

UNIDO Pharos Training Workshop

Measuring, benchmarking and managing enterprise business performance with Pharos software suite by UNIDO and its applications for improving capacity for trade, exports, investments, innovation management, productivity, quality, competitiveness and sustainability of enterprises.

Venue: Jakarta, Indonesia, 31 July - 4 August 2006

The Programme

- ❖ Welcoming and introductory notes by organisers
- ❖ The structure of the workshop, its objectives
- ❖ Introduction into capacity building programmes for entrepreneurs using UNIDO IT tools
- ❖ Introduction to Productivity, Performance Measures, Business measurement and management
- ❖ Linkages between performance measurement systems and strategies, Balanced Score Card and Pharos approaches, other major business performance methods.
- ❖ Key performance indicators used in UNIDO software suite
- ❖ UNIDO continuous improvement methodology and lean manufacturing practices
- ❖ BASEL II Standard: Supporting the compliance and credit applications

- ❖ Working with **Pharos-Business Navigator**
 - Pharos roadmap
 - Installation
 - Loading example with enterprise database
 - Overview of Pharos: user interface, basic features, functions, indicators, graphs, applications, main menu
 - Main modules
 - Costs
 - Performance
 - Quality
 - Competitiveness
 - Product Contribution
 - Sales
 - Utilities, options, user preferences
 - Pharos database preparation and update
 - What is in the enterprise database?
 - Data preparation for Costs
 - Data for Performance, Production and Quality
 - Data for Customer sales
 - Mapping of cost categories Pharos into national accounting
 - Pharos data entry

 - Defining business targets
 - Basic principles
 - Formulae
 - Setting up the variation limits

- Setting up best practices
- ❖ Key Performance Indicators (KPIs)
 - Formulas
 - Selection
 - Information compressing methods used to simplify analysis by users
 - KPI evaluation options
- ❖ Using advanced export-import module for data exchange with third party software and simulations
 - Export wizard and defining the data export procedures
 - Saving the procedures in data export schemes
 - Import wizard and defining the data import procedures
 - Saving the procedures in import schemes
 - Using schemes in data export
 - Using schemes in data import
 - Working in LAN environment
- ❖ Benchmarking and preparing business benchmark report in Pharos
 - The basic principles and implementation decisions (averaging, reference date, KPIs selected, etc)
 - KPIs used in benchmarking and options in expanding KPI set
 - Benchmarking results and its tuning by using averaging and referencing
 - Data used for report presentation
 - Data used in benchmarking
 - Reviewing benchmarking graphs
 - Making business benchmarking reports
 - Comparing the enterprise performances in industrial sectors: static and dynamics, obtaining real time trends for industrial development
- ❖ Simulations of business decisions with Pharos
 - Basic principles
 - Transforming the decision into data
 - Introducing the unknown and uncertainties into the decision making
 - Running the simulations
 - Evaluation the results, making comparisons and selection of the "best" option
- ❖ Practical exercises
 - Developing sample enterprise database
 - Defining business targets
 - Making production planning and simulations
 - Running data export-import
 - Preparing benchmarking reports
 - Analysis of pitfalls, troubleshooting and optional solutions
- ❖ Developing best business performance management practices: problems and how to address them
 - Managerial dedication
 - Value of unmeasured
 - Staff attitude, training and stimulation: who is really interested in the measurement results?

- Making the measurement, management and benchmarking the component of a business culture
- Expected results and realities in practice

- ❖ Working with **Produce Plus**
 - Diagnostic Questionnaire, Performance Measurement and Benchmarking
 - Diagnostics results overview and reporting
 - Introduction to Performance Measurement in Production
 - Overview of Produce Plus Data Entry and Indicators
 - Section 1 Production
 - Calculation of standard work rates
 - Measuring Actual Work Rates
 - Method of Data Entry
 - Section 2 Quality
 - Defining Losses & rework
 - 'Right first time' approach
 - Entry of Quality Data
 - Section 3 OEE
 - What OEE measures
 - Calculation of OEE
 - Data needed to obtain on OEE figure
 - Section 4 Performance/Efficiency
 - Production Efficiency terminology
 - Calculation of measures based on actuals
 - Line running efficiency, line utilisation
 - Section 5 Costs
 - Producing a complete Ex Factory Cost
 - Calculation of standard labour hours and cost
 - Costs Data Entry
 - Section 6 Labour Performance
 - Calculation of labour performance
 - Data Entry for labour
 - Data Collection Methodology
 - Data collection methods
 - Use of factory floor control sheets
 - Installation Guide
 - Exercises using Produce Plus Data Entry and Indicators
 - Using Produce Plus in decision making support
 - Production Data import from Produce Plus into Pharos

- ❖ Working with **Financial Improvement Toolkit (FIT)**
 - FIT roadmap
 - Installation
 - Loading example with enterprise database
 - Overview: user interface, basic features, functions, indicators, graphs, applications, main menu
 - Utilities, options, user preferences
 - Database preparation and update
 - What is in the enterprise database?
 - Data entry

- Preparing reports and setting up best practices
 - Key Performance Indicators (KPIs)
- ❖ Implementation milestones for the Training Programmes and on-site support
1. Pharos
 - Commence entry of financial data
 - Last months data entered
 - Data Import / Export routines initiated
 - Business targets defined for all modules
 - Database updated monthly
 - Produce reports
 - All data Import / Export procedures in place
 - Enterprise database is updated for 2 previous years
 - Business targets are discussed, agreed & approved by enterprise
 - Enterprise data base updated for 3 previous years
 - Complete export & import scheme combinations for departments are set up
 - Internal guidelines for business target definitions documented
 - Improvement actions are outlined & documented
 - Results of company development analysed & confirmed with management
 - Production scenarios identified, practices, best options defined & documented
 - Improved actions outlined & updated
 2. Produce Plus
 - Complete Diagnostic Questionnaire
 - Establish product standards, for highest volume or problem products, (minimum data)
 - Commence entry of production data with daily or weekly production data entries
 - Establish current OEE figure
 - Identify potential improvements from Produce Plus results
 - Agree & commence 'Continuous Improvements'
 - Add all incomplete product standards (including labour &, if required materials & packaging)
 - Generate OEE values to demonstrate improvement
 - E-mail datasets to International Consultants
 - Produce 'Bench Mark' of improvement & e-mail to international consultants
 - Benchmarking data prepared for final programme month
 - Best practices (UK experiences)
- ❖ BASEL II Standard: The objectives, requirements and compliance. Using Pharos & FIT suite for preparing to credit risk assessment and enterprise certification procedure.
- ❖ Trainees feedback and discussion
- ❖ Certification of participants
- ❖ Final notes

The workshop coach: S.Golovanov, UNIDO International Consultant, GOLEM IMS GMBH, Austria