



## ValueMetrics Performance Management Case Study

### Complete visibility and control of performance across all business units

#### Company Overview

**Industry Sector:** Transport and Logistics Public Limited Company

**Employees:** 164,253

**Sales:** £2.6 billion sales revenue

**Background:** Since its origin in 1990 the company has seen major operational growth and currently operates 5 subsidiaries covering public road, rail, transport, shipping and oil pipelines

#### Business Challenges

- **Lacked management visibility**  
Top level Executives were unable to gain clear visibility over the performance of the company's business units including head office
- **Unfocused and ineffective measurement**  
Each division had their own key metrics which they measured against, resulting in unfocused measures across the organisation
- **Dysfunctional measurement**  
There was an apparent need to realign and streamline metrics in line with the company's overall strategic objectives
- **Lack of know how or experience**  
Top level management did not have the experience or know how to drive transformational measurement of such a large group with multiple business units
- **Non-collaborative approach between business units**  
Expectations of performance between head office and the subsidiaries were unreasonable due to the lack of clarity and knowledge over roles and what the key measures should be

#### Solution

- **Performance Measurement Methodology**  
Using our Performance Measurement Methodology we identified what the key value drivers were across the organisation enabling us to determine the key metrics to measure
- **Performance Dashboard design and implementation**  
We then designed and implemented Performance Dashboards to display the performance of these key metrics across the subsidiaries for top level management visibility with the ability to drill down for root cause analysis of any performance issues
- **Skills and knowledge transfer workshops**  
We provided key personnel with skills and knowledge transfer workshops providing them with the ability to continue performance improvement in line with our Performance Measurement Methodology and use of Performance Dashboards



#### Benefits

- **Top level management gained visibility and control**  
Top level management managed to gain visibility and control over the performance of the company enabling them to make quick and informed decisions
- **Positive alignment of focus towards strategic objectives**  
The company became more streamlined and focused as a result of working collaboratively with meaningful key metrics that were now aligned to the strategic objectives
- **Increased employee productivity**  
Employees worked more productively and effectively as they had a common framework to work within providing clarity over roles, resulting in employees managing their time and themselves better
- **Real time identification of performance improvements**  
The opportunity to drill down for root cause analysis meant that top level management could identify problem areas and take the appropriate action before these impacted on the company

#### Why ValueMetrics?

ValueMetrics has over 10 years' experience in helping organisations reach optimum performance excellence by aligning operational activity with strategic objectives across all business units including the supply chain and operational areas.

By combining our methodology, processes and software tools delivered with business insight and expertise we enable organisations to achieve better results faster through sustainable performance improvement.