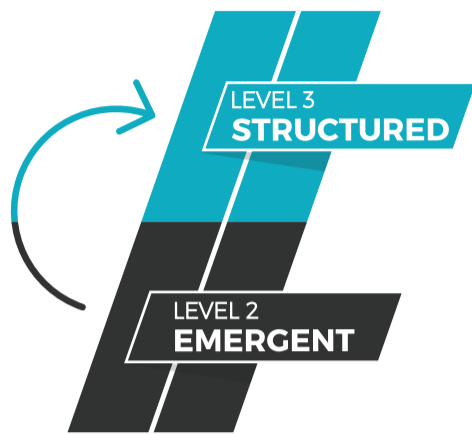


ROADMAP FOR CONTINUOUS IMPROVEMENT

INFOGRAPHIC



PROGRESS FROM LEVEL 2 TO LEVEL 3

PERFORMANCE CULTURE

- 1.1. Clarify accountability for reaching KPI targets and meeting objectives.
- 1.2. Map/document the processes related to managing performance.
- 1.3. Promote using KPIs for performance measurement with the help of top management.

PERFORMANCE MEASUREMENT

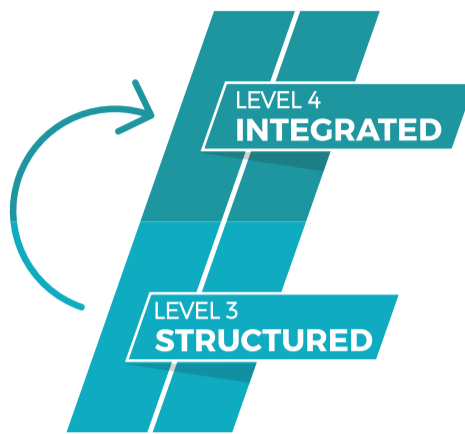
- 1.4. Optimize the KPI selection process.
- 1.5. Associate all the KPIs with the strategic objectives.
- 1.6. Standardize the KPI documentation process.

PERFORMANCE MANAGEMENT

- 1.7. Conduct data analysis on KPI results before performance review meetings.
- 1.8. Schedule and conduct monthly performance review meetings at operational and departmental levels.
- 1.9. Use the Portfolio of Initiatives to track progress during performance review meetings.

STRATEGIC PLANNING

- 2.0. Define the organization's corporate values.
- 2.1. Conduct a SWOT analysis and a market analysis before the yearly strategic planning session.
- 2.2. Develop a strategy map and a corporate scorecard to reflect the progress made in reaching objectives.



PROGRESS FROM LEVEL 3 TO LEVEL 4

PERFORMANCE CULTURE

- 2.3. Open channels to capture improvement ideas and reward the best ones.
- 2.4. Initiate communication campaigns to raise awareness on the organizational strategy.
- 2.5. Develop lessons learned logs to enhance knowledge sharing.

PERFORMANCE MEASUREMENT

- 2.6. Select and monitor non-financial KPIs.
- 2.7. Conduct target setting workshops.
- 2.8. Set in place a data collection systems for KPI results.

PERFORMANCE MANAGEMENT

- 2.9. Improve the data analysis process with advanced techniques like data modeling.
- 3.0. Optimize the number and frequency of performance review meetings at operational and departmental levels.
- 3.1. Develop an Initiative Documentation Form and associate initiatives with objectives.

STRATEGIC PLANNING

- 3.2. Cascade the organizational strategy to all departments.
- 3.3. Develop a strategy review process and inform all stakeholders.
- 3.4. Design a dashboard to complement the corporate scorecard with more granular metrics.



PROGRESS FROM LEVEL 4 TO LEVEL 5

PERFORMANCE CULTURE

- 3.5. Create a bonus system with financial and non-financial rewards for reaching KPI targets and meeting objectives.
- 3.6. Organize internal competitions to engage employees and generate creative ideas.
- 3.7. Secure budget for investment in well-being programs for employees.

PERFORMANCE MEASUREMENT

- 3.8. Assign owners and data custodians for all KPIs.
- 3.9. Provide dedicated training on performance measurement.
- 4.0. Use a BI software to collect and report performance results.

PERFORMANCE MANAGEMENT

- 4.1. Improve the data analysis process with advanced techniques like predictive analytics.
- 4.2. Open various channels for the employees to submit innovation ideas.
- 4.3. Create a Project Management Framework on best practices in the industry and the company's experience.

STRATEGIC PLANNING

- 4.4. Allocate a person for the management of strategy.
- 4.5. Develop a communication plan to raise awareness on important changes to the strategy.
- 4.6. Cascade strategic objectives and KPIs to employee level to manage individual contribution to strategy execution.