

CASE STUDY:

Performance Management Solution using Balanced Scorecard

UK LNG Importation Terminal

Overview

The customer is the UK's first & leading LNG importation Terminal and caters to 20% of UK's gas demand.

Enzen delivered a Performance Management solution using the Balanced Score Card methodology resulting in consistent, reliable and accurate KPI Data and executive reporting.

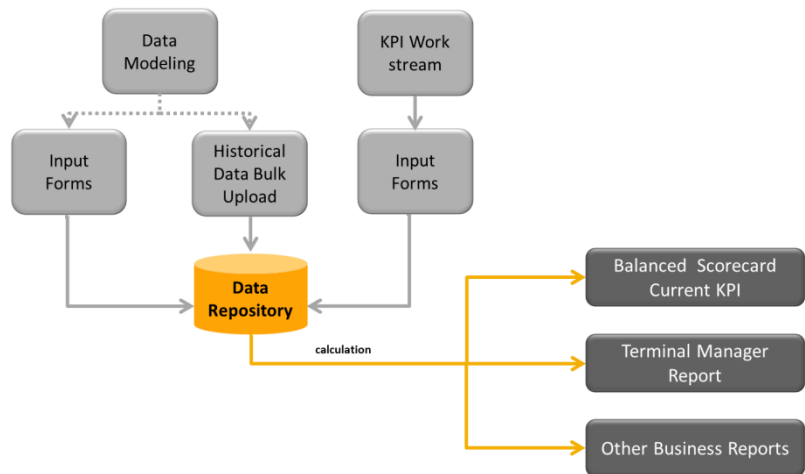
Highlights

- Information was residing in disparate applications and in multiple formats
- Management time to generate reports was high
- Data complexity was on the rise given the expansion plans of the Terminal, performance management was manual and un-reliable
- Performance Management delivered by Enzen used by the leadership team

Large volumes of isolated, structured and un-structured data available in multiple non standard and inconsistent formats, remains one of the key challenges in the Utility sector today, in the areas of Information Management in general and Performance Management specifically. Business Performance Management in large organisations often involves the collation of data and reporting using business intelligence tools for slicing and dicing and for visualisation of the results.

Performance management carried out by the customer was performed manually and involved a significant amount of senior management time, while data came from various sources and was of poor quality, resulting in overall low confidence in the output

Enzen proactively recognised the Business Challenges in managing and reporting the KPI's and offered to review the end to end process with a view to automating the output



How Enzen helped the customer:

Enzen's approach to delivering a performance management solution was to first address the issues with data before delivering a solution for managing performance

- Enzen brought it's team of Business and Technology consultants with experience and knowledge of the industry
- Analysed and challenged the existing information, process & systems
- Developed data dictionaries to develop a consistent understanding of the data definitions
- Structured and modelled the data using an entity relationship approach
- Supported the generation of key regulatory and non regulatory reports
- Helped the Business to quantify the Key Performance Indicators
- Developed & implemented a Balanced Scorecard (BSC) based performance management solution
- Supported enhancements to the solution through continuous business engagement

Key Benefits

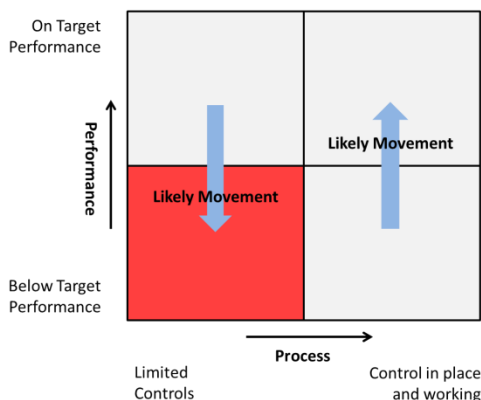
- Helped in aligning key performance measures with Business Objectives at all levels of the organization
- Enabled the management with a comprehensive visual platform to measure and improve their business operations
- Helped in mapping strategic objectives into operational activities.

Outcome delivered to customer

The outcome was delivered in two phases, the first phase delivered a comprehensive analysis of the end to end data flow, systems & validations involved. The outcome was an enterprise data model along with a data dictionary to provide a consistent view of the data.

The second phase delivered a fully automated Performance Management Solution using the Balanced Score Card approach.

ID	REPORT TYPE	Jul-10	Aug-10	Sep-10	Oct-10	Nov-10	Dec-10	Jan-11	Feb-11	Mar-11	Apr-11	May-11	Jun-11
1	Process	84	85	78	89	91	91	90	92	93	88	94	41
2	Environment	72	75	64	77	72	82	75	84	90	89	100	52
3	Environment Permit	62	82	62	77	50	78	71	88	67	63	91	8
4	Safety	85	84	85	83	83	78	86	91	88	81	83	43
5	Policy and Development	95	95	95	90	90	95	95	95	95	95	100	95
6	Marine	90	95	91	100	100	84	99	92	84	100	92	94



The specific tasks performed by the Enzen team were:

- Identification of Data duplications and Gaps in business processes.
- Creation of RACI matrix for bringing clarity in data ownership
- Reduction in manual efforts for reporting by up to 50%
- Data Models became building blocks for an enduring IS solution and KPI/Balanced score card
- Balanced Scorecard was fully automated and now helps the business to identify the key performance issues
- Enzen's Balanced Score Card framework is helping the customer in managing and driving the organisations performance and decision making processes.

The performance management solution is currently being used across business lines at senior management level to capture, track and report performance against key performance indicators on various parameters.

