

# Performance focus

Actionable principles to position the FP&A function at the center of business performance optimization – summarized one page at a time.

## Working together to measure and manage performance

### Part II: Organizational Accountability

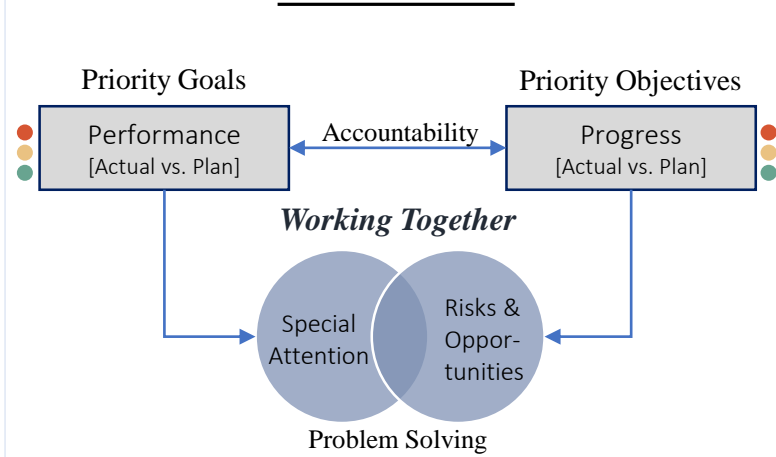


#### Introduction

As Peter Drucker once said, “you can’t manage what you can’t measure.” Establishing priority goals and objectives is only half the battle – stakeholder accountability is essential to delivering outcomes on plan, and regular business reviews are a proven method to measure performance and progress. Effective business reviews require all accountable executives to be in attendance and ‘present’ with a clear and consistent agenda serving four core purposes:

- 1) Provide a regular progress report
- 2) Review insights and recommendations
- 3) Drive accountability
- 4) Create a culture of collaboration and problem solving

#### Business Reviews



#### Example Business Review Agenda:

- 1) **External Trends & Developments**
  - a) Macroeconomic Updates
  - b) Industry Updates
  - c) Competitive Updates
  - d) Customer / Supplier Updates
- 2) **Operational Review**
  - a) Enterprise Business Review Scorecard
  - b) Enterprise Priority Status Scorecard
  - c) Enterprise Financial Review
  - d) Business-Unit Review
    - i. BU [A]
    - ii. BU [B]
    - iii. BU [C]
  - e) Functional Review
    - i. Function [A]
    - ii. Function [B]
    - iii. Function [C]
- 3) **Special Attentional Review**
  - a) SAR Scorecard
  - b) At-Risk Performance & Initiatives
  - c) Emerging Opportunities
  - d) Business Cases & Post Audits
  - e) Insights & Recommendations