



Who Should Attend?

This course is designed for members of Customer Care, Controlling, and other departments, responsible for evaluating the calculating efficiency of business processes; middle level management looking for a deeper understanding of the various aspects of KPIs; and support team members monitoring the quality of service in any department.

Course Scope

1. KPI definition & overview.
 - Role of KPI in organisation.
 - Simple KPI.
 - One vs. two-sided KPIs.
 - Multi-component KPIs.
 - Aggregated KPIs.
 - KPI frequencies.
2. Standard KPIs and their variations.
 - Customer care KPIs (service level).
 - IT Department KPIs (e.g. system availability).
 - Technical Department KPIs (Network failure rate).
 - Financial KPI (bad debt, DSO).
 - Marketing KPI (e.g. churn, market penetration).
 - Sales KPI (e.g. Sales Acquisition Cost).
3. KPI managed organisation.
 - KPI delegation on lower organisational levels.
 - Processes oriented for KPI measurement.
 - System requirements for KPI management.
 - Relation between KPI and bonuses.
 - SLA (Service Level Agreement) between units.
4. Reporting of KPI.
 - Data availability and data collection.
 - Communication aspects with operational units.
 - Report generation.
 - Approximate vs. exact KPIs.
 - Change request processing and management.
 - Single vs. multiple data sources.
 - Reporting unit position in organization.
 - Single employ KPI reporting.
 - Daily, weekly and monthly KPI.
 - KPI dashboard.
5. Setting the KPI = Proper definition of KPI.
 - Collection of historical data.
 - Process modelling and setting.
 - Common keys identification.
 - Handling exceptions.



6. Benchmarks.

- Setting up proper expected values.
- Desired values vs. available values of KPI.
- Comparison with other companies.
- Market knowledge about expected values of KPI.
- Telco-groups KPI.

7. Other aspects.

- Combined and aggregated KPI – positive and negative aspects.
- KPI reporting vs. system flexibility.
- Avoiding internal fraud.
- Improper usage of KPIs.

Course Objectives

To introduce the philosophy and practise of management based on Key Performance Indicators. We describe common Telco KPI, and discuss practical aspects of its setting, monitoring and modifications. Case studies of proper KPI implementation are presented.

Prerequisites

No specific prerequisites are required, but experience in one of the following areas would be helpful:

- Practise in reporting.
- Design and implementation of processes.
- Budgeting, controlling, etc.

Training Structure

Three-day training divided into logical sessions.

Methodology

Instructor-led training.