



# Selected Case Studies

## On Performance Management System Maturity Assessment



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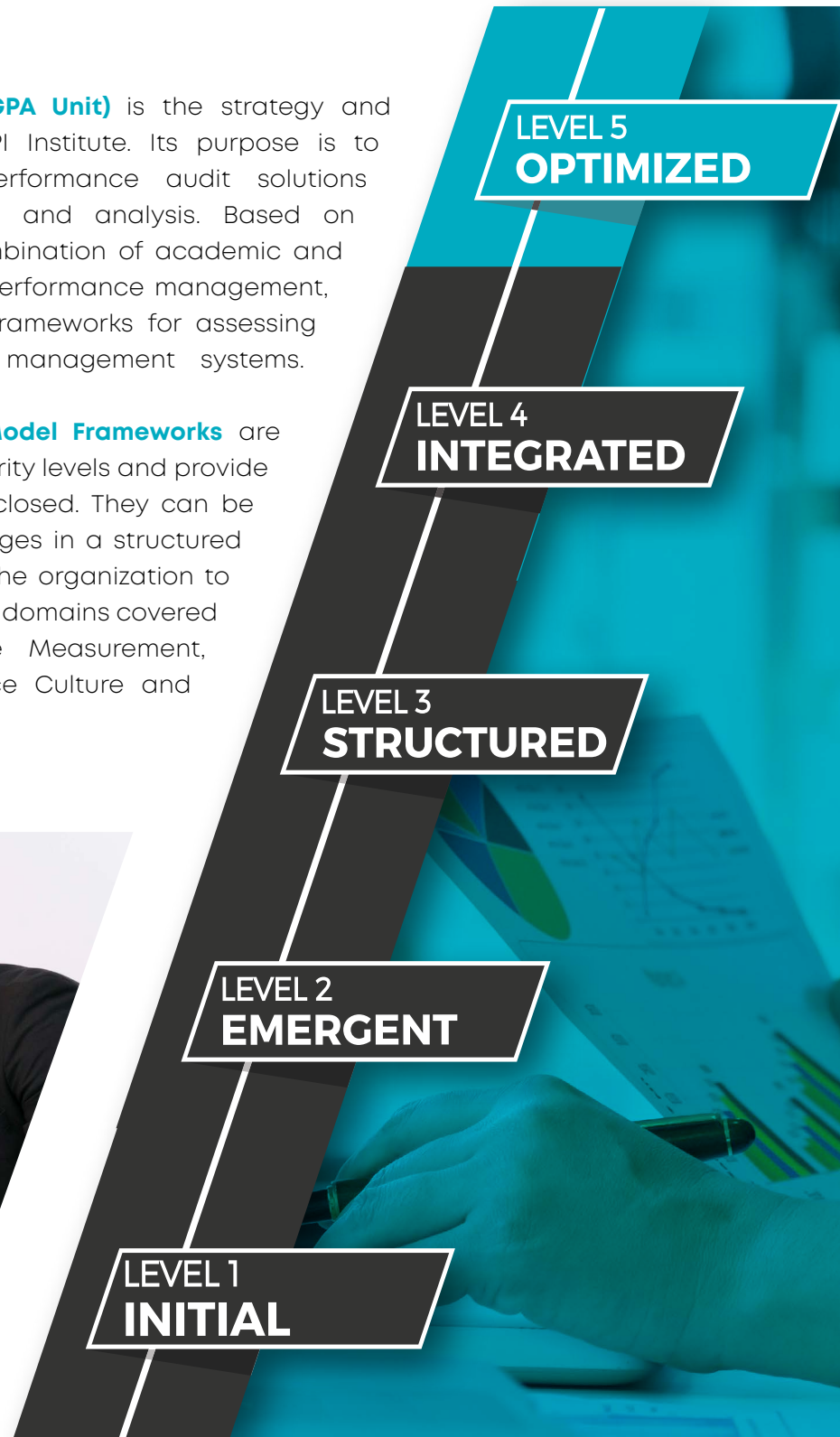
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# Overview

## About GPA Unit

The **Global Performance Audit Unit (GPA Unit)** is the strategy and performance audit division of The KPI Institute. Its purpose is to provide integrated strategy and performance audit solutions through rigorous research, education and analysis. Based on over 10 years of experience and a combination of academic and commissioned research in the field of performance management, we have developed a unique set of frameworks for assessing the maturity level of performance management systems.

The **GPA Unit Performance Maturity Model Frameworks** are designed to identify gaps between maturity levels and provide guidance on how these gaps can be closed. They can be regarded as tools that implement changes in a structured and effective manner that would shift the organization to the next maturity level. The 5 key practice domains covered are: Strategic Planning, Performance Measurement, Performance Improvement, Performance Culture and Employee Performance Management.



# PERFORMANCE MATURITY MODEL FRAMEWORKS

The Integrated Performance Management System Maturity Assessment provides a comprehensive evaluation of the maturity level of your performance management capability.

It is an in-depth analysis of the processes, tools and techniques used by organizations in their respective practice domain.

The Maturity Model Frameworks consist of 6 capabilities that cover all key processes related to performance management.



By accessing the GPA Unit services, the organization will receive a Certificate of Recognition for Performance Excellence reflecting the maturity level on the area assessed together with:

- a detailed Audit Report
- an Executive Dashboard
- a Roadmap for Continuous Improvement Brief
- a Roadmap for Continuous Improvement Poster.





# Red Sea Global

## COUNTRY

Kingdom of Saudi Arabia

## INDUSTRY

Hospitality

## SERVICE SCOPE

- ✔ Provide an Integrated Maturity Assessment of the performance management system implemented within the client organization on 5 capabilities: Strategic Planning, Performance Measurement, Performance Improvement, Employee Performance Management and Performance Culture
- ✔ Generate performance assessment outputs (Audit report, Executive Dashboard, Roadmap for Improvement brief, Roadmap for Improvement infographic)
- ✔ Issue certificates with maturity levels

## KEY BENEFITS

- ✔ Objective external perspective: external performance assessors provide an objective and unbiased evaluation, bringing a fresh perspective that may uncover blind spots or areas not apparent to internal teams.
- ✔ Sustaining competitive edge: even leaders in their industries must continually assess and enhance their performance to maintain a competitive edge and adapt to changing market dynamics
- ✔ International recognition: for organizations operating globally, adherence to international standards and performance benchmarks enhances their credibility and reputation.



# Letter of Recommendation



January 16, 2024

Mr. Adrian Brudan

Quantum Executive Business Center, 13th Floor, Burlington Tower, Office 1337  
Business Bay, Dubai, UAE

**Dear Mr. Adrian Brudan,**

We are writing this letter to highly recommend the Global Performance Audit Unit (GPA Unit) for the exceptional performance assessment service provided to evaluate the maturity level of our performance management system from August to December 2023.

Our organization had the pleasure of collaborating with The KPI Institute and its strategy and performance audit division – GPA Unit, on a comprehensive performance assessment project which consisted of the analysis of relevant internal documentation, dissemination of surveys, and conducting interviews with key stakeholders. Their dedication, expertise, and professionalism in carrying out this evaluation have been instrumental in guiding our organization toward performance excellence.

GPA Unit's team exhibited a remarkable understanding of our unique requirements, and their approach to the assessment was both thorough and insightful. They meticulously examined our existing strategy planning and performance management policies, processes, and resources. The result was a comprehensive assessment that highlighted both our strengths and areas in need of improvement.

The outputs, findings, and recommendations were sound, and the proposed roadmap for improvement serves as a guide to help us enhance our performance management system effectively and diligently. The recommendations were tailored to respond to our specific needs, making it evident that the GPA Unit has invested the time to grasp the nuances of our organization. This was highly appreciated by the multiple teams that contributed to this project, and has helped in obtaining their buy-in to implementing the Improvement Actions in the coming months.

In conclusion, we wholeheartedly recommend the GPA Unit to any organization seeking a performance assessment service. Their contributions have been critical to further advance our commitment to organizational excellence.

Sincerely,

Ahmad G. Darwish

Group Chief Administrative Officer

A blue ink handwritten signature of Ahmad G. Darwish.

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Red Sea Global

Single shareholder (closed joint stock company) C.R 1010449117 Capital 6,903,621,830 SAR, having its principal office at 5<sup>th</sup> floor, Building MU04, ITCC Complex, Al-Raidah Digital City, Al-Nakhil District 3807, Riyadh 12382 - 6726, Saudi Arabia



## Saudi Commission for Health Specialties

### COUNTRY

Kingdom of Saudi Arabia

### INDUSTRY

Government Administration

### SERVICE SCOPE

- ✔ Provide an Integrated Maturity Assessment of the performance management system implemented within the client organization on 5 capabilities: Strategic Planning, Performance Measurement, Performance Improvement, Employee Performance Management and Performance Culture
- ✔ Generate performance assessment outputs (Audit report, Executive Dashboard, Roadmap for Improvement brief, Roadmap for Improvement infographic)
- ✔ Issue certificates with maturity levels

### KEY BENEFITS

- ✔ Operational efficiency: even in high-performing organizations, there may be hidden inefficiencies that a performance assessment can reveal, leading to streamlined processes.
- ✔ Identifying areas for enhancement: it identifies gaps and areas for improvement in the existing performance management processes, allowing the organization to continuously enhance its approach.
- ✔ Boosting engagement: a mature PMS contributes to higher employee engagement by fostering a sense of purpose, recognition, and clear career development paths. The assessment ensures that these elements are effectively integrated.

# Letter of Recommendation



Dear Global Performance Audit Unit (GPA Unit),

I am writing to express my wholehearted recommendation for the exemplary services provided in conducting a performance audit to evaluate the maturity level of the Saudi Commission for Health Specialties' (SCFHS) performance management system. The GPA Unit's dedication, expertise, and commitment to delivering high-quality outputs have been invaluable to our organization.

The performance audit conducted by the GPA Unit proved to be a pivotal moment in our journey toward optimizing the SCFHS performance management system.

The outputs generated as part of the audit service clearly evaluated the current maturity level of the performance management system implemented within SCFHS. The insights also provided our organization with a clear roadmap for improvement recommendations for enhancing our performance management system, aligning it with our strategic objectives, and achieving the highest standards of excellence.

What particularly stands out about the GPA Unit's services is their ability to work closely with our team, understand our objectives, and provide recommendations that are not only practical but also in alignment with our vision.

In summary, I wholeheartedly endorse the GPA Unit for their exceptional performance audit services.

Sincerely,

**Ghaida Alsulaiman**

Organizational Excellence General Director

Nov.19.2023







## Saudi Authority for Industrial Cities and Technology Zones “MODON”

### COUNTRY

Kingdom of Saudi Arabia

### INDUSTRY

Government Administration

### SERVICE SCOPE

- ✔ Provide an Integrated Maturity Assessment of the performance management system implemented within the client organization on 5 capabilities: Strategic Planning, Performance Measurement, Performance Improvement, Employee Performance Management and Performance Culture
- ✔ Generate performance assessment outputs (Audit report, Executive Dashboard, Roadmap for Improvement brief, Roadmap for Improvement infographic)
- ✔ Issue certificates with maturity levels

### KEY BENEFITS

- ✔ Benchmarking against best practices: the performance management system assessment allows organizations to benchmark their performance management practices against industry best practices. This ensures they are leveraging the most effective and efficient approaches in the field.
- ✔ Risk identification & mitigation: the service helps in identifying potential risks or gaps in the performance management system. Addressing these issues proactively can prevent future challenges and disruptions.
- ✔ Enhancing communication: a mature performance management system facilitates open and transparent communication between employees and managers. The performance assessment can reveal areas where communication processes can be strengthened to foster better employee-manager relationships.



## Press Release

### TKI successfully delivers performance management system maturity assessment for MODON



The Global Performance Audit (GPA) Unit, a division of The KPI Institute (TKI) specializing in strategy and performance audits, is delighted to announce the completion of its performance management system maturity assessment for the Saudi Authority for Industrial Cities and Technology Zones (MODON). The comprehensive audit scrutinized MODON's strategic planning, performance measurement, performance improvement, performance culture, and employee performance management capabilities.

Employing the Maturity Model Frameworks devised by the GPA Unit that encompasses over 300 statements embodying best practices, the assessment evaluated the structure and maturity level of MODON's organizational capabilities. This methodology involves an evidence-based assessment, a perception-based assessment, and an interview-based assessment.

According to The GPA Unit's audit findings, MODON's performance management system has achieved a Level IV maturity (integrated), positioning MODON among the top-ranking Gulf entities in terms of performance management system maturity level in 2023.

Fadi Al-Jafari, a senior management consultant at TKI and auditor involved in the maturity assessment project for MODON, commended the government agency's well-established performance management system. He highlighted the presence of "formal processes, procedures and practices for all five capabilities evaluated."

He further emphasized that "MODON's attainment of maturity level IV is an indication of their commitment to strategic planning, performance management and employee engagement in their pursuit of organizational excellence. This positions MODON among the leading entities in the Gulf region. This achievement aligns with the national goals outlined in Vision 2030 and underscores MODON as a beacon of leadership, accountability, and oriented towards a culture that fosters innovation."

MODON's accomplishment marks a significant stride in advancing best organizational practices in the field of strategy and performance management. In acknowledging this success, TKI reaffirms its commitment to propelling organizations forward through its diverse global expertise and unwavering pursuit of the highest standards.

## Tourism Development Fund

### COUNTRY

Kingdom of Saudi Arabia

### INDUSTRY

Tourism

### SERVICE SCOPE

- ✔ Provide an Integrated Maturity Assessment of the performance management system implemented within the client organization on 5 capabilities: Strategic Planning, Performance Measurement, Performance Improvement, Employee Performance Management and Performance Culture
- ✔ Generate performance assessment outputs (Audit report, Executive Dashboard, Roadmap for Improvement brief, Roadmap for Improvement infographic)
- ✔ Issue certificates with maturity levels

### KEY BENEFITS

- ✔ Identification of critical gaps: through thorough examination, the audit process identifies critical gaps in the performance management system, shedding light on areas that require immediate attention and improvement.
- ✔ Proposals for rectification: Beyond identifying gaps, the audit provides actionable recommendations tailored to address specific weaknesses. These proposals enable the client to have a clear picture on what needs to be rectified in order to strengthen the performance management system.
- ✔ Guided progress for gradual improvement: the service's approach ensures that such recommendations are not only pinpointed but also prioritized and structured in a manner that facilitates the client's progression from one maturity level to another.





## Press Release

### The KPI Institute recognizes Saudi Arabia's Tourism Development Fund for corporate performance practices



Excellence meets expertise. The KPI Institute (TKI), leveraging decades of experience and capabilities through its Global Performance Audit (GPA) Unit, has presented the Tourism Development Fund (TDF) of Saudi Arabia with an Excellence Award. This award acknowledges the organization's high-level strategy and performance management practices.

The KPI Institute, a globally trusted reference for organizational performance standards, along with a team of experts from the GPA Unit, conducted the maturity assessment for TDF. The process covers five key organizational capabilities: strategic planning, performance measurement, performance improvement, employee performance management, and organizational culture.

The Integrated Performance Maturity Model is a proprietary evaluation framework that relies on a sound collection of information through client documentation review, survey insights, and brief interviews with key internal stakeholders. All findings are rated against best practices using a scoring methodology. The evaluation of TDF concluded with a final score that positions the Fund on maturity level IV out of V.

"The level of maturity encountered in Tourism Development Fund regarding researching and involving stakeholders in strategy formulation and planning, as well as their ability to convey effectively the essence of corporate strategy and KPIs, prove that advanced performance management systems can be built in the early years of an organization. More than that, they are fostering a sustained growth and evolution of the business," said Cristina Mihăiloaie, Lead Consultant on the maturity assessment project for TDF.

Qusay bin Abdullah Al Fakhri, the Fund's Chief Executive Officer, views the award as an achievement for the tourism system and commends the unwavering team spirit that has enabled the office to attain the highest quality standards in organizational performance. "This achievement is a direct result of the unwavering dedication of our team, led by the Strategy and Organizational Excellence team, in addition to the Performance and Talent Management team of the Fund. It emphasizes the significance of our ongoing efforts and determination to fulfill our promises and goals."





## Zakat, Tax and Customs Authority

### COUNTRY

Kingdom of Saudi Arabia

### INDUSTRY

Government Administration

### SERVICE SCOPE

- ✔ Provide an Integrated Maturity Assessment of the performance management system implemented within the client organization on 5 capabilities: Strategic Planning, Performance Measurement, Performance Improvement, Employee Performance Management and Performance Culture
- ✔ Generate performance assessment outputs (Audit report, Executive Dashboard, Roadmap for Improvement brief, Roadmap for Improvement infographic)
- ✔ Issue certificates with maturity levels

### KEY BENEFITS

- ✔ Prevention of major issues: by identifying and addressing weaknesses early on, the performance audit helps prevent minor issues from escalating into major challenges that could significantly impact organizational performance management.
- ✔ Visibility into weaknesses: the assessment sheds light on existing weaknesses and inefficiencies in the organization's performance management approach, providing clarity on areas needing immediate attention.
- ✔ Customized recommendations: outputs provide tailored recommendations that address the organization's specific context and challenges. These recommendations are designed to be practical and achievable, empowering the organization to implement meaningful changes that drive tangible results.



## Press Release

### ZATCA hits new milestone with TKI's performance management system maturity assessment



The Global Performance Audit (GPA) Unit, the division at The KPI Institute (TKI) that specializes in strategy and performance management audits, has propelled Saudi Arabia's Zakat, Tax and Customs Authority (ZATCA) to new heights through a comprehensive performance management system maturity assessment. The review highlights ZATCA's capabilities in terms of strategic planning, performance measurement, performance improvement, performance culture, and employee performance management.

The Integrated Performance Maturity Model Framework applied by the GPA Unit involves a thorough approach, incorporating more than 300 assessment items aligned with industry best practices. This rigorous methodology includes assessments based on evidence, perception, and interviews, resulting in a detailed examination of ZATCA's performance management capabilities.

As per the evaluation undertaken, ZATCA demonstrated advanced strategy and performance management practices, reaching the maturity level "IV – Integrated," out of a five-level scale. The result obtained, positions the organization among the top governmental entities assessed by the GPA Unit in the past years, with sophisticated strategy planning, corporate reporting, and performance improvement practices.

ZATCA's achievement underscores TKI's staunch commitment to empowering professionals and organizations in their pursuit of globally competitive performance management systems and practices.

#### About the Zakat, Tax and Customs Authority (ZATCA)

The Zakat, Tax and Customs Authority was established under the Council of Ministers Decision to merge "the General Authority of Zakat and Tax" and "the General Customs Authority" into one Authority. The Authority undertakes to collect zakat, taxes and customs duties while achieving the highest level of taxpayer compliance possible in accordance with best practices. The Authority is also responsible for organizing and managing all activities connected to ports and customs operations in order to achieve the highest level of compliance, productivity and competitiveness. This aims to assist the Kingdom in developing into a significant global logistics hub by promoting trade and maintaining national security. For more information, visit their website at [www.zatca.gov.sa](http://www.zatca.gov.sa).



## Solutions by stc

### COUNTRY

Kingdom of Saudi Arabia

### INDUSTRY

IT

### SERVICE SCOPE

- ✔ Provide an Integrated Maturity Assessment of the performance management system implemented within the client organization on 5 capabilities: Strategic Planning, Performance Measurement, Performance Improvement, Employee Performance Management and Performance Culture
- ✔ Generate performance assessment outputs (Audit report, Executive Dashboard, Roadmap for Improvement brief, Roadmap for Improvement infographic)
- ✔ Issue certificates with maturity levels

### KEY BENEFITS

- ✔ Identifying strengths and weaknesses: the service help organizations identify areas of strength and weakness within their performance management system. This allows them to capitalize on their strengths and address any shortcomings.
- ✔ Documentation compliance: the assessment ensures that processes and procedures are well-documented and comply with industry standards, facilitating transparency and accountability.
- ✔ Enhance effectiveness: understanding the strengths and weaknesses of current processes and tools allows organizations to enhance their overall effectiveness. By addressing identified gaps, organizations can create a more efficient and impactful performance management system.





# Press Release

## solutions by stc Receives Integrated Performance Excellence Award



solutions by stc received the award after scoring high on The KPI Institute's Integrated Performance Maturity Model Framework v2.0. The evaluation indicates a high level of management maturity at solutions by stc.

RIYADH, Saudi Arabia, (24 July 2022): The KPI Institute has awarded solutions by stc, Saudi Arabia's leading digital enabler, an excellence award in integrated performance after scoring high on The KPI Institute's Integrated Performance Maturity Model Framework, which the The evaluation indicates a high level of management maturity at solutions by stc.

solutions by stc received the award which consider as an international classification in Integrated Performance Excellence, from The KPI institute while the institute visited the company's HQ in Riyadh.

This Award came after The KPI Institute evaluated solutions by stc in five different categories: strategic planning, corporate performance measurement, corporate performance management, performance culture, and employee performance management).

solutions by stc has been classified as an integrated organization committed to applying international standards for comprehensive performance management. It is considered one of the highest rankings in the world for enterprises and companies in the ICT sector. This reflects the integration of solutions' performance management system with its LEAP strategy, which is primarily focused on customer service and maintaining its leading position in the market to ensure sustainable growth.

Through its Global Performance Audit Unit, The KPI Institute, a global research organization specializing in strategy and business performance, worked with solutions by stc in order to assess the company's performance management maturity level. The KPI Institute was tapped to conduct an Integrated Performance Maturity Model assessment focusing on identifying good practices and opportunities for improvement in strategic planning and performance management. The evaluation resulted in Level 4 score out of 5, indicating a high level of management maturity at solutions by stc.

According to The KPI Institute, the scores suggest consistency within the strategy and performance management practices across different organizational levels. In its final assessment report, The KPI Institute also commended solutions by stc for its well-managed and structured performance management processes, a mission and vision that is aligned with its LEAP strategic themes (Lead, Expand, Advance, Promote), and the automation of its projects' processes, templates, and tools.

"What solutions by stc has achieved is something other organizations can emulate. The Integrated Performance Maturity Model assessment is designed to validate and recognize outstanding organizational systems and to serve as a company's compass for sustainable progress and successful strategy implementation," said Cosmin Chindris, Director of Global Partnerships at The KPI Institute.

solutions by stc reached level (4) of the Integrated Performance Maturity Model assessment. While the average maturity level in the GCC region is (3 out of 5). Moreover, the average maturity of the IT sector is (3.2). This remarkable achievement was the result of the hard work of solutions by stc in providing system integration solutions, connectivity services, and business outsourcing and cloud services to the country's leading companies for more than two decades.





## Alkifah Holding

### COUNTRY

Kingdom of Saudi Arabia

### INDUSTRY

Investment Management

### SERVICE SCOPE

- ✔ Provide an Integrated Maturity Assessment of the performance management system implemented within the client organization on 5 capabilities: Strategic Planning, Performance Measurement, Performance Improvement, Employee Performance Management and Performance Culture
- ✔ Generate performance assessment outputs (Audit report, Executive Dashboard, Roadmap for Improvement brief, Roadmap for Improvement infographic)
- ✔ Issue certificates with maturity levels

### KEY BENEFITS

- ✔ Strategic resource allocation: the performance audit enables organizations to allocate resources strategically and gradually, focusing on areas that will have the most significant impact on performance management, and make progress incrementally.
- ✔ Increased accountability: Involving employees in the audit process promotes accountability and ownership of performance outcomes.
- ✔ Prevention of major issues: by identifying and addressing weaknesses early on, the assessment helps prevent minor issues from escalating into major challenges that could significantly impact organizational performance management.

# Letter of Recommendation



## Letter of Recommendation

The Global Performance Audit Unit, the strategy and performance management audit division of The KPI Institute assisted AlKifah Holding with conducting a Performance Audit during Q1 2018.

The Service was meant to assess the maturity level of AlKifah strategy and performance management system based on the integration between five major capabilities: strategic planning, performance measurement, performance management, employee performance and performance culture.

The Project involved a thorough analysis of relevant internal documents, surveys on internal stakeholders from different organizational levels and targeted interviews with key managerial personnel who were given the opportunity to share their perception on current practices.

The KPI Institute & GPA Unit auditors assigned for conducting the assessments demonstrated full understanding of existing strategy and performance management related practices within the organization at all levels and made valuable recommendations for improvement. They demonstrated flexibility, cooperation and delivered high quality outputs that will support our actions to moving the organization managerial architecture forward towards an achieving an integrated performance management system, that is aligned to best practices in the field.

We highly endorse and recommend The KPI Institute and its strategy and performance management audit division GPA Unit as the most valuable partners in improving your organizational performance management systems.

Sincerely,

Badreddin Alharithy

Corporate Strategy Manager

badreddin.alharithy@alkifah.com

office: +966 13 8452507

## Financial Audit Authority

### COUNTRY

United Arab Emirates

### INDUSTRY

Government

### SERVICE SCOPE

- ✔ Provide a Customized Integrated Performance Maturity Model Framework to enable the organization in assessing the PMSS of it's governmental entities and private organizations.
- ✔ Provide customized training for the organization's auditors in using the developed methodology.
- ✔ Generate Performance Management Toolkit.

### KEY BENEFITS

- ✔ The performance management framework was customized to suit the unique needs and contexts of both governmental entities and private organizations.
- ✔ Customized training ensured that auditors across the organization follow a consistent and standardized approach in using the developed methodology. This consistency is crucial for reliable and comparable results in performance assessments.
- ✔ The Performance Management Toolkit served as a valuable resource, providing the client organization with tools, templates, and guidelines to implement effective performance management practices. It empowered Financial Audit Authority to initiate and sustain performance improvement initiatives.





# Letter of Recommendation



## To Whom It May Concern

The Financial Audit Department (FAD) collaborated with the KPI Institute in customizing their Integrated Performance Maturity Model Framework to enable FAD in assessing the performance management systems in its subject entities, which include governmental entities and private organizations. The project involved both framework customization and training for FAD's auditors.

The KPI Institute's approach was focused on understanding our demand for workable solutions that would ultimately enable us to refine the framework. In doing so, the KPI Institute demonstrated flexibility and cooperation in creating an assessment that would fit auditing FAD subject entities.

The structure of the training program enabled our auditors to understand a new field for them; performance management, as well as the performance management system assessment toolkit to be used for auditing entities.

The KPI Institute was the right choice for the delivery of our program and we look forward to any future collaboration that may arise from here on. It is our pleasure to recommend the KPI Institute to any organization interested in assessing and, otherwise, improving their performance management.

Yours sincerely

Acting - Head of Technical Office

Talal El Hashemi







## Andes Petroleum



### COUNTRY

Ecuador & other Latin American countries

### INDUSTRY

Oil & Gas

### SERVICE SCOPE

- ✔ Provide Maturity Assessment of 3 capabilities: Strategic Planning, Performance Measurement & Employee Performance Management
- ✔ Generate performance assessment outputs (Audit report, Executive Dashboard, Roadmap for Improvement brief, Roadmap for Improvement infographic)
- ✔ Issue certificates with maturity levels

### KEY BENEFITS

- ✔ Framework for progress: the organizations receive a structured roadmap outlining steps to improve performance management practices. This roadmap serves as a foundational framework guiding from basic structures towards more sophisticated systems.
- ✔ Tools for refinement: the performance assessment service identifies areas for improvement, allowing organizations to refine and enhance their performance management processes continually.
- ✔ Learning opportunity: the service presents a significant learning opportunity for the entire organization, exposing stakeholders to best practices and modern approaches in performance management. This knowledge-sharing fosters professional development and enhances the organization's collective expertise.

# Letter of Recommendation



## TO WHOM IT MAY CONCERN

The Global Performance Audit Unit assisted Andes Petroleum Ecuador Ltd. with a Performance Audit, conducted during December of the year 2017, intended to assess the maturity of the performance measurement capability of the organization. The project involved a thorough analysis of relevant internal documents, as well as, internal stakeholders from different organizational levels who shared their perception on current practices.

The auditors demonstrated full understanding of existing performance measurement practices within the organization and made valuable recommendations for improvement. They demonstrated flexibility, cooperation and delivered high-quality outputs, to effectively mentor us in moving forward towards an integrated performance management system, that is aligned to best practices in the field.

This what we can mentioned related to this service provided by The Global Performance Audit Unit, a division of The KPI Institute.

Sincerely,

Franklin Rodriguez,  
Planning Deputy Manager

Quito, May 2018

## MEFIC Capital

### COUNTRY

Kingdom of Saudi Arabia

### INDUSTRY

Financial

### SERVICE SCOPE

- ✔ Provide Maturity Assessment of 4 capabilities: Strategic Planning, Performance Measurement, Performance Improvement & Performance Culture
- ✔ Generate performance assessment outputs (Audit report, Executive Dashboard, Roadmap for Improvement brief, Roadmap for Improvement infographic)
- ✔ Issue certificates with maturity levels

### KEY BENEFITS

- ✔ Refinement and optimization: the performance assessment is a catalyst for refinement and optimization. It operates as a strategic tool, ensuring existing processes align with organizational goals and providing insights for continuous improvement.
- ✔ Improving communication: the assessment evaluates communication channels within the performance management system, ensuring that feedback and expectations are effectively communicated at all levels.
- ✔ Cultural transformation: through the audit process, the organization initiates a cultural shift towards introspection and improvement. Employees at all levels become more receptive to feedback and organizational change, fostering a collaborative environment conducive to growth and innovation.





# Letter of Recommendation



Tuesday, December 06, 2016

To: Whom it may concern

Re: **Letter of Recommendation**

Greetings,

This is to endorse, Mr. Adrian Brudan, General Manager of The KPI Institute and his team for the high quality services provided for our organization, Middle East Financial Investment Company (MEFIC), in the field of performance management.

During a 3 months' period, in the second part of 2016, Adrian has project managed and assisted our organization actively through provision of training and consultancy services for the implementation of an integrated performance management system across all organizational levels, including automation of the KPI system and post implementation follow up support.

Throughout the entire period Adrian Brudan and The KPI Institute team demonstrated high level of commitment, professionalism and expertise managing to create together with the internal MEFIC team assigned for the project an excellent partnership. Their concerted actions resulted in the increase of the employee engagement during the performance management system implementation and raised the appetite for performance across the entire organization.

It is with great pleasure to recognize the merits of Mr. Adrian Brudan for all the activities coordinated and facilitated throughout the performance management system implementation process for our organization.

We are thankful for all the efforts pulled together by Adrian and The KPI Institute team and we are pleased to say that our expectations have been completely met.

In light of the above, we strongly recommend Mr. Adrian Brudan as a professional trainer & consultant and The KPI Institute as a leading organization in the field of performance management.

Regards,

Udoy S. Chatterjee  
COO

Ibrahim A. Alhedaithy  
Managing Director

## Middle East Financial Investment Company

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# Red Sea Global's Drive to Excellence in Performance Management

*A Case Study on Performance  
Management System Maturity  
Assessment*

LEVEL 5  
**OPTIMIZED**

LEVEL 4  
**INTEGRATED**

LEVEL 3  
**STRUCTURED**

LEVEL 2  
**EMERGENT**

LEVEL 1  
**INITIAL**



## About Red Sea Global

[Red Sea Global](#) is a closed joint-stock company wholly owned by the Public Investment Fund (PIF) of Saudi Arabia. Renowned for their role in significant tourism ventures within the country, Red Sea Global is committed to establishing exceptional destinations that not only stimulate economic growth and job opportunities but also adhere to the principles outlined in [Vision 2030](#).

Red Sea Global's portfolio includes two world-leading destinations, The Red Sea and Amaala, announced by HRH Crown Prince Mohammad bin Salman bin Abdulaziz Al-Saud. These responsible and regenerative tourism destinations collectively aim to enhance Saudi Arabia's luxury tourism and sustainability offerings, going beyond merely protecting the natural environment to actively improving it for future generations.

Red Sea Global is at the forefront of a groundbreaking approach to regeneration, redefining the sustainable luxury tourism industry by blending the region's environmental biodiversity and cultural heritage with unparalleled amenities and hospitality services. As stewards of some of Saudi Arabia's most valued natural and community sites, Red Sea Global embraces a novel model of development that places a paramount focus on the well-being of both people and the planet.



## Strategy and Performance at Red Sea Global



### ✓ **Strategic Alignment with Saudi Vision 2030**

Red Sea Global's strategy is a well-designed and practical roadmap that aligns with Saudi Vision 2030 and trickles down to every corner of the organization, from group to departmental and individual levels.

### ✓ **Incorporation of Sustainability Dimension**

Red Sea Global's activities are guided by a Strategy House that follows the Balanced Scorecard framework. What makes Red Sea Global's approach stand out is the incorporation of a "Sustainability" dimension, recognizing it as a core pillar in its mandate.

### ✓ **Enterprise Project Management Office**

In the realm of performance governance, Red Sea Global adopts an integrated approach overseen by the Enterprise Project Management Office (EPMO) team. This team plays a pivotal role in setting Red Sea Global's strategic objectives and collaborating seamlessly with all organizational units. Their mission is clear: connecting the dots between strategy formulation and execution to ensure the organization's success.

### ✓ **Integrated Performance Governance**

Moreover, this integrated approach extends to all corporate planning and reporting activities, covering departmental Key Performance Indicators (KPIs) and projects. In essence, Red Sea Global's strategy is not just a document; it is a dynamic force steering corporate planning, performance management, and project management throughout the organization. This holistic strategy reflects Red Sea Global's commitment to a comprehensive and cohesive approach to achieving its goals.

# The Challenge

In 2018, as Red Sea Global was being established, the organization embarked on the development of its performance management system (PMS). Over the subsequent years, the system not only took root but flourished simultaneously with the growth of the company as a whole. This continuous evolution and improvement of the system were intrinsic to Red Sea Global's commitment to refining its operational strategies. Recognizing the maturity achieved in its PMS and the concurrent growth of the organization, Red Sea Global deemed 2023 as the right time for a comprehensive evaluation. Thus, Red Sea Global enlisted the expertise of The KPI Institute's GPA Unit Division.

The assessment was not merely a formality. Red Sea Global sought to identify strengths, weaknesses, and avenues for improvement within the system. The overarching goal remained the maximization of added value derived from the PMS. This initiative is emblematic of Red Sea Global's dedication to synchronizing the evolution of its internal processes with the broader growth trajectory of the organization.



## The Importance of a Performance Management System Maturity Assessment

Red Sea Global has placed a strategic emphasis on the significance of PMS as a potential competitive advantage. The practical benefits identified during the project were the following:

- ✓ The audit recommendations offer alignment between what needs to be achieved and the daily activities.
- ✓ The audit offers a competitive edge to the organization by offering evidence of a well-designed and evolving PMS.
- ✓ The organization, through the audit, was able to spot gaps and understand where they stand in terms of their system.
- ✓ The company's PMS was compared against best practices in the field.
- ✓ Continuous improvement solutions were identified.
- ✓ The audit was a statement of a continuous commitment to performance excellence for Red Sea Global.

This strategic understanding of the importance of such an audit not only positions Red Sea Global ahead of others but also underscores their deep comprehension of the intricate nature of effective performance management.



# The Solution

## Global Performance Audit Unit

The Global Performance Audit Unit (GPA Unit) is The KPI Institute's division specializing in strategy and performance audit. With a mission centered around providing comprehensive performance audit solutions through extensive research, education, and diagnosis, the GPA Unit draws from over 10 years of experience and a blend of academic and commissioned research in the performance management field. Their unique set of frameworks for auditing the maturity level of performance management systems is a testament to this expertise.

## The Integrated Performance Maturity Framework

The foundation of GPA Unit's services lies in Maturity Model Frameworks designed to gauge the complexity of organizational capabilities. The Integrated Performance Maturity Framework features a comprehensive assessment of five capabilities: Strategic Planning, Performance Measurement, Performance Management, Performance Culture, and Employee Performance Management.

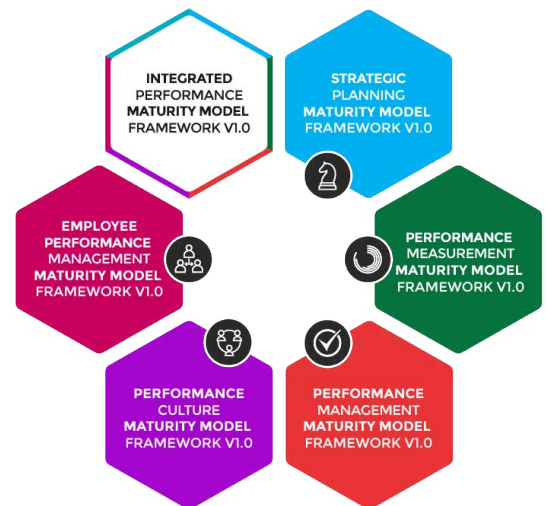
Within the Red Sea Global-The KPI Institute, all five capabilities underwent evaluation. The objectives of this assessment were threefold:

- ✔ Offer a detailed examination of the system by pinpointing best practices and areas for improvement in strategic planning and performance management for the targeted entity
- ✔ Define the overall maturity level and capability levels of the strategy and PMS using the methodologies of The KPI Institute and GPA Unit
- ✔ Formulate specific recommendations for the entity to bridge the minor gap between its current maturity and maturity level 5

The outputs of the assessment included:

- ✔ A performance audit report, highlighting the strengths and weaknesses of the organization's strategy and PMS
- ✔ An executive dashboard, which is a concise visual representation of the maturity scores for each capability
- ✔ A report outlining a roadmap for continuous improvement and describing the steps for the implementation of recommendations
- ✔ An infographic illustrating a roadmap for continuous improvement and providing guidance on the implementation of the recommendations from the audit report

These documents outlined the recommended initiatives for the ongoing enhancement of the system.



# The Performance Assessment Process

The Integrated Maturity Model Framework, created by the GPA Unit, employs over 300 statements representing best practices to evaluate organizational capabilities. The methodology adopted encompasses three perspectives:

- ✓ Evidence-based assessment
- ✓ Perception-based assessment
- ✓ Interview-based assessment

Over a 10-week period, auditors from The KPI Institute:

1. Assessed the extensive documentation provided by Red Sea Global
2. Deployed five individual questionnaires for each of the five capabilities
3. Analyzed the results (data interpretation)
4. Conducted 15 interviews with key stakeholders to gain a deeper understanding of the survey results and address potential differences in opinions
5. Consolidated findings and generated four outputs

Red Sea Global submitted more than 100 individual documents for assessment to demonstrate the organization's functioning within each capability.

This documentation, among others, included:

- ✓ Policies and procedures
- ✓ Process maps
- ✓ Performance reports
- ✓ Communication materials

Each capability within the maturity model underwent analysis based on a series of best practices, evaluated against clear criteria for each. Within these documents, the existence and characteristics of key tools, practices and processes were analyzed and rated from 1 to 5. While analyzing the documentation, the five individual surveys were also deployed to 158 stakeholders to assess the perception of key groups of interest in the PMS. After the survey data had been processed, certain statements that showed high variance were further discussed during the interview-based assessment.



Following the scoring methodology, 75% of the total weight of the assessment was allocated for the evidence-based assessment, with the remaining 25% for the perception-based assessment. The information gathered from interviews was solely utilized to interpret results and provide recommendations.

It is worth noting that organizations can achieve varying levels of maturity in performance management, spanning from Initial to Optimized. This spectrum represents a continuum of potential achievements and development stages.

### Initial (scores 1-1.5)

Business lacks a clear strategy, performance measurement is infrequent, decision-making rarely incorporates performance data, and a limited performance culture exists.



### Emergent (scores 1.51-2.7)

Strategy planning occurs irregularly, performance measurement is primarily at the strategic level, data usage for decision-making is limited, and KPI awareness is confined to top management.



### Structured (scores 2.71-3.7)

Strategy formulation is ongoing, performance measurement extends to operational levels, data collection relies on tools like Excel, performance tools may misalign across departments, and a varied performance culture exists.



### Integrated (scores 3.71-4.5)

Strategy aligns across the organization, KPIs are widely used, data collection is technology-driven, performance improvement is data-centric, and the PMS is integrated into the organizational fabric.



### Optimized (scores > 4.51)

The PMS consolidates efforts around strategy, adapts to business needs, utilizes advanced data analysis, and fosters a robust performance culture ingrained in every employee's behavior.



# Findings and Observations

In a landmark accomplishment, Red Sea Global stands as the pioneer, being the first organization to attain an overall Level 5 maturity, showcasing unparalleled excellence in an optimized approach to performance management. This exceptional milestone positions Red Sea Global at the forefront of organizational excellence, setting new industry standards and exemplifying a holistic, top-tier commitment to continuous improvement.

## Strategic Planning Capability: Optimized Maturity Level, due to:

- ✓ A clear and forward-looking organizational identity actively showcased both internally and externally
- ✓ A strategic prowess that extends beyond mere planning and creating a narrative that aligns seamlessly with its long-term vision and mission

## Performance Culture Capability: Integrated Maturity, due to:

- ✓ Alignment of behaviors, processes and initiatives of individuals and teams with Red Sea Global's strategic goals
- ✓ Evidence of an organizational culture that nurtures excellence and contributes to success

## Performance Measurement Capability: Optimized Maturity Level, due to:

- ✓ Adept utilization of KPIs in management practices
- ✓ A balanced focus on both financial and non-financial KPIs
- ✓ A meticulously documented database with critical information contributing to a well-embedded performance measurement system.
- ✓ Defined targets and thresholds for all KPIs, coupled with an automated PMS

## Employee Performance Management Capability: Optimized Maturity, due to:

- ✓ Emphasis on empowering employees with autonomy in objective setting
- ✓ A dedicated performance management team that maintains a structured and supportive environment and ensures well-executed processes
- ✓ Focus on the alignment of behavioral and technical competencies

## Performance Improvement Capability: Integrated Maturity Level, due to:

- ✓ Timely insights into performance metrics, achieved by leveraging technology, dashboards, and analytics tools
- ✓ Enhancements being directed towards key areas aligned with long-term vision and mission

But this collaboration had a broader scope than just acknowledging the maturity level of the system. The open-minded approach of the Red Sea Global team facilitated the identification of potential gaps, setting the stage for improvements in the system. Within this collaborative atmosphere, the TKI team delivered a comprehensive set of recommendations spanning the five critical capabilities.



# Benefits and Lessons Learned

## 1. Benefits for High-Maturity Clients

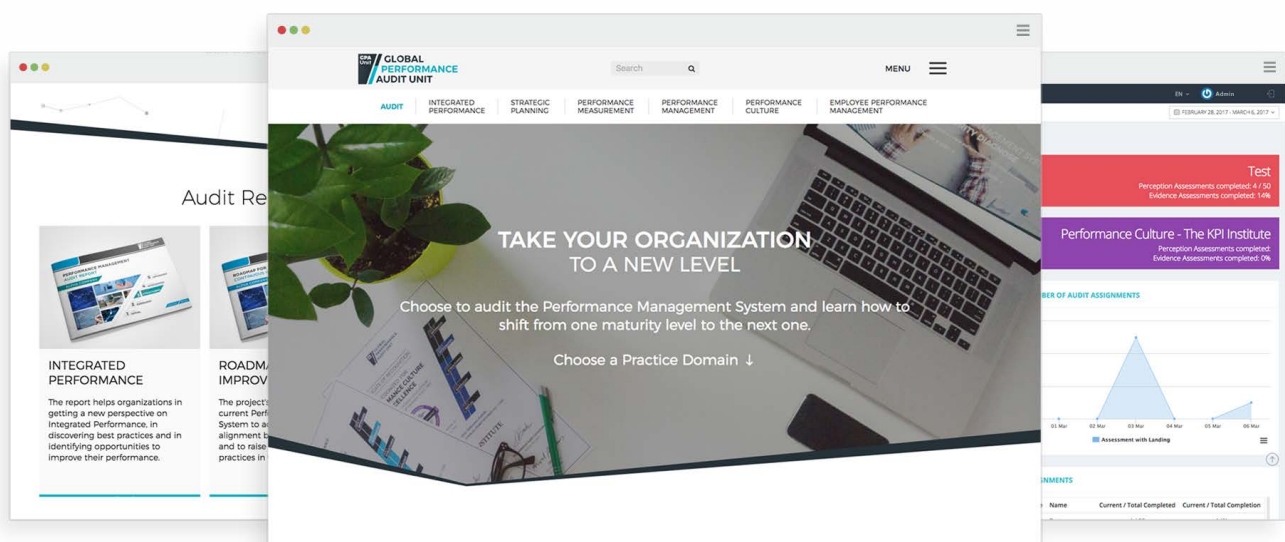
- Refinement and optimization:** The audit is a catalyst for refinement and optimization. It operates as a strategic tool, ensuring existing processes align with organizational goals and providing insights for continuous improvement.
- Insights for continuous improvement:** The audit enables data-driven decision-making when it comes to optimizing the PMS.
- Stakeholder engagement:** The audit process and its results fostered cross-departmental collaboration, alignment and transparency.

This was the case of Red Sea Global where the focus was on continuous improvement and engagement.

## 2. Benefits for Low-Maturity Clients:

- Identification of critical gaps:** The audit process identifies critical gaps and proposes recommendations to rectify them.
- Strategic direction and alignment:** The audit process offers clarity about the alignment between daily activities and overarching goals.
- A roadmap to the right way** of utilizing performance data.
- A targeted approach** to enhance the strategic architecture and KPI integration in the system.
- Transformation** of a disjointed and inefficient system to one where decision-making is informed, resources are strategically allocated, and performance improves across various levels.

The audit thus becomes a catalyst for positive change, guiding low-maturity clients toward building a solid foundation for effective performance management.



## Awarding Ceremony

The ceremony for handing out the certificates of recognition for Red Sea Global's outstanding achievement took place at the company's headquarters in Riyadh, KSA, on November 1, 2023. The esteemed leadership of Red Sea Global, including the Group CEO and Group CAO, along with department heads, attended the event. TKI's representative, Maryham Magdy, a distinguished management consultant and business journalist, graced the occasion, while all auditors involved in delivering the assessment, along with key executives from the GPA Unit, participated through a video conference.



### JOHN PAGANO

GROUP CEO AT RED SEA GLOBAL

*"From day one, our goal was to set new standards in everything that we do. We are proud to have achieved the highest possible level in this certification, reflecting our comprehensive approach to planning and performance, which is not merely about adhering to established norms but about redefining and innovating them."*

”

### ADRIAN BRUDAN

GENERAL MANAGER OF GPA UNIT

*"Red Sea Global has dedicated itself to the development and enhancement of its strategy and performance management practices, aligning them with its strategic intent and industry best practices. This commitment reflects the company's visionary leadership, dedicated workforce, and state-of-the-art performance management architecture. With this achievement, Red Sea Global sets a new benchmark for excellence within its industry and beyond."*

”

# Performance Management Excellence at Tourism Development Fund, KSA

*A Case Study on Performance  
Management System Maturity  
Assessment*

Tourism صندوق  
Development التنمية  
Fund السياحي



LEVEL 5  
**OPTIMIZED**

LEVEL 4  
**INTEGRATED**

LEVEL 3  
**STRUCTURED**

LEVEL 2  
**EMERGENT**

LEVEL 1  
**INITIAL**



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## Excellence in action: evaluating performance management practices at Tourism Development Fund, KSA

No matter where an organization stands on its journey, ensuring that its performance management practices are up to par can influence its progress. Done correctly, this could be the edge that sets it apart from the competition.

The KPI Institute (TKI), through the efforts of the dedicated members of The Global Performance Audit (GPA) Unit, has successfully collaborated with the Talent and Performance Management Department of the [Tourism Development Fund \(TDF\)](#) to evaluate the performance management practices of the organization. This evaluation encompasses various areas, such as strategic planning, corporate performance management, employee performance management, and organizational culture.

The TDF is a young organization established in Saudi Arabia in 2020 with the mandate of

driving growth in the national tourism sector by enabling private investments. With nearly 200 employees, the TDF has set up a formal division dedicated to managing strategy and performance. It comes with specialized departments responsible for handling key processes like strategic planning, corporate performance management, strategic initiatives portfolio, organizational excellence, research, and insights. Similarly, people's performance and organizational culture are guided by specialized teams.

The KPI Institute's maturity assessment for the division adhered to a holistic approach in both project coverage and methodology. In terms of coverage, the following organizational capabilities were evaluated: strategic planning, performance measurement, performance improvement, employee performance management, and organizational culture.





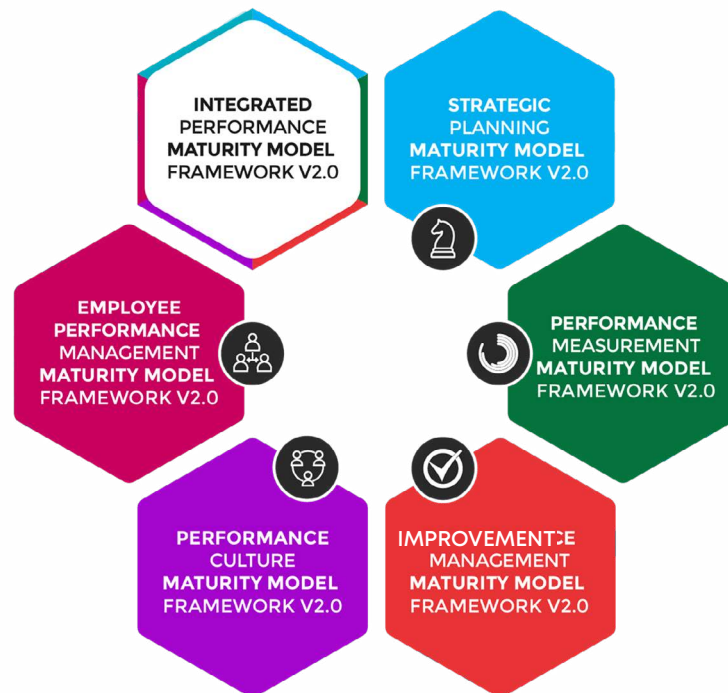


Figure 1. Integrated Performance Management Maturity Model | Source: The KPI Institute

Regarding the methodology, TKI's Integrated Performance Maturity Model includes a review of formal procedures and other official documentation (outputs) and insights from employees in the organization obtained

through surveys and interviews with key internal stakeholders. All findings were rated against best practices using a scoring methodology, and the final score positioned the TDF on maturity level IV out of V (see Figure 2).



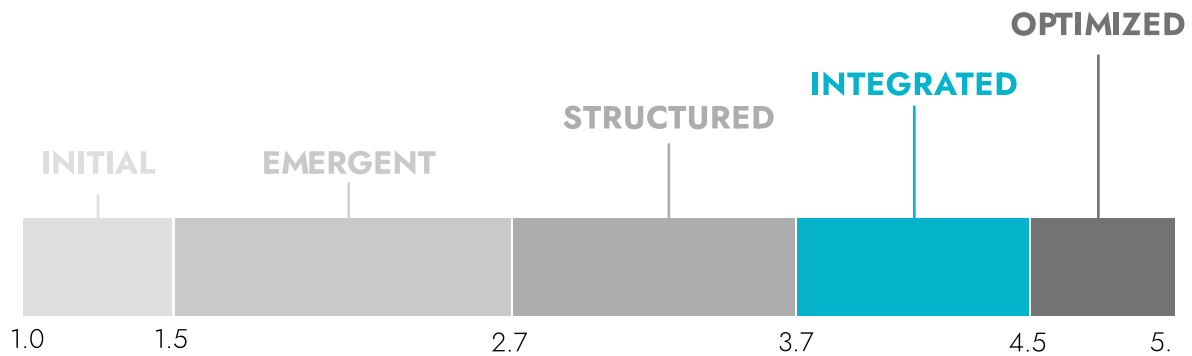


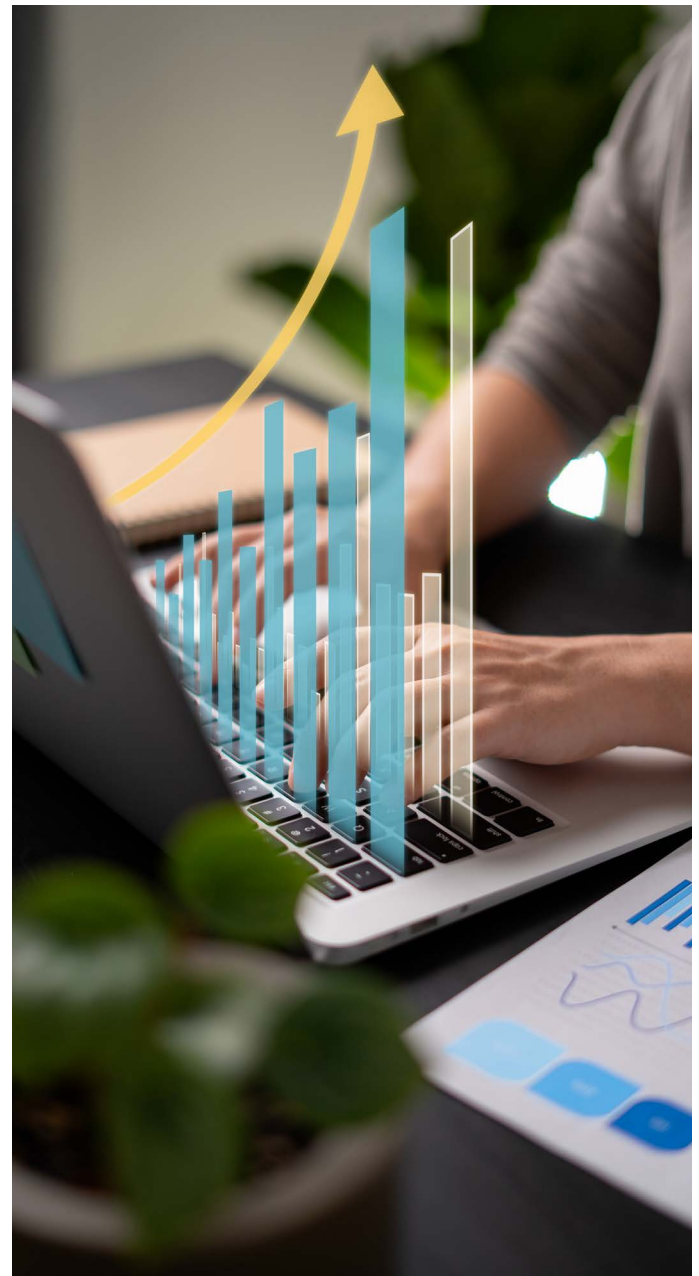
Figure 2. Performance Management Maturity Level | Source: The KPI Institute

## The context for a maturity assessment

For a young organization like the TDF, there has been a continuous process of introducing and adapting strategy and performance management practices as their needs evolve. The organization's commitment to business excellence and quality leadership has created the premise for the Strategy Division to seek a golden standard of comparison that would outline opportunities for optimization and an action-oriented roadmap for the future.

Despite the project being initiated by the Strategy Division, the organization understood that aligning employee performance management to corporate strategy is fundamental for effective strategy execution. For this reason, the Human Capital Division was also involved in the assessment to analyze the cohesion and alignment of the objectives and KPIs across all levels of the organization.

TKI's maturity assessment can be conducted both at the beginning of a revamping project of the strategy and performance management system as well as at the end of such an endeavor to obtain an official recognition of the implemented upgrade. For less mature organizations, the assessment can be a tool to set the course of action and build the system step-by-step. For experienced entities, it can provide a fresh perspective on the status quo and outline issues and solutions to current challenges.



## The deployment of a maturity assessment

The maturity assessment consists of six stages, which can be deployed in 10 to 12 weeks, depending on the entity's responsiveness in collecting documents and supporting the consultancy team. The process breakdown is as follows:

1.	Project communication: Initial discussions were held to agree on the requirements of the evaluated entity. Additionally, posters and email templates were provided to facilitate communication and engagement with all project stakeholders.	Weeks 1-2
2.	Evidence-based assessment: The entity collects all documents required and shares them with the GPA Unit for analysis and scoring.	Weeks 2-5
3.	Perception-based assessment: The GPA Unit receives the employees' contacts, distributes the assessment surveys, and processes the survey responses.	Weeks 3-5
4.	Interviews: The GPA unit team selects three to eight internal stakeholders for interviews.	Weeks 6-7
5.	Release of assessment outputs: The following items are prepared for the evaluated entity: <ul style="list-style-type: none"> <li>• Assessment Report</li> <li>• Roadmap for Improvement Brief</li> <li>• Executive Dashboard Poster</li> <li>• Roadmap for Improvement Poster</li> </ul>	Week 7-9
6.	Project closing: The GPA Unit team presents the assessment findings and recommendations to the organization and releases the certificates of recognition for each capability evaluated.	Week 10

*Figure 3. Maturity Assessment Deployment Process | Source: The KPI Institute*

The TDF's maturity assessment took place from mid-July to mid-September 2023 and included the review of over 60 documents, surveys of more than 100 employees, and seven interviews.

This type of assessment is ideally suited for remote work, as long as access to confidential documents can be provided virtually to the GPA Unit. Project management meetings, interviews, and presentations take place online.

## Best practices from the Tourism Development Fund

### 1. Set up a sound governance framework for strategy management

The Strategy Office can have five to 20 people responsible for creating the strategy management framework in the organization with proper policies, process maps, associated procedures, and output templates. As the department grows, it can develop specialized expertise for strategic planning, performance management, project management and portfolio optimization, and stakeholder engagement (especially for governmental entities). Furthermore, a dedicated team for research and benchmarking can add great value to the organization in the strategy planning and review process.

In addition, it is important to create clear and detailed processes and procedures for all functions managed by the Strategy Office and ensure that the right stakeholders are properly and sufficiently involved in developing the strategy, setting the objectives and KPI targets, and prioritizing initiatives.

### 2. Use clean language and a simple strategy framework

Since strategy is the output of a multidisciplinary team of executives, using language that everyone can easily understand is important. It is quite common to get tangled up in details, resulting in a complicated strategy plan that executives may find challenging to explain later on. TDF has consolidated the entire strategy into a straightforward strategy map with the following layers:

- Four long-term strategic directions
- Four strategic perspectives inspired by the Balanced Scorecard methodology
- Eight strategic objectives clustered in the aforementioned perspectives and oriented over the medium term
- 22 KPIs selected to measure the strategic objectives
- 28 strategic initiatives

The entire strategy is clearly captured on two pages: one page features the strategy map, and the other lists strategic initiatives.

Objective and KPI names are concise and distinguishable, as objectives always start with action verbs. Furthermore, initiatives should be distinguished from objectives by using phrasing that involves concrete actions, emphasizing the “how” rather than the “what”, with the latter representing the objective.

### 3. Ensure strong vertical alignment

Each division and department translates its impact on corporate strategy by taking over corporate-level objectives and KPIs and adding indirect contributions through operational objectives and KPIs. With the effective guidance and support of the Human Capital Division, SMART objectives are cascaded in alignment with departmental, divisional, and corporate objectives for each employee. Meanwhile, strategic initiatives are cascaded at the division level.

Each division's information is captured on two pages while departmental plans are summarized on one page. The use of tables and diagrams enhances the readability and understanding of each unit and team's priorities.





#### 4. Focus on strategy communication

The Strategy Division undertakes a variety of initiatives to communicate the organization's strategy and raise employee awareness of corporate priorities. These include:

- Monthly induction sessions on corporate strategy for all employees
- An annual strategy retreat during which division chiefs are required to present their initiatives and explain their impact on corporate strategy
- Annual town hall meetings where the CEO introduces the strategy and focus for the upcoming year, and each chief outlines their priorities
- Annual town hall meetings where the CEO introduces the strategy and focus for the upcoming year, and each chief outlines their priorities
- Explanation of KPIs
- Strategy quizzes and trivia conducted among employees.
- A quarterly strategy newsletter
- Displaying the mission, vision, and values on available screens in the office spaces

#### 5. Encourage feedback culture

TDF implemented several actions and projects to foster a feedback-driven culture. There are training courses and one-on-one coaching sessions to elevate the skills of managers and executives in providing constructive feedback, effectively addressing performance-related issues with employees, and supporting team members' professional growth. Several communication materials like articles and videos are developed to raise awareness on the importance of giving and receiving feedback during the year, in addition to the formal mid-year and year-end performance reviews.

Furthermore, the Human Capital Division is conducting surveys among employees to track the frequency of feedback they receive.

Building a performance culture with adequate social context for discussing performance and making data-driven decision-making is critical for successfully implementing any performance management system, whether corporate, operational, or individual.

"The level of maturity encountered in the Tourism Development Fund regarding researching and involving stakeholders in strategy formulation and planning, as well as their ability to convey effectively the essence of corporate strategy and KPIs proves that advanced performance management systems can be built in the early years of an organization and more than that, they are fostering a sustained growth and evolution of the business." – Cristina Mihailoiaie, Lead Consultant on the maturity assessment project for TDF



The KPI Institute (TKI) presents the Excellence Award to Saudi Arabia's Tourism Development Fund Source: TDF

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