

Klijent:  **arena**[®]
TURKEY'S TECHNOLOGY PROVIDER

Program:
Od vizije do ključnih indikatora postizanja

Dizajneri i sprovodioci programa: **Vesna Lijakovska Zendelska i Zvonko Kuzmanovski**

Period sprovođenja programa: **maj 2005 do septembar 2005**

SAŽETAK

I. Misija

Maksimiziranje vrijednosti dionica preko obezbjeđivanja visokokvalitetne platforme za pružanje usluga partnerima (dobavljačima i maloprodaji). Na ovaj način se optimiziraju troškovi partnera prilikom prodaje i podrške u uvođenju prvoklasnih tehnoloških rješenja.

Mi smo vodeća kompanija u oblasti velikoprodaje elektronike na području Turske. Mi snabdevamo više od 4.500 maloprodajnih partnera, a obezbjeđujemo proizvode oko 200 dobavljača iz čitavog svijeta.

U narednom trogodišnjem periodu (2005 - 2008) Arena će postati lider u Turskoj u oblasti velikoprodaje elektronike za industrijsku i široku potrošnju kao i u logistici povezanoj sa ovim uslugama.

II. Ciljevi

Lidersku poziciju Arena će dostići fokusiranjem na 6 glavnih ciljeva u narednom periodu:

	cilj	mjera	kako (strategija)	do kada	nosioc
1	Godišnji rast	30 %	2 nova dobavljača, 25 novih maloprodajnih partnera	31.12.2006	Chief Executive Officer
2	Povratak investicija	55 %	uvođenje novih e-commerce usluga i novih načina plaćanja	31.12.2006	Chief Investment Officer
3	Profit	2 % neto	smanjenje troškova poslovanja uvođenjem e-commerce usluga	dostići do 31.12.2006	Chief Finance Officer
4	Bruto prosečna marža	ne manja od 6 %	balansirani odnos između više i manje atraktivnih proizvoda (veća i manja marža)	kontinuirano	Chief Distribution Officer
5	Navremena isporuka	varijacija manja od 1 %	bonusi i kazne vezane za isporuku	kontinuirano	Chief Operation Officer
6	Vrijeme reagiranja	ne duže od 2 sata	uvođenje nagrada za reakcije kraće od 2 sata, kazne za reakcije duže od 3 sata	kontinuirano	Chief Customer Service

III. Ključni indikatori postizanja

Konačna lista sadrži 8 prihvaćenih Ključnih indikatora postizanja. Za svaki indikator su definisani slijedeći parametri: ime, definicija, formula za izračunavanje, jedinica mjera, pravac (povećanje, smanjenje, zadržavanje na istom nivou).

IV. Restrukturiranje

Prelazak iz tradicionalne produkt-orijentacije ka profit-centar orijentacije u strukturi. U novoj strukturi su definisana četiri profitna centra: 1) kompletna rješenja, 2) oprema za velike kompanije, 3) oprema za srednje i male kompanije i 4) oprema za građanstvo. Pored njih, definisani i servisni troškovni centri koji služe kao podrška profitnim centrima za njihov neomatan rad.

V. Benefiti

Ukupna investicija Programa: \$44.000
 Vrijeme povratka ukupne investicije: 2.5 mjeseci po završetku Programa i implementacije preporuka sprovodioca Programa (predviđanje)
 Mjerenje povratka investicije: Povećanje ukupne prodaje i smanjenje troškova poslovanja

I. MISIJA

Arena is characterized by its high level of innovation, professional management and development strategies. Innovation is the key differentiator between Arena and other distribution companies. Our management team is focused on leading the industry through change and has a clear understanding of supplier and customer expectations. We employ state of the art information technology (built around SAP R/3 ERP), developing uniquely adapted fulfillment solutions by integrating the web with classic business practice, thus giving our partners the opportunity of being present both in the virtual and the real world at the same time.

Arena's core operation is delivering services together with technology products that technology suppliers and resellers need to cost-effectively sell, deploy, procure and support world-class technology solutions.

We regard our suppliers and customers as our clients. We add value to the businesses of our suppliers and resellers with our product breadth, channel depth, availability management, information, project support, logistics, financial and marketing services as well as well as a full range of electronic commerce solutions.

Our services deliver competitive advantages to our customers as well as suppliers that can be measured as cost reduction, time to market, opportunities created, customer intimacy and satisfaction, ease of entry and exit, risk reduction and real profit at the bottom line.

We recognize that managing risk is at the very core of our business. Our business inherits product obsolescence, collection, currency exchange and country economic risks as well as other risks that all businesses face.

We build our strategies and operation around monitoring, measuring and managing risk and to obtain a reasonable return on all operations. We may be considered conservative (or, risk averse) when compared to our main competitor but that builds a picture of Arena as an extremely reliable partner. This can be observed from the comparison of our financial reports.

Arena is a broadline distributor. Broadline distribution can be defined as offering all the product categories that resellers sell to the end users with a broad choice of brands, prices, quality and availability. We also sell to a wide range of resellers (retailers, e-tailers, system integrators, value added resellers, assemblers (companies that build computer systems) and sub distributors). There are two broadliners in Turkey in its true sense (Arena and Index). Arena is the first company in Turkey to introduce the broadline concept.

Our market share is approximately 12% and Index's is approximately 22% of the total Turkish IT market (approximately 2.25 Billion USD in 2004). The size of the Turkish IT market was approximately 2.25 Billion USD in 2004. 22% market growth is expected year on year for the next 3 years. Turkey's population is 70 million and 50% is below 25 years of age. The total number of PC's (including desktops, notebooks and servers) is 1.5 million in 2004. Total number of PC's is 4 million with approximately 6% computer ownership. Turkey has a very good communication infrastructure. So, the potential is great.

We are facing competition from smaller distributors and sub-distributors. Small distributors import products from the parallel market and sell with very small profit margins. These occasionally go out of business and come back with different names. Sub-distributors are nowadays supported by suppliers with extra margins (as rebates) in order to push products to the market.

Arena is a standalone simple company, is not a part of an entity or has no participations in other companies.

II. CILJEVI

Kompletna lista ciljeva je data u donjoj tabeli. Najvažnijih 6 je u žutom. Ostali su pokriveni radi zaštite klijenta.

Cilj	Mjeren ili verificiran sa	do kada		
		2006	2007	2008
1 Godišnji rast	30%			
2 Customer	> 30% of customers' income spent with us			
3 Guarantee Ration	≥ 10 %			
4 Broad	3,500 monthly, 6,000 yearly; Pareto			
5 Good				
a	- 3 days			
b	30 days			
c. I	45 days			
d. Invest	18 days			
6 Marže	> 6 %			
7 Cust	verified by questionnaire			
8 Innov	≥ 0.7 % of the revenue			
9 Profit	2 % neto			
10 Readiness	verifiable, >8 on a scale from 1 to 10			
11 Cons	2 ± 0.4 %			
12 Over	< 3.0 %			
13 Em	< 5 % at corporate level			
14 Ven	Guarantee Letter			
15 Cust	Verifiable by a Questionnaire			
16 Market Share	15 %			
17 Povratak investicija	> 55 %			
18 Educat	≥ 0.2 % of the revenue			
19 W	1 % deviation of accepted time			
20 Co	\$ 60,000,000			
21 Bad Dec	> 4 % of total receivables			
22 Navremena isporuka	1 % devijacija			
23 Collec	2 days: check/total receivables = 55 %			
24 Cr	Credibility/Credit Line verifiable			
25 En	Verifiable, >8 on a scale from 1 to 10			
26 Reliability	Verifiable, >8 on a scale from 1 to 10			
27 Vreme reagiranja na zahtjeve kupaca	2 sata u radnim danima			
28 Technical Service Response Time	Imported: 2 days; Local: 7 days			

II. CILJEVI (produžetak)

U produžetku, svaki od 6 pojedinačnih ciljeva je objašnjen u detaljima prema shemi data u bloku dole:

<i>Opis cilja:</i>	Obezbjediti stabilan godišnji rast kompanije
<i>Iznos (mjera):</i>	Svake godine kompanija treba da raste za 30% ukupnog prihoda
<i>Kako ostvariti cilj: (strategije i taktike)</i>	<p>Svake godine je potrebno da se obezbjedi 2 nova dobavljača opreme, kao i 25 novih maloprodajnih partnera u zemlji.</p> <p>Jedan od dobavljača treba da bude sa liste "velikih i poznatih svjetskih proizvođača" dok će drugi dobavljač biti iz grupe "manje poznatih i relativno novih proizvođača".</p> <p>U listi novih maloprodajnih partnera treba da budu ravnomerno zastupljeni svi regioni u zemlji.</p>
<i>Rok za ostvarenje:</i>	21.12.2006
<i>Nosioci ostvarenja:</i>	<p>Glavni izvršni direktor i njegov tim.</p> <p>Specijalizirana služba za marketing u saradnji sa službom za strategijsko planiranje treba da pripremi liste:</p> <ol style="list-style-type: none">velikih i malih proizvođača opreme.za postojeće prodavače prema regionalnoj podjeli zemljepotencijalnih novih kompanija koje bi mogli biti interesenti za partnerstvo.

III. KLJUČNI FAKTORI POSTIZANJA

Dizajneri/realizatori Programa su ponudili listu od 20 različitih Ključnih indikatora postizanja. Nakon opsežne diskusije sa klijentom, prihvaćena je lista od 8 indikatora. Svaki indikator je definiran u detaljima prema shemi data u bloku dole.

<i>Naziv indikatora:</i>	Obrt zaliha
<i>Definicija indikatora:</i>	Ovaj KPI govori o tome koliko puta se jedna prosječna zaliha u nekom periodu (obično jedna godina) prodaje u istom tom periodu.
<i>Formula za izračunavanje:</i>	Obrt zaliha = Prodaja / Prosječna zaliha
<i>Mjerna jedinica:</i>	komad
<i>Pravac kretanja:</i>	Povećanje
<i>Povezanost sa drugim KPI:</i>	Obim prodaje - direktna povezanost
<i>Frekvencija mjerenja:</i>	Jednom godišnje
<i>Vlasnik KPI:</i>	Šef prodaje
<i>KPI je namjenjen:</i>	Finansijama, Planiranju, Nabavkama
<i>Tolerancija u greški:</i>	± 5%
<i>Poželjna vrijednost:</i>	3.5 puta

III. KLJUČNI FAKTORI POSTIZANJA, Metodologija za praćenje u Excel software

X KPI
Client: ARENA

Setup

First Year

» Cleaning Fields

» Instructions

Tree

» Categories

» Sub-Categories

» KPI-owner

» Business Process

» KPIs

Data

» Actual

» Target

Reports

» Dashboard

» Trends

» Graphical Display

» KPI Settings/Scores

Input Actual
Client: ARENA

#	Description	Format	Fre- quency	Timeframe	Band type	01-2006	02-2006	03-2006	04-2006	05-2006
01	Net financial position	Amount	Month	At present	+	-2,243.61	-1,931.15	-2,659.67	-2,366.20	-2,451.27
02	Gross Margin %	Percentage	Month	At present	+	37.46	36.49	35.86	35.63	35.99
03	Sales	Amount	Month	At present	+	10,000.00	20,000.00	35,000.00	42,000.00	84,000.00
04	Total Asset Turnover	Numero	Month	At present	+	2.98	3.30	3.12	3.46	3.59
05	ROS	Percentage	Month	At present	+	-2.81	3.72	3.25	5.23	6.64
06	EBITDA	Amount	Month	At present	+	21.79	191.19	269.98	500.19	768.36
07	Accounts Receivable Turn- over in Days	Decimal	Month	At present	-	133.79	123.29	129.03	120.89	121.12
08	Payables Turnover in Days	Decimal	Month	At present	+	97.89	87.07	85.00	86.88	91.17
09										
10										

Input Target
Client: ARENA

#	Description	Format	Fre- quency	Timeframe	Band type	01-2006	02-2006	03-2006	04-2006	05-2006
01	Net financial position	Amount	Month	At present	+	-2,310.09	-2,662.51	-2,734.95	-2,543.44	-2,943.54
02	Gross Margin %	Percentage	Month	At present	+	34.81	37.35	33.45	31.25	33.43
03	Sales	Amount	Month	At present	+	12,000.00	24,000.00	32,000.00	38,000.00	90,000.00
04	Total Asset Turnover	Numero	Month	At present	+	3.14	3.14	3.14	3.14	3.14
05	ROS	Percentage	Month	At present	+	-3.51	-0.30	-2.59	-3.65	1.34
06	EBITDA	Amount	Month	At present	+	7.55	95.58	52.70	8.43	360.61
07	Accounts Receivable Turn- over in Days	Decimal	Month	At present	-	118.00	118.00	118.00	118.00	118.00
08	Payables Turnover in Days	Decimal	Month	At present	+	96.70	96.70	96.70	96.70	96.70
09										
10										

III. KLJUČNI FAKTORI POSTIZANJA, Metodologija za praćenje u Excel software (prod)

Report General										Client: ARENA			
Category	Sub-category	KPI	Previous	Actual	Change	% Change	Band Ind	Target	Change TG	% Change TG	Band TG		
Money	Profitability	05-ROS	6.53	6.64	0.12	1.76%	↑	4.38	2.26	51.58%	↑		
Money	Profitability	02-Gross Margin %	35.71	35.99	0.28	0.78%	↑	34.57	1.42	4.11%	↑		
Money	Profitability	04-Total Asset Turnover	3.30	3.59	0.29	8.78%	↑	3.14	0.45	14.26%	↑		
Technology	Operating Cycle	07-Accounts Receivable Turnover	117.23	121.12	3.89	3.31%	↓	118.00	3.12	2.64%	↓		
Technology	Operating Cycle	08-Payables Turnover in Days	82.86	91.17	8.31	10.02%	↑	96.70	-5.53	-5.72%	↓		
Money	Financial risk	01-Net financial position	-2,989.67	-2,451.27	538.40	-18.01%	↑	-2,422.32	-28.95	1.20%	↓		
Market	Sales	03-Sales	160,000.00	84,000.00	-76,000.00	-47.50%	↓	140,000.00	-56,000.00	-40.00%	↓		

III. KLJUČNI FAKTORI POSTIZANJA, Metodologija za praćenje u Excel software (prod)

KPI Trend		Client: ARENA											
		05-ROS	01-2005	02-2005	03-2005	04-2005	05-2005	06-2005	07-2005	08-2005	09-2005	10-2005	
		Category	MONEY	Band Type	+	Frequency	Month	KPI Owner	Number Format	Percentage			
		Sub-category	Profitability			Time Frame	At present						
		Process	Financial										
Last period of evaluation		10-2004											
Period		11-2004	12-2004	01-2005	02-2005	03-2005	04-2005	05-2005	06-2005	07-2005	08-2005	09-2005	10-2005
Actual									-2.81	3.72	3.25	5.23	6.64
Target									-3.51	-0.30	-2.59	-3.65	1.34
Change									0.70	4.02	5.84	8.88	5.30
% Change									-24.78%	108.03%	179.66%	169.78%	79.83%
Indicator Band									↑	↑	↑	↑	↑
Same period previous year													
Change													
% Change													
Indicator Band													

IV. RESTRUKTURIRANJE

Nakon detaljne analize trenutne organizacione sheme, a na osnovu nove misije kompanije, radni tim je usvojio novu organizacionu strukturu kompanije koja je prikazana dole.



