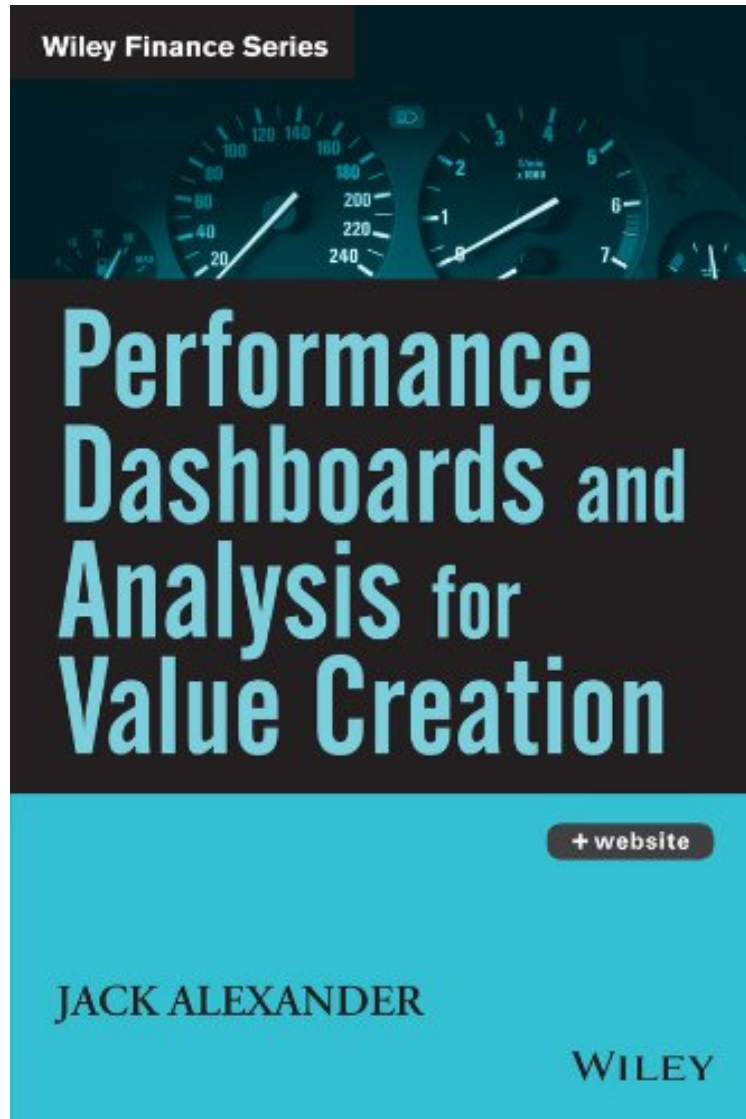


(Read and download) Performance Dashboards and Analysis for Value Creation (Wiley Finance)

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Jack Alexander

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Jack Alexander : Performance Dashboards and Analysis for Value Creation (Wiley Finance) before purchasing it in order to gauge whether or not it would be worth my time, and all praised Performance Dashboards and Analysis for Value Creation (Wiley Finance):

1 of 1 people found the following review helpful. Guide to Growing Shareholder Value By Luke A. Wissmann This book was written for individuals at all levels of the enterprise to show conceptual links between operating performance, financial measures, and shareholder value; and show how dashboards can be built to effectively track

performance and manage the enterprise. The book is clearly written, uses clear examples and is written with an academic and systematic style. "Performance Dashboards" has three parts which I will call introduction to finance, value driver dashboards, and practical matters. The intro to finance section summarizes the fundamentals of finance and valuation concepts for those without a financial background so they can follow parts two and three. The value driver dashboard section devotes a chapter to breaking down each of the drivers of shareholder value and showing how metric dashboards can be created to manage the drivers. The practical matters section discusses some of the issues that come along with introducing a new tool to an organization and how to make sure to be successful. The book also comes with a CD-ROM that is full of spreadsheets (dashboards) that were used as examples throughout the text. The only criticism that I have of the book is that it is largely focused on metrics for businesses that produce physical products (or goods) and it would have been nice to see a chapter devoted metrics and dashboards for businesses that produce service products. With this said, the high-level business metrics are there and maybe it felt that managers of service companies should be able to drill down another level to create the dashboards and metrics that make the most sense for their particular business. In Summary, "Performance Dashboards and Analysis for Value Creation" is a great book for individuals at all levels of the enterprise who want to see how the multitude of business metrics fit together and can be used to drive shareholder value. 19 of 20 people found the following review helpful. How to link and then drive both performance and value

By Robert Morris All vehicles have dashboards and those manufactured in recent years have dashboards with gauges which measure more than engine temperature, miles driven, available fuel, etc. Those within the dashboard in my wife's Honda Pilot, for example, measure tire pressure, the temperature outside, and the current percentage of oil efficiency. It also has a built-in compass. I thought about all this as I recently read Wayne Eckerson's Performance Dashboards and Jack Alexander's Performance Dashboards and Analysis for Value Creation. If viewed as vehicles, all organizations need means by which to measure, accurately, performance at all levels and in all areas of operation. Burn rate is analogous with consumption of fuel, as are the costs of replacing customers and valued employees analogous with the costs of repairs necessitated by neglect of scheduled (preventive) vehicle maintenance. Comparisons can also be made in terms of alignment and torque. The performance of organizations as well as of vehicles can be measured accurately; only then is it possible to minimize or, better yet, eliminate waste of available resources. In Performance Dashboards and Analysis for Value Creation, Alexander does a brilliant job of introducing and then explaining what he calls the "Value Performance Framework" (VPF) which will enable those who execute it effectively to link and then drive both performance and value. Within his crisp and eloquent narrative, he focuses on performance dashboards and Excel models which are included in a companion CD-ROM. They are identified in the book with a CD-ROM logo. As Alexander explains, the dashboards and spreadsheets are intended as working examples for use after appropriate modification to each reader's own circumstances (i.e. resources, needs, and objectives). I hasten to add that the VPF can be of substantial value to any organization, whatever its size and nature may be. After discussing "the single greatest challenge in creating an effective measurement system" in Chapter 1, Alexander carefully organizes his material as follows:

Part One (Chapters 2-4): Creating Context and Covering the Basics
Excerpt: "Typically, more can be learned by understanding why firms differ on key [valuation] measures than by selecting a peer group that shares common characteristics. A much richer picture is framed by comparing [and contrasting] your firm to market averages and several best-practice companies in addition to a peer group. Further, the use of a broad set of [valuation] measures, with appropriate benchmarks, would help to avoid the level of valuation errors that were made in the recent stock market bubble." (Page 58)

Part Two (Chapters 5-10): Linking Performance and Value
Excerpt: "There are hundreds of potential measures to choose from to measure different aspects of operating effectiveness. Great care must be exercised in selecting the measures that are most appropriate to a firm at a specific point in time. The performance dashboards must reflect key business priorities. The measures should be evaluated periodically and revised to reflect ever-changing priorities and conditions. It is also critical to provide balance to ensure that a focus on efficiency is not achieved at the expense of quality, customer satisfaction, or growth." (Page 142)

Part Three (Chapters 11-13): Driving Performance and Value
Excerpt: "The single most important factor for achieving success with a [Performance Measurement Framework] is to create context for the measurement system. This is achieved by creating linkage among strategy, performance management, process and quality initiatives, financial performance, and shareholder value. It is also critical to integrate and link operating measures to financial measures and then to shareholder value measures. The time spent in establishing this linkage will improve understanding and ultimately the effectiveness of the framework." (Page 232)

Those who share my high regard for this brilliant book are urged to check out the aforementioned Performance Dashboards written by Wayne Eckerson as well as Joseph Bower and Clark Gilbert's From Resource Allocation to Strategy, Jeanne Ross's Enterprise Architecture as Strategy, Henry Chesbrough's Open Business Models, Dean Spitzer's Transforming Performance Measurement, and Ram Charan's Know-How. 5 of 6 people found the following review helpful. Not really what I thought it was

By Brenden C. Morley When purchasing this book, I thought it was more around developing dashboards via excel. Instead it is more or less an over view of how excel can do business spreadsheets, and where some graphs can be used to compliment the data. Another words, what i was hoping to find is book that is totally devoted to showing me new ways to develop graphs that are dynamic. I already knew everything this book was showing. If you are looking for a nice

overview of typical business documents...PL, Income Statement etc., and would like a book that will show you how to develop those within Excel, than this one is a pretty good choice.

No matter what industry your company competes in, you need to have a firm understanding of how to create a direct link between shareholder value and critical business processes in order to improve performance and achieve long-term value. Performance Dashboards and Analysis for Value Creation contains the information and expertise you need to do just this—and much more.

From the Inside Flap One of the primary objectives of today's corporate manager or director is to create value for the company's shareholders. Yet many managers and most employees still have difficulty in fully understanding the drivers of shareholder value and how their activities relate to these drivers. With numerous years of experience in the world of finance—most recently as the founder and President of Value Advisory Group, LLC—author Jack Alexander knows what it takes to build long-term value in today's competitive business environment. And now, in Performance Dashboards and Analysis for Value Creation, he wants to show you how. Straightforward and accessible, this timely resource will assist you in developing a comprehensive understanding of valuation and creating a direct link between shareholder value and critical business processes. Divided into three information-packed parts, Performance Dashboards and Analysis for Value Creation includes: Part One, Creating Context and Covering the Basics, provides a foundation for the concepts utilized in the Value Performance Framework (VPF)—a performance management system developed by Alexander—including basic finance concepts and valuation principles. Part Two, Linking Performance and Value, presents key elements of the VPF. Each of the value drivers—sales growth, relative pricing strength, operating effectiveness, capital effectiveness, cost of capital, and the intangibles—are linked to critical business activities and processes; and key performance measures, analytical models, performance dashboards, and tools for improving each value driver are explored in depth. Part Three, Driving Performance and Value, examines how the concepts and tools outlined throughout the book can be used to improve business performance and build long-term shareholder value. Effective implementation of dashboards as part of a comprehensive performance management framework (PMF) is discussed, and key findings—based on the author's benchmark study of performance and shareholder value—are reviewed. To drive home the points discussed throughout the book, a companion website has been included. The analytical models and sample performance dashboards found on this website are the perfect way to begin developing dashboards and analysis for your specific needs. Many companies use performance measures, but only a few have achieved the full potential benefits that a well-designed and implemented performance management framework has to offer. No matter what industry your company competes in, you need a way to measure, monitor, and manage the key activities and processes required to improve business performance and achieve long-term value. Performance Dashboards and Analysis for Value Creation contains the information and expertise you need to do just this—and much more.

From the Back Cover Praise for Performance Dashboards and Analysis for Value Creation "Beyond academic theory, I have witnessed firsthand Alexander's framework-driven concepts improve firm profitability and value. This is a required read for shareholder-friendly executives." —William W. Benton, CFA, Investment Analyst, William Blair Company, LLC "Drawing on his rich and varied experience as CFO, business consultant, and professor of financial management, Jack Alexander offers a practical approach to effective performance management in any company. This clear and concise reference is a must-read for anyone trying to understand and leverage the true drivers of shareholder value." —Earl T. Kivett, retired partner and director emeritus, Bain Company, Inc. "Creating long-term shareholder value is the fundamental responsibility of the chief executive and their leadership team. The Value Performance Framework developed in this book provides a useful tool for decision making. I recommend it for anyone concerned with long-term shareholder value." —Rick Wallace, Chief Executive Officer, KLA-Tencor "A great 'how-to' book! Alexander uses his knowledge and experience as CFO, consultant, and finance professor to connect the dots between financial performance and value." —Jennifer Bethel, Associate Professor, Babson College "Performance Dashboards and Analysis for Value Creation offers a practical approach to finance with solid tools to help improve business performance. This framework connects the dots between theory and practice, finance and business performance. The analytical models and dashboards provide effective and usable tools to measure performance, drive value, and evaluate acquisitions." —Dan Heaney, CFO, Public Consulting Group, Inc.

About the Author Jack Alexander is founder and President of Value Advisory Group, LLC, a consulting firm with a focus on improving business performance and building shareholder value. He is a lecturer at Babson College, where he teaches corporate finance and advanced finance electives in the MBA program. Alexander is a frequent speaker on value-based management and business performance management. Prior to establishing Value Advisory Group, Mr. Alexander held a number of senior operating and financial positions in the industry. He is a Certified Public Accountant and has an MBA from Rider University and a BS in business management from Indiana University of Pennsylvania.