We helped a beverage company to develop a performance management framework that aligns performance metrics to its business strategy, budget and performance objectives.

**The Challenge**
A global premium-branded beverage company faced a difficult integration between its existing business and an acquired beverage business. The client was unable to extract the expected synergies from the merger, and needed assistance in reviewing its strategy and implementation. As part of the key steps towards reforming the company, it required a review of the fundamentals for both businesses, to determine the key value drivers within the businesses. The objective was to map the key drivers identified to functional-level performance metrics, so that a new strategy could be considerably implemented across the integrated businesses maximising returns to shareholders.

**How we helped?**
We helped the client to develop the organisation’s Performance Metric Framework (PMF), including a repository of key performance indicators (KPI) matrix, reporting dashboards and the processes to maintain the KPIs and dashboards.

We adopted an approach to help the organisation realise defined business benefits. The approach was founded on:

- Generate buy-in from the senior leadership at the corporate and business unit level by deploying a Deloitte senior team with proven track record and a strong cultural fit to engage
- A structured, robust approach based on Deloitte’s Integrated Performance Management and Cell-Based-Growth methodologies
- A highly collaborative approach that puts the organisation in the driver’s seat, but with strong navigation by Deloitte
- Leading practice based on practical application, demonstrated through implementation and continuously refined by the client’s experiences.

**Value delivered**
The project delivered a Performance Metric Framework that measures the organisation’s strategy implementation and drives the realisation of value. The comprehensive framework is made up of:

- A structured and integrated approach defining how the organisation creates value
- A prioritised list of key performance indicators that aligns with the key drivers of value the organisation is planning and measuring
- A repository with simple standard definitions for each key performance indicator
- Dashboard reporting that provides clear visibility of the focus of each business unit
- A governance structure to enable the Performance Management Framework to be embedded into how the organisation does business.
Contacts

Paul Wensor
Partner – Deloitte Consulting
Tel: +61 3 9671 7297
pwensor@deloitte.com.au

Allan Mills
Partner – Deloitte Consulting
Tel: +61 2 9322 7397
allmills@deloitte.com.au

Scott Alexander
Partner – Deloitte Consulting
Tel: +61 2 6263 7311
scottalexander1@deloitte.com.au

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