

STRATEGIC PERFORMANCE MANAGEMENT

**Using The SPM Maturity Model[®]
to turn vision into business value**

A practical guide for senior executives
based on new research and case studies

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Introduction: how to use this report

This report is intended to help you to be successful in achieving superior business results through effective performance management and use of business intelligence.

This report is based on a major research study into the current state of performance management and business intelligence systems in companies throughout the world and of varying sizes. It is a practical guide to what companies have achieved at various stages of their development and the things that have helped and hindered them in getting there.

The subjects of the research were chief executives, finance directors, divisional directors, IT executives and some operational and IT managers. The conclusions and guidance is therefore aimed at those responsible for the leadership and management agenda and not technologists, except where it impacts this intended audience.

Central to the proposition of this report is the idea that organizations mature in their effective use of performance management and business intelligence. Therefore as a leader of any change in these areas you need to understand the business context, the current state of play in your organization and how to plan and implement the move to the next stage of the journey.

This high-level guide will help you navigate your way through the report:

Chapter 1 - The performance management imperative and its role in achieving superior business results.

Chapter 2 – Key insights from the Business Intelligence research study and their significance to your organization.

Chapter 3 – How *The SPM Maturity Model*[®] can help you to identify the barriers and opportunities in making better use of performance management and business intelligence systems.

Chapters 4-6 - A detailed look at what is involved in making the transition to a higher level of achievement in the maturity model with practical examples of how companies deal with the challenges involved.

Chapter 7 - Guidelines for producing a strategic plan of action to raise your performance management and leadership practices for delivering business benefits.

Start with the first three chapters to understand the background and current practice, or go straight to the transition most relevant to your organization. The final chapter covers the key roles in planning and implementing the changes required.

Here's to your success.

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