One-day Workshop on

“Analytics for Leaders: Performance Measurement for Enterprises”

| Objectives | In recent years we have seen senior executives of huge corporations paid large bonuses for obtaining a 95% satisfaction rating from their customers, achieving record quarterly sales, reducing payroll expenses by 10%, ... and then suffering major loss of market share or collapsing completely. What could have been done to prevent the Enron or WorldCom or Wall Street disasters? There is no single answer, but an important root cause may well lie in the fact that these enterprises lacked comprehensive Performance Measurement systems, that is, systems that provided Boards and leadership teams with concise quantitative information about the current and prospective performance of all aspects of the enterprise, and provide individuals with the quantitative information they need to do their jobs well. At operational levels of a company, poorly-chosen performance measures frequently frustrate people’s efforts to work together to produce high-quality products and services. This interactive workshop will introduce participants to the key issues in relation to Performance Measurement for an enterprise: Why is it important? What can go wrong? What are the critical characteristics of a good system? How to get started? They will learn about a practical approach to identifying and using performance measures that helps improve the value delivered to customers and other stakeholders and, at the same time, helps to align people’s efforts with the company’s mission. |
| Presenter | Prof. N I Fisher, University of Sydney & ValueMetrics Australia |
| Presenter Details | Nick Fisher spent over 30 years as a researcher and consultant in CSIRO. He left his position as a Chief Research Scientist in May 2001 to found ValueMetrics Australia, an enterprise that carries out research and consulting primarily in the area of Performance Measurement, with particular emphasis on improving quantitative reports to Boards and top management. He has published over 100 articles and books on a range of statistical and management topics. He is professionally accredited by the Statistical Society of Australia and by the American Statistical Association and is a Visiting Professor of Statistics at the University of Sydney. |
| Who should attend | Anyone with a basic background in Statistics interested in how to approach problems of measuring performance, particularly in the context of an enterprise. |
| Seminar Details | |
# Timetable

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<tr>
<th>Time</th>
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<td>09:15–09:30</td>
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| 09:30–11:00| **Session I**<br>Performance Measurement: Issues, Objectives, What's available, Key elements | • Welcome – who’s who?  
• Introductory remarks: What’s performance measurement all about? Why does it matter?  
• Some approaches – Motorola, Balanced Scorecard  
• Desirable properties for a Performance Measurement System  
• Overall design of a system  
Performance Measurement Framework (PMF®)  
Interactive – write down and feedback  
Accountability & Responsibility |
| 11:00–11:15| Break                                                                 |                                                                        |
| 11:15–12:30| **Session 2**<br>Performance Measurement Framework (cont’d)            | • Paradigm  
• Structure  
• Comparison with Balanced Scorecard  
Syndicate exercise 1 and report back  
Stakeholder analysis for a company.  
Introduction to Managing Customer Value  
• Frank Perdue’s story |
| 12:30–14.00| Lunch                                                                 |                                                                        |
| 14:00–15:15| **Session 3**<br>Managing Customer Value                               | • AT&T story  
• The CV process  
Syndicate exercise 2 and report back  
Develop a Value tree for an airline passenger.  
• Creating customer focus  
• (Deployment flowcharting)  
• Customer Value Leadership reports |
| 15:15–15:30| Break                                                                 |                                                                        |
| 15:30–17:00| **Session 4**<br>Managing Value for other Stakeholders                | • People Value  
• Community Value  
• Partner Value  
• Owner Value  
• Board and leadership reports  
Board and Leadership reports  
Getting started  
Final questions |
REGISTRATION FORM

(Please put a “✓” in the appropriate box below)

Name: Mr./Ms/ Mrs. Position:

Company/Department:

Tel. No.: Fax No.: E-mail:

CityU Student ☐ CityU Staff ☐ Department:

CMA Members ☐ Membership No: HKSQ Members ☐ Membership No:

IET Hong Kong ☐ Membership No: Others ☐

Total amount paid:

1. The completed Registration Form should be accompanied by a crossed cheque of the appropriate amount made payable to “City University of Hong Kong”

2. Please mail the crossed cheque to: Department of Systems Engineering and Engineering Management, Room P6600, 6/F, Academic 1, City University of Hong Kong, 83 Tat Chee Avenue, Kowloon Tong, Hong Kong (Attn: Ms. Yuki Lui)

3. For enquiry: please contact Ms. Yuki Lui at Tel: 3442 8408 or via E-mail: yukilui@cityu.edu.hk