We helped a mining client develop critical performance indicators and assisted their senior management to focus on driving value

The Challenge
Our client, a large multi-national mining company, found that its scale of operations, as well as the complexity and duplication of key performance indicators (KPIs) and performance reporting, had significantly increased due to historical transactions and acquisitions. The organisation was experiencing excessive reporting, inconsistent KPI definition and lack of a value-driven performance management framework.

How we helped?
We helped the client’s senior management to focus on value drivers within the business and created an Executive Chief Officer (EXCO) dashboard for the CEO and his direct report.

We started with conducting an assessment of the client’s reporting environment, which showed a huge overlap in reports, with close to 500 data points, most of which largely focused on financial and operational performance.

We then used an Enterprise Value Map for mining as the basis for assessing the client’s financial and operational drivers. Data points were extracted from executive reports that indicated a level of volume as well as the relationship of the data to the client’s growth levers.

We leveraged previous engagements of this nature to collate a library of KPIs and cross-referenced them to the organisation’s corporate strategy, promoting alignment to the client’s vision.

Value delivered
This project provided the client with 20 business-critical KPIs for the executive directors to focus their attention on, allowing a drill-down to operational KPIs where required. This enabled a KPI reporting concept to support their current finance transformation program and led to more timely and consistent reports with a clearer link to key business value drivers.
Contacts

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