



Sputnic Plenary Session

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Corporate Management Session 4

WP 5 Team

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Corporate Management Objectives and topics

- How to improve performance of a company
- Ways to better streamline a company
- Coping with a changing market environment
- Transition to a customer service sector?
- Cost pressure and increasing efficiency
- Using private sector management methods?
- Benchmarking/success stories

Challenges Voyager on Corporate Management

- Development of Strategic Partnerships
- Flexible business structures
- Performance management
- New skills and competencies
- New ways of learning(e-learning, blended learning)

Results of recent UITP survey

New member states

- Performance indicators for company efficiency
- Implementing and monitoring indicators
- Ways to reduce costs whilst improving service quality
- Monitoring cost and quality
- Restructuring the company

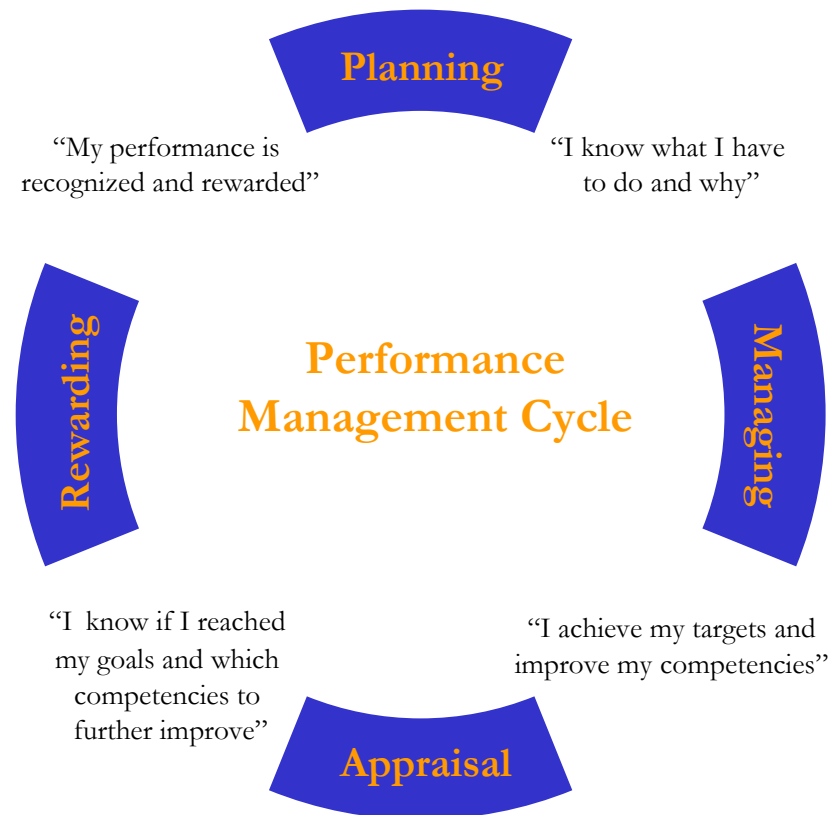
Task 5.1 Performance indicators for business management

- Performance Management
- Performance Areas–(Operations, Finance, Service, Quality, HR, Sustainability)
- New methods (BSC,TQM, EFQM, MbO)
- Collect and analyse existing indicators
- Develop guidelines for implementation and monitoring

Strategic Performance Management



Performance Cycle



Follow the Big Guys?



Task 5.1 Performance Indicators

- Collect existing and successful indicators
- Analyse suitability and compatibility
- Guideline on implementing new indicators
- Monitoring indicators
- Improving management of costs- and revenues

Task 5.2 Options to restructure?

- Adaptation to a changing environment
- Improving stakeholder analysis and integration
- Strategy, structure and culture –What comes first?
- Examples of successful restructuring and other best practices

Resistance to change



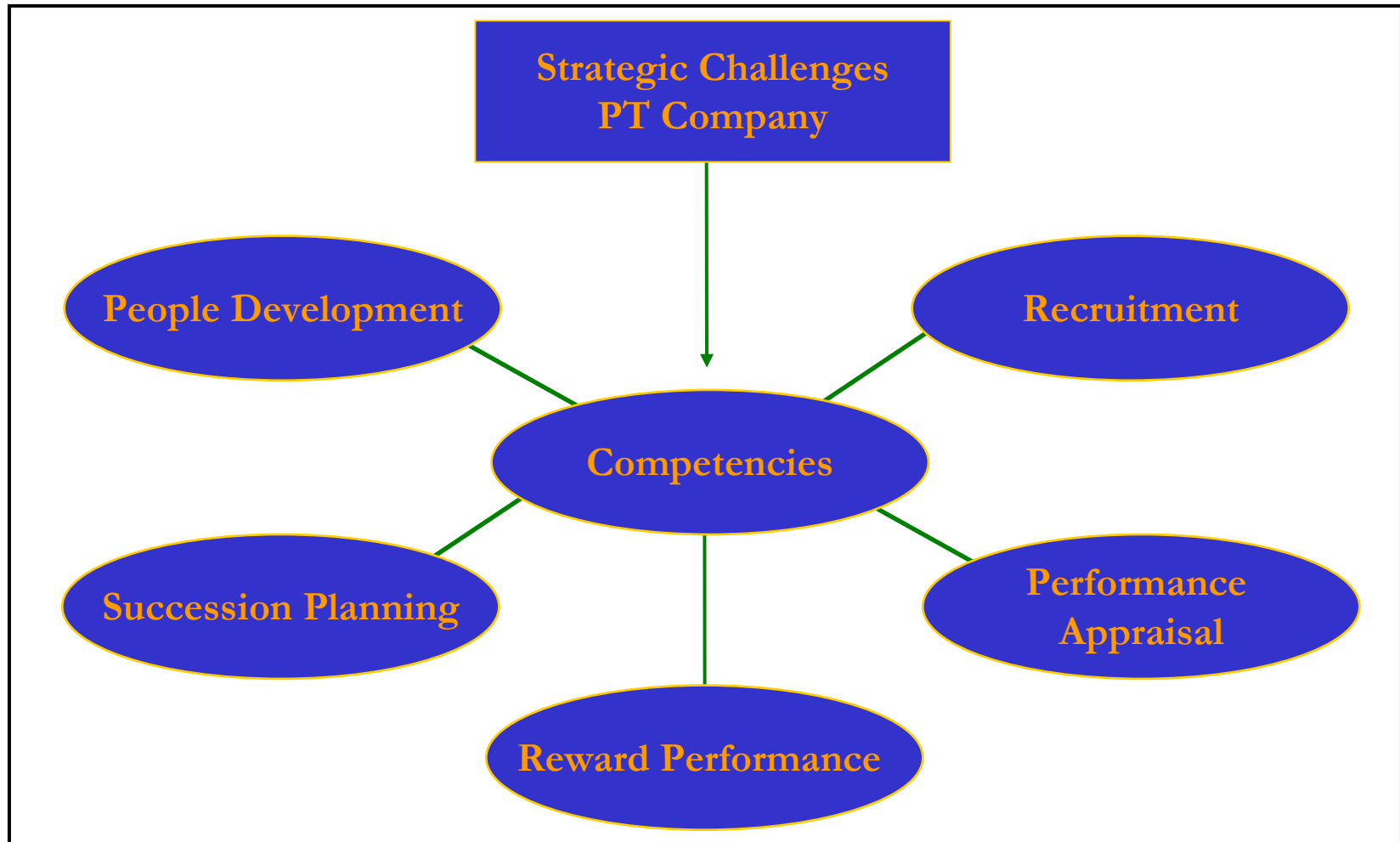
Task 5.3 Development of new skills

- Vision, mission, values and identifying business/core competencies
- Identify key knowledge and skills (competencies)
- Competency based HR for recruitment, performance appraisal, development and pay for performance
- Frameworks for management training & development
- Blended learning approach (incl. E-learning)

Learning new competencies



Competency Based HR



Findings

Performance Indicators

- Focus of a PT-company can be quite different depending upon the local situation.
- Example: poor indicators on service quality
- Example: internal data according to internal policies
- Trend: need to compare within Europe
- Research - Citizens Network Benchmarking Initiative

Findings

Restructuring

- Structure follows strategy? Or politics?
- Top-down or bottom-up?
- A “classic” answer: massive staff reduction and investment in processes and people
- Pilots with business unit management, TQM and teamwork?

Findings

Development of new skills

- Little money available for training & development
- Moderate attention for developing top- and middle management
- Difficulties to attract young potentials
- Lack of career management and management training
- Low interest in new ways of learning



Thank you for your attention
Looking forward to working with all
of you !