



THE UNIDO PHAROS TRAINING WORKSHOP

The UNIDO Pharos workshop “**Management of Change in industrial enterprises with UNIDO Pharos package**” addresses key issues of business environment change, growing risks by entrepreneurs and policy makers and globalization impacts providing participants with practical knowledge and instruments to cope with increasing challenges.

Day 1

- Introduction to Evidence Policy Making support by Pharos information technology tools
- Introduction into strategic planning at industrial enterprises – basic concepts and tools

Days 2-4

Management, monitoring and benchmarking of strategic, operational and financial performance with UNIDO Pharos software package

Day 4

Manufacturing performance management, monitoring and benchmarking with UNIDO Pharos software package

Day 5

Application of Pharos tools in Benchmarking and monitoring of enterprise results by entrepreneurs in

- Selection of enterprises for investment and modernization programmes,
- Analyzing results of implemented programmes, policies and investments,
- Supporting selection of suppliers to large industrial corporations based on enterprise benchmarks
- Monitoring of suppliers performance, operational quality and its improvement by large national and multinational corporations for keeping businesses under control in times of uncertainties of global markets and financial crisis
- Quick and inexpensive audit of enterprise groups (clusters, industrial sectors, etc)
- Support of comparative studies based on benchmarking results.

Discussion & Certificates

The workshop integrates learning targets with applications, bringing knowledge and measurement of results together. It helps in improving competitiveness, productivity, quality, and business efficiency, use of enterprise resources by applying effective combination of increased knowledge capital, industrial engineering methodology and simple Pharos information technology tools by UNIDO.

The workshop takes place at UNIDO. Its overall duration is 5 working days.

THE PARTICIPANTS LEARN HOW

- Options in applying Pharos tools to support evidence policy making processes in countries
- To improve capacity of managing the change, systematically implementing of best practices of continuous improvement, monitoring and measuring businesses results, optimizing decisions, eliminating inefficiencies and maximizing use of available resources for increasing competitiveness, productivity and quality with overall result of business culture change
- To use these knowledge capital for facilitating trade, exports, investments, introduction of innovations as well as overall sustainable growth of business results
- To develop best practices for considerable improving of Key Performance Indicators (KPI) in range of 10% - 250%, including Gross Profits, Productivity (e.g. Added Value per Employee), Competitiveness and use of available resources
- To support policy makers in administration, investment and banking, industrial associations providing tools and solutions for performance self-assessment by enterprises along with overall traceability of performance improvement by enterprise groups such as clusters, sectors of regional and national businesses

The workshop participation and learning are acknowledged of by UNIDO Certificates.

WHO SHOULD ATTEND?

Specialists from regional and central administration dealing with SME development issues and definition of effective policy making practices, specialists planning and implementing investment and modernization programmes, assessing financial risk, business consultants, vocational training specialists, professionals of public and private organizations, dealing with issues of productivity, quality, competitiveness, entrepreneurship and innovation in industrial sectors, entrepreneurs and managers.

The work is focused on practical issues with methodological overview. The basic knowledge of PC/ Windows is required.

SESSION 1: “INTRODUCTION TO POLICY MAKING SUPPORT AND STRATEGIC PLANNING”.

Effective policy making and its implementation depends on capacity of specialists to base its underlying assumptions on valid evidence, use practical yet simple methods as well as trace the actual results achieved after the implementation. At the enterprise level one of the major factors in successful and sustainable business is development of realistic strategies. Both processes shall take into consideration of needs for change including adapting to changing business environment, accommodating potential risks and maximizing efficiency of available resources.

The workshop introduces participants to practical approaches to meet need for simple yet effective methods and tools supporting policy making at the administrative and investment levels as well as strategic planning at the enterprise level. The ability to successfully meet the challenges of a competitive globalized market place, the opportunities and the threats of the changing world requires that stakeholders recognize that such change is occurring, it requires an adjusting of the policy making process as well as strategic planning embracing effective management methods, ICT tools and best practices. The module content includes as follows:

INTRODUCTION

- What does it mean to Manage Change? What it consists of and how can be done?
- Key components of Evidence Policy Making support: practical yet simple methods, realistic evidence, understanding of complexities of target social and economic system, preparing and testing the new policy, its monitoring, learning from results
- How Pharos tools and relevant methodology can contribute to policy making process?
- Key components of Strategic Planning at the enterprise level: methods, tools, preparing and testing the new strategies, monitoring its implementation, learning from results
- How Pharos tools and relevant methodology can support Strategic Planning and its effective implementation?
- Key Competencies for Change Leaders: Understanding change management, preparing for change, its planning and managing, building necessary skills, learning from results
- Learning from results - the relationship between change and learning, obtaining feedback and monitoring the implementation, why Change efforts fail: key reasons.

METHODOLOGIES OF STRATEGIC PLANNING TO ACCOMMODATE THE CHANGE:

- Concepts & Tools & Techniques, business measurement, management and benchmarking
- Linkages between performance measurement systems and strategies, from single enterprise

benchmarking to tracing enterprise groups' performance and development of policy making evidence platforms: national industrial benchmarking reference databases

- Balanced Score Card and Pharos approaches, other major business performance methods,
- Consolidating the enterprise position and setting a realistic objectives to achieve: Goals and Objectives, Mission, Strategies, Segments, Products, Utilization of Resources, External Business Environment Impact Analysis - Local & Global Components, Human relations - Trust and Conflict Resolution, Shared Leadership, Control and Procedures, Effective Interpersonal Communications, Preparing the Decisions,
- Design of the simple decision simulation methodology for assessment of strategic decisions, its consequences and key risk factors in Pharos software suite: Basic principles, transforming the decision into data, introducing the unknown and uncertainties into the decision making, running simulations

SESSION 2: “IMPLEMENTING STRATEGIC AND FINANCIAL PLANS WITH UNIDO PHAROS AND FIT SOFTWARE”.

The Monitoring and Benchmarking of the business results including finance, quality, competitiveness and customer sales performance of an industrial SME are among key issues of success in Management of Change. The module enables the company management to develop and put in place best practices for complying with business targets including the budgets, quality, productivity, sales, etc. The personalized UNIDO Pharos information technology tools for managers and management assistants help increasing overall performance through easy monitoring and benchmarking of enterprise results.

THE PARTICIPANTS LEARN AND PRACTICE UNDERSTANDING OF:

- UNIDO Pharos Costs, Budgeting and Business targets setup, Financial performance, Cash flow and Profit margins, Improvement of competitiveness
- Benchmarking of major business results and comparison of decisions
- Presentation of business results for prospective investments programmes
- BASEL II Standard implications on enterprise capacity for investment: How to ensure the compliance to minimization of credit risk when preparing investment plans?
- How to use UNIDO Pharos personal management software for business results measurement and benchmarking: user interface, features, functions, indicators, graphs
- What are the other underlying concepts of Pharos:
 - Key Performance Indicators (KPIs): Descriptions, Formulas, Selection, Information compressing for making the users analysis simple
 - Main modules: Costs, Performance, Quality, Competitiveness, Product Contribution, Sales, Utilities, options, user preferences
 - Enterprise database, how it is prepared and updated

- Defining business targets in practice: Basic principles, Formulas, Setting up the variation limits, best practices, advanced defining of business targets as goal functions
- Using advanced export-import module: data exchange with third party software and decision simulation, procedures, schemes, data transfers between departments.

BUSINESS BENCHMARKING AND REPORTING:

- The basic principles of benchmarking and its implementation in Pharos (averaging, reference date and period), KPIs used in benchmarking, benchmarking reports
- Comparing the enterprise performances in industrial sectors: self-assessment and positioning against other enterprises, static and dynamic views, reviewing trends
- Practical exercises: Developing sample enterprise database, Defining business targets, Making production planning, Simulation of major decisions, Running data export-import, Preparing benchmarking reports, Analysis of pitfalls, Troubleshooting
- Developing best business performance management practices: Problems and how to address them, Managerial dedication, Value of unmeasured and unknown, Staff attitude, Training and stimulation, Making it as component of a business culture, Expected results and realities in practice

STRATEGIC PERFORMANCE AND EVALUATION OF CAPACITY FOR INVESTMENT WITH FINANCIAL IMPROVEMENT TOOLKIT (FIT):

- Presentation of business results to prospective investor? Evaluation of capacity for investments into particular enterprise? Selecting candidates for investment / upgrading programme?
- How to have financial results available just in right time and do simple? Have it in my own language but easy viewed & printed in English?
- FIT roadmap, installation, enterprise database example, preparation and updating
- Overview of user interface, basic features, functions, graphs, applications, main menu
- Key Performance Indicators (KPIs), preparing reports and setting up best practices

SESSION 3: “IMPROVING OF THE PRODUCTION EFFICIENCY AND PERFORMANCE”.

The competitiveness of the Industrial SMEs is highly dependent on their ability to produce good quality products with minimal defects, optimized costs and to deliver on time. The implementation in the company of a lean manufacturing culture facilitates the company management into achieving such goals. To ascertain the production and performance of an SME, including, but not limited to the following issues:

- How to determine which manufacturing operations add value to the SME?
- How to improve product and production performance?
- How to prepare and measure major decisions regarding changes in manufacturing, introduction of innovations and business restructuring to adapt to requirements of change?

WORKSHOP PARTICIPANTS LEARN AND PRACTICE UNDERSTANDING AS FOLLOWS:

- Introduction to Performance Measurement in Production, the relation between lean manufacturing and production performance measurement and benchmarking,
- Overview of Indicators and Lean Manufacturing Tools enabling Implementation of the Results, such as Pareto, Value Stream Mapping, the work through examples,
- Working with Produce Plus: the components, user interface, benchmarking overview and reporting, data collection and entry
- Calculation of standard work rates, Measuring Actual Work Rates, Method of Data Entry
- Quality: Defining Losses & rework, 'Right first time' approach, Quality Data
- OEE – Overall Equipment Efficiency: What OEE measures, calculation of OEE, data needed
- Performance/Efficiency: Production efficiency terminology, calculation of measures based on actual, line running efficiency, line utilization
- Costs: Producing a complete Ex-Factory Cost, calculation of standard labor hours and cost
- Labor Performance: its calculation, Data Collection and Entry Methodology, Use of factory floor control sheets

THE VALUE OF THE UNIDO CAPACITY BUILDING PACKAGE

The Pharos workshop integrates unique practical combination of concepts, methodology, training and reference materials, enterprise software, practical exercises, combining lecturing, action learning, team work/group work, case studies, simulations and computer-based training. It's training and learning content does not have direct analogues.

The participants would benefit receiving the integrated package of services including as follows:

1. Knowledge capital increase by training and best practices
2. Comprehensive set of training and reference materials
3. Complete UNIDO software suite with 6 software items including Pharos-Business Navigator, Pharos Enterprise Benchmarking and Advanced Data Export-Import, Financial Improvement Toolkit and Produce Plus (EDU) supporting strategic, operational, financial and production management as well as business consulting
4. UNIDO Certificates of Business Performance Management Excellence acknowledging capacity to provide consulting and training

The UNIDO Pharos workshops are run on cost-covering basis assuring special reduced participation fee **990 Euro**. The fee includes the tuition, training materials and complete Pharos software package. All other related expenses (e.g.: travel, hotel, accommodation, meals, etc.) will have to be settled directly by the participant. The estimated value of such training package is equivalent to **3,000 Euro** considering all its components.

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Additional information regarding the workshop, UNIDO Pharos software, its implementations in countries and relevant methodology of industrial modernization programmes and workshop registration forms is presented at UNIDO Business Performance Management Software support site: www.win2biz.com.