

Selected Case Studies

On Performance Management System Maturity Assessment



Table of Contents

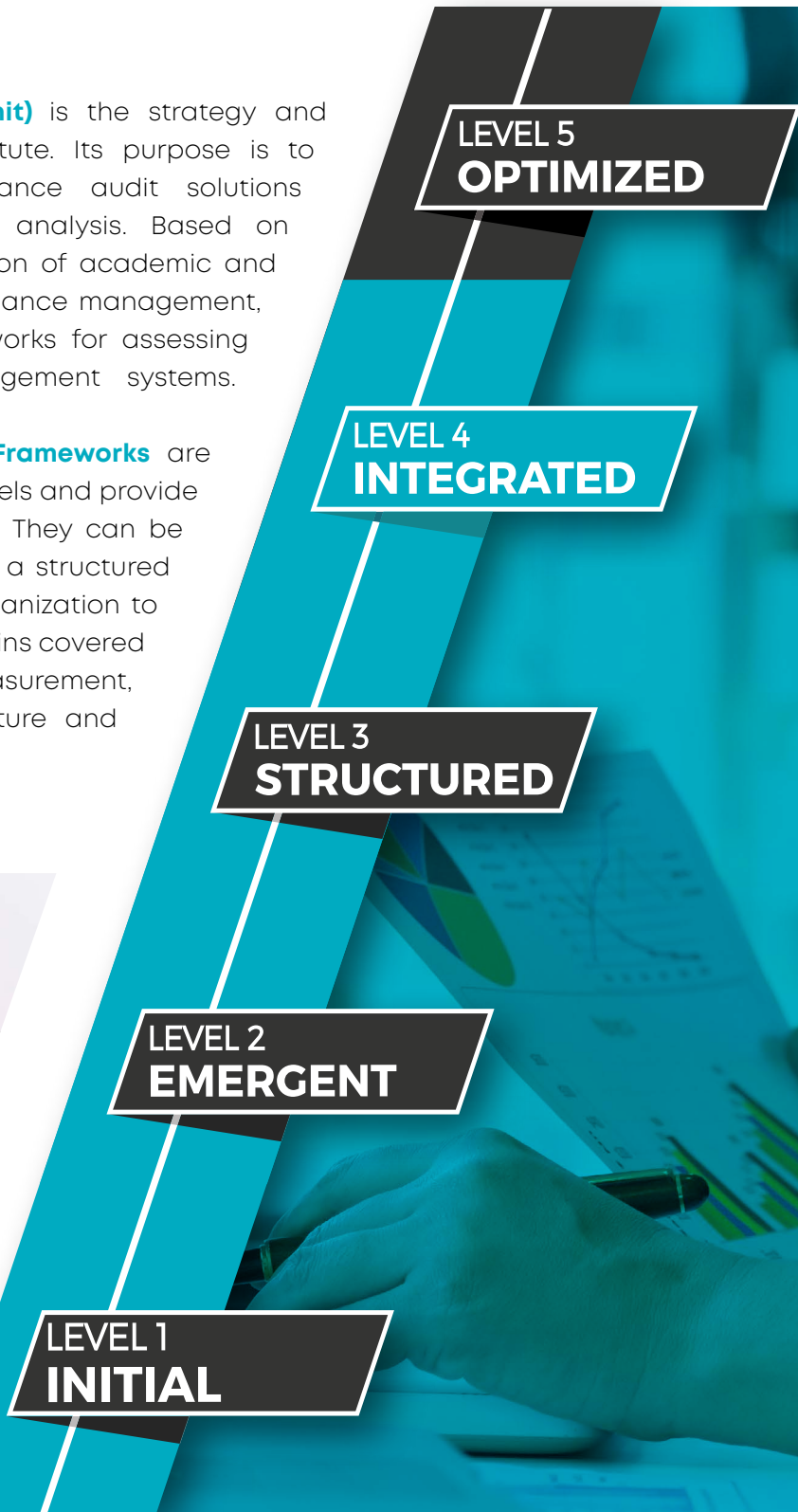
Overview	03
Performance Maturity Model Frameworks	04
Red Sea Global	05
Saudi Commission for Health Specialties	07
Saudi Authority for Industrial Cities and Technology Zones “MODON”	09
Tourism Development Fund	11
Zakat, Tax and Customs Authority	13
solutions by stc	15
Alkifah Holding	17
Financial Audit Authority	19
Andes Petroleum	21
MEFIC Capital	23

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 handwritten signature in blue ink, appearing to read "Ahmad G. Darwish".

Red Sea Global

Single shareholder (closed joint stock company) C.R 1010449117 Capital 6,903,621,830 SAR, having its principal office at 5th 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



الهيئة السعودية للتخصصات الصحية
Saudi Commission for Health Specialties

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.



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



شركة مساهمة محدودة - رأس المال ٥٠,٠٠٠,٠٠٠ ريال - مدفوع بالكامل - سجل تجاري: ٢٢٥٢٠٠٠١٢٥
LIMITED LIABILITY - CAPITAL S.R. 50,000,000 - C.R.: 2252000135

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 methology.
- ✔ 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

7758 King Fahd-Olaya, Office # 1-Riyadh 12333 KSA
Tel: +966 11 218 6666 | Fax: +966 11 218 6668 | Toll Free: 800-12-MEFIC
CMA License# 06029-37 - CR, No. 1010237038
RCC Membership No. 184700 | www.mefic.com.sa

شركة الشرق الأوسط للاستثمار المالي

٧٧٥٨ العليا طريق الملك فهد مكتب رقم ١، الرياض ١٢٣٣٣ المملكة العربية السعودية
هاتف: +٩٦٦ ١١ ٢١٨ ٦٦٦٦ | فاكس: +٩٦٦ ١١ ٢١٨ ٦٦٦٨ | الرقم المجاني MEFIC-12-800
ترخيص هيئة السوق المالية ٣٧-٦٢٩ - رقم التسجيل ١٠٢٣٧٠٣٨
رقم العضوية ١٨٤٧٠٠ | www.mefic.com.sa

Contact Information



HEADQUARTERS **MELBOURNE OFFICE**

📍 Life.lab Building
198 Harbour Esplanade, Suite 606
Melbourne Docklands, VIC 3008, AU

☎ +61 3 9028 2223
☎ +61 4 2456 8088
✉ office@gpaunit.org



MIDDLE EAST DIVISION **DUBAI OFFICE**

📍 Regalia Business Centre, 1st floor,
Office 101, Suite 11, Baysquare Building 3,
Business Bay, POBOX 213297, Dubai, UAE

☎ +971 4 563 7316
☎ +971 55 787 6427
✉ office@gpaunit.org



SE ASIA DIVISION **KUALA LUMPUR OFFICE**

📍 Wisma UOA II
Unit 14-13, Jalan Pinang 21, 50450
Kuala Lumpur, Malaysia

☎ +60 3 2742 1357
☎ +60 11 3303 2135
✉ office@gpaunit.org



EUROPEAN DIVISION **SIBIU OFFICE**

📍 Sibiu City Center
Somesului Street, No. 3
550003 - Sibiu, Romania

☎ +40 3 6942 6935
☎ +40 7 4706 0997
✉ office@gpaunit.org