

## Storyline

The client is a well established company based in Dubai offering a wide range of services in the construction industry. The company has more than 15,000 employees and an order position in excess of USD 6 billion.

NCRCL® helped the client establish a performance monitoring system along with a review mechanism. The performance management system has provided the Management a good decision support system making measurement and monitoring easier.

## Once upon a time

The Management found it very difficult to manage more than 50 ongoing projects at various stages of completion. The Management wanted to put in place a simple and effective system of performance measurement and monitoring. Setting up a systematic review mechanism was also necessary. NCRCL® was asked to design and implement the system and provide initial support in running it.

## Moving on

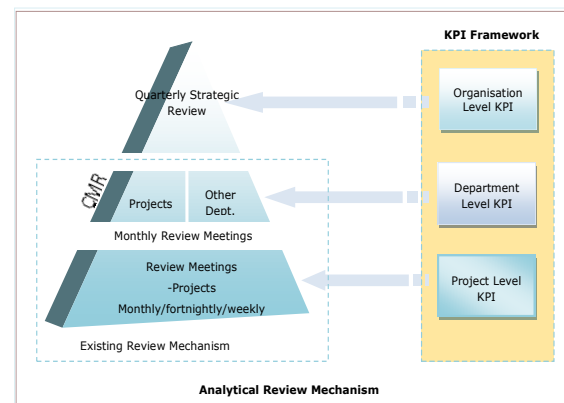
The NCRCL® team undertook a mapping of all major processes to gain an insight into the business of the client. The team then sat with each of the function heads to identify their Key Result Areas (KRA).

The parameters for measuring the KRA were quantified and developed into Key Performance Indicators (KPI). The KPI were validated in a second round of discussion with the function heads.

The team then went about defining the input/output formats and the input-output relationships. With the KPI concept ready, the team worked on setting up a review mechanism. The KPI system and analytical review mechanism were presented to the Senior Management for validation.

A detailed implementation plan was developed to roll out the system. During the pilot run, the team worked closely with the internal MIS cell in validating the outputs generated and making minor changes wherever necessary.

KPI were defined at three levels – Organisation, Function and Project. Detailed guidelines were provided to the MIS cell on the concept, process, calculations and interpretation of



the KPI. Benchmarks were identified wherever possible as performance targets. One complete set of reports was generated with sample data.

## Finally

With the KPI based analytical review mechanism in place, reviews became faster and more structured in the client company. There was clarity amongst all on their result areas and their performance vis-à-vis benchmarks. The system was also instrumental in the company getting a Dubai Quality Appreciation Programme Award.

## Contact:

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