White paper

BiSL® made measurable

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Introduction

BiSL is an accepted framework in The Netherlands for processes of business information management and information management, which is increasingly growing in popularity. However, since BiSL is still fairly new, little experience is available to help in answering questions such as:

- How can I show that activities were implemented within BiSL processes as agreed?
- How can I show the contribution from BiSL processes to the operating objectives?

Goal

The goal of this white paper is to help you in your search for answers to these and similar questions. You will not find off-the-peg answers to all your questions here, but specific suggestions on how to control performances within the provision of information using certain metrics and KPIs.

This white paper is intended primarily for professionals and managers working in a business information management and information management environment. We want to provide them with objective, relevant information that can be used to measure the added value of the implementation of BiSL and of the implementation of activities according to the BiSL framework.

Structure

The white paper begins by answering the question ‘why measure?’. Chapter 2 then describes what we mean by KPIs and metrics. The characteristics of KPIs are covered in Chapters 4 and 5 in terms of requirements that KPIs must satisfy and what the attributes are. In Chapter 6 we make several recommendations in the field of KPIs and metrics for the design or further development of a successful performance management program.
Finally, for each BiSL component, we give several examples of possible metrics that can be used to gain some insight into whether application of the BiSL framework is successful in your organization and thus makes a contribution to the operating objectives.

1. Why measure?

Based on a vision (where do we want to be in a couple of years?) and a mission (what is our added value?), organizations define the strategic objectives in the longer term (how are we going to achieve that?). These objectives are then translated into goals in the area of for example, profitability, customer satisfaction, quality, improvement of effectiveness, efficiency, or image.
In order to be able to translate longer-term goals into everyday practice, operational goals for the mid- to longer term are derived from the strategic goals. The operational goals are expressed in Critical Success Factors. Critical Success Factors (CSF) are factors that have to be fulfilled in order for the strategy to be implemented successfully, or to achieve the vision and mission.
One or more Key Performance Indicators (KPIs) are used to understand and measure the factors. These are pre-determined variables used to analyze the performances of the enterprise. Standards (target values) are attached to KPIs. By comparing the measurement with the standard of a KPI, when a deviation is observed a trigger is produced to adjust the performance of the

process. This implies that actions must be initiated with named owners and with strict monitoring. This places the organization in a position to achieve its objectives.

> For example, a company can be pursuing the following strategic business goal: "Increase/improve image". In order to achieve this business goal, it is essential for example to increase accessibility of the company to customers via the internet and for customers to be able to order through the web site. This can be achieved, for instance, through optimum availability of the web site for the customer. By measuring using the KPI: '% availability of web site (on-line 24/7) per month' and a minimum customer evaluation of 6, we gain an insight into whether or not the aforementioned goals are being reached. The company sets the standard for availability at 99%. If measurements over a month indicate that the web site has been 75% available, the goals are not reached and action will have to be taken to achieve the goals. After all, if the web site is inaccessible, potential customers are lost. Following on from this, customer evaluation can also be included. If the web site is available to a limited extent, customers will also tend to give a poorer evaluation.

Measurements can therefore provide important information about the development of the enterprise as a whole, compared to the past and also compared to the competition. At the same time, they can be an instrument for making forecasts by extrapolating results.

Making the BiSL framework processes measurable is still in its infancy. It will have to be demonstrated that implemented BiSL processes contribute successfully to the strategic goals. This requires a set of clearly defined metrics and KPIs.

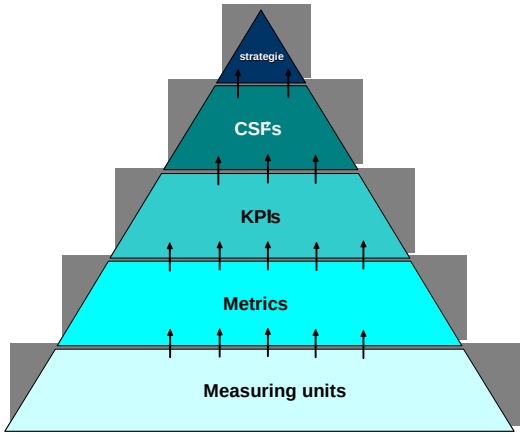
2. Metric versus KPI

Within the context of this white paper, we make a distinction between metrics and KPIs. As a point of departure, below we present a summary of what is meant in this white paper by metrics and KPIs.

A metric is understood to mean any measurable element of, for example, a service, a process, or a business function. In order to establish the value(s) of a metric as objectively as possible, a series of the same measurements is necessary, taken using the same standard procedures and over a longer period. A metric is therefore a standard of measurement. Think for example of the number of calls or the average time to register a call.
A KPI is a metric used to give an indication of performance. This indication can then serve as a driver for improvement. Agreements have been reached on KPIs with interested parties, for example concerning standards (SLAs) that relate to whether or not the aforementioned CSFs are achieved.

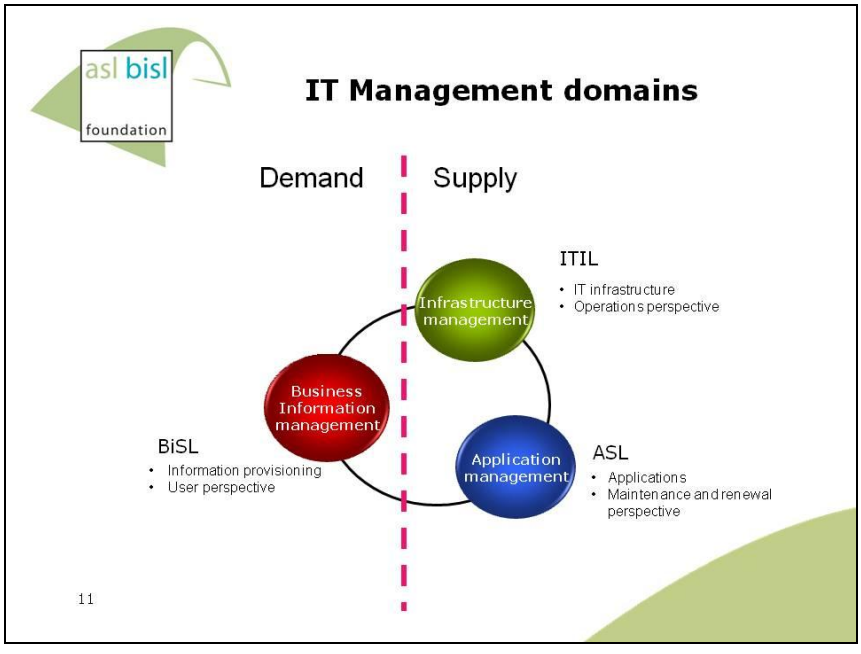
> An example from the Change Management process:
> - The strategic business goal, or the mission: profitability
> - CSF: using the budget wisely
> - KPI: % change requests with (positive) business case compared to total number of change requests
> - Metric: numbers of change requests and numbers of change requests with a business case per month.
> - Measurement units: numbers, months

The mutual relationship between metric and KPI is that KPIs are constructed from and measured using one or more metrics. The figure below again visualizes the mutual relationships



3. Results from 'BiSL measurements' do not stand alone

The focus of this white paper is on the processes of business information management. If we take a look at the model of the IT management domains below (freely from van Looijen), it will be clear that BiSL is a link in the chain of management that also includes ASL and ITIL. Many of these tasks and therefore also activities from the domains are related to one another. The result therefore is that performances within each domain can be linked and can therefore influence performances of activities from the two other IT management domains. The outcomes of measurements of KPIs within BiSL are therefore often related to the other IT management domains. The added value of this chain is only great if all three IT management domains operate properly and are aligned with one another. However, these dependencies can be influenced by Business Information Management, for example by contract management. Contract management provides the frameworks and agreements that serve as input for, for instance, operational supplier management.



Here, the story of the chain and the links is relevant. Within the BiSL domain, if we want to manage based on a KPI "% changes in 1 time error-free in production", this will only be meaningful if management is also based on the same KPI within the ASL and ITIL domains.

4. Requirements a KPI must satisfy

The summary below is an overview of requirements that a KPI must satisfy. If they are satisfied, this provides a sound basis for the success of performance management.

- **Contribution to CSFs**. The connection between the KPI and the CSF above must be demonstrable and described.
- **Stakeholders**. The stakeholders of the KPI must be identified and have accepted their role. Stakeholders are all parties involved in the creation of the KPI and/or with an interest in the presence of the KPI.
- **Relevance**. The KPI, together with other KPIs, must cover as much of the information needs as possible, which is explicitly coordinated with the stakeholders.
- **Ownership**. Ownership of the KPI must be established. The owner is to have a mandate, in the event that the standard value is not obtained, to take measures to adjust the process, so that the value of the KPI is improved.
- **Recognizable**. KPIs are recognizable for employees
- **Repeatable** The KPI must be able to be established regularly and in the same way.
- **Traceable**. The way in which the result of the KPI was achieved must be described.
- **Uniformity of processes**. The KPIs must result from processes that are interpreted and implemented in a uniform way by all stakeholders.
- **Standard**. In particular, if KPIs are used for a benchmark, they must correspond to existing standards and be described using standard definitions.
- A **healthy ratio between costs and benefits** of the development of KPIs and especially of the measurements. The costs involved in defining the KPI must be justified by the benefits of the insight obtained.
- **SMART**. The KPI must be Specific, Measurable, Acceptable (for all stakeholders), Realistic, and Time-dependent.
- **The I in KPI stands for indicator,** so the goal of KPI is to provide insight into what can be improved and is not intended as a way of settling scores

5. Attributes of a KPI

The following data should be recorded for each KPI (a KPI can also be a single metric). It is highly recommended that the KPIs without a star be recorded:

- Name of KPI:
- Description
- Owner
- Related CSF
- Goal of the KPI
- KPI Standard (target value)
- Measuring unit/desired format
- Source
- BiSL process(es) from which the KPI originates
- BiSL process(es) about which the KPI says something

- Delivery date
- KPI frequency
- Refresh rate (of underlying data)*
- Calculation (incl. examples)
- Level of detailing*
- Relationship with other KPIs*
- Benchmark availability*
- Issues (developments/changes)
- Process for achieving KPI

6. Recommendations

Below we make several practical recommendations for the design and implementation of a successful KPI program:

- Involve several offers in the KPI program from all organization layers so as to obtain as broad a framework as possible and so as to make communication as transparent as possible in the organization.
- Adapt the KPIs for the area for which they are intended (entire organization, division, department)
- Ensure the necessary involvement, required time and resources for the program.
- If insufficient time and knowledge are available internally, involve knowledge and experience when launching a KPI program.
- Allow top management to determine what is important to them and create metrics/KPIs on that basis. Of course, a bottom-up approach is also possible, providing the management understands the importance of the KPIs developed. This is needed for sponsoring from the management.
- Do not carry on for (too) long looking for and defining metrics. Just start with an initial set.
- Start small and clear. Do not start with too much at the same time, leading to an overload of information.
- To gain inspiration, take advantage of available literature/best practices, but do not indiscriminately adopt metrics/KPIs. Ensure that you establish them based on your own practice.
- Accept that sometimes it can take longer for the added value of a metric/KPI to be genuinely visible. Trends can only become visible after some time, depending for example on the frequency of measurement.
- Also accept that it can emerge, after some time, that a metric/KPI does not say as much as expected. It is possible that some insight will emerge from this into which KPI should be used.
- Be open to the idea that new questions emerge from the answers that the KPIs provide and thus the need for new answers
- Align the metrics accurately to the information needs of the officers in the various layers of the organization and thus to the layers in the BiSL framework
- Ensure that actions are initiated when deviations are measured with the appointment of owners and that actions are monitored in good time.
- Do **not** use KPIs as a means of calculation, but use them to adjust the performances of the enterprise.
- Use KPIs to demonstrate the potential for improvement. This encourages employees to carry out the work more effectively and more efficiently.
- If possible, use KPIs for which benchmarks are indicated as present to clarify the need for change/improvement

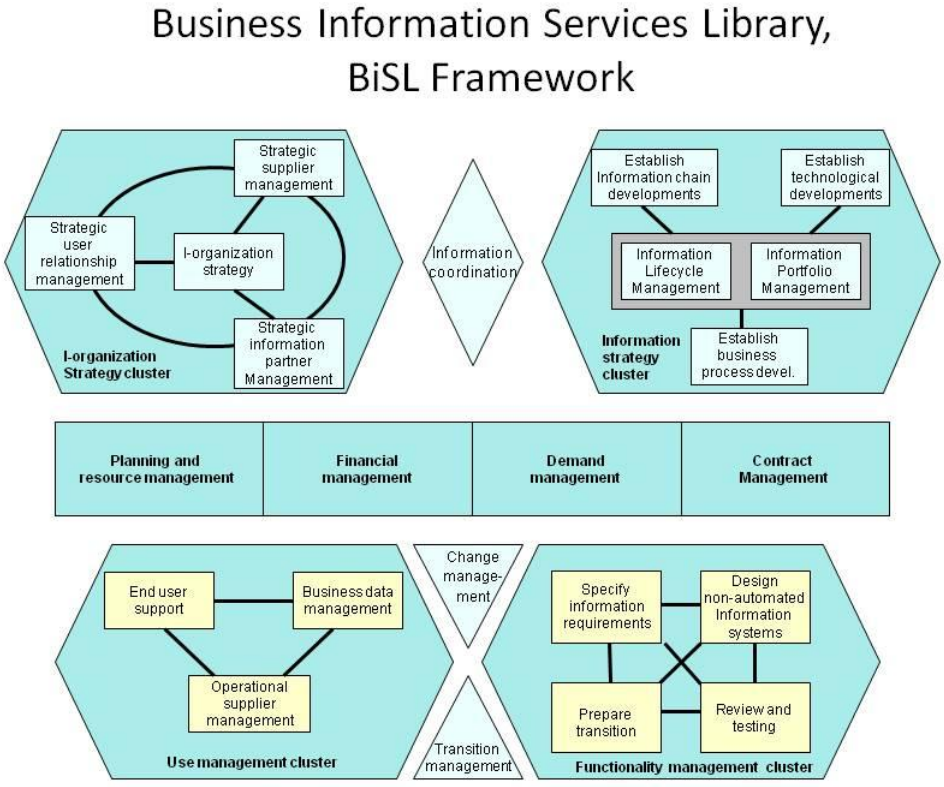
7. BiSL made measurable

In order to clarify the context described so far, below we give a number of examples of possible metrics that can be used to gain an insight into whether the application of the BiSL framework is successful in your organization and therefore makes a visible contribution to the operating objectives.

Our ambition here is not to give an exhaustive summary of metrics, but rather to give you some inspiration - using a few general examples for making your efforts measurable in the field of BiSL processes and the further development of metrics and KPIs (whether or not within the BiSL domain), which are applicable for your organization.

In this case the following method is used.: First we looked at the core, or the essence of each process cluster. Then we looked at which characteristic activities take place within the relevant process cluster. After that, we looked for concrete (quality) metrics in order to determine whether the activity in question, with a view to the essence of the process, delivered the desired result or whether some adjustment was required.

Metrics relate not only to one process, but affect several processes within and even outside a process cluster. For this reason, in this white paper it was decided to name metrics per process cluster, not per individual process. The aforementioned mutual relationship of the metrics applies to a slightly lesser extent for the cluster of Management processes. For this reason, we have chosen to provide the individual processes with examples of metrics separately.



7.1 OPERATIONAL LEVEL

7.1.1 Use Management Process Cluster

This cluster describes the processes of the BiSL framework that focus on continued and optimum support for the everyday use of the provision of information by end users.

Core activities of the End User Support process
Call Registration and Handling
End User Communications.
Call Reporting.

Core activities of the Business Data Management process
Monitoring/checking
Informing and reporting
Changing

Core activities of the Operational Supplier Management process
Provision of assignments
The supply of information and evaluating IT for availability, continuity, and capacity
Monitoring and checking whether the IT deliveries are as arranged.

☑ **Suggestions for possible metrics**

Calls
Number of new calls, calls handled, open calls per information system, per type of call, per type of users, per business unit, per officer.

Number of new calls:
The numbers can also be compared to standards, arrangements with end users or customers. The number of new calls gives an indication of what is going on in the organization. It may be that the infrastructure is less stable, but it may equally be the case, for example, that insufficient support is provided because of a certain functional need. Measurements concerning calls can therefore say something about the quality and quantity of information systems and the provision of information.

Number of open calls, resolution time, and calls handled:
Illustrates to what extent the management organization is able to provide adequate end user support under the agreed arrangements.

User interaction
Frequency of user consultation.

Illustrates, for example, the extent of interaction in which end users have the opportunity to record wishes and requirements.

Operational data
Number of questions from end users about (management) data.
Number of changes in the (management) data.

Both metrics say something about the extent to which checking and monitoring of operational data take place in terms of accuracy, timeliness, and completeness.

Frequency of content-related checking of data in the provision of information.
This metric indicates how actively the business data are checked for accuracy, timeliness, and completeness.

Control
Number of IT suppliers.
Number and type of assignments

Illustrates the level of complexity of demand-supply. This refers to control of the delivery of previously-formulated functional requirements and wishes. This implies that the right products and services are delivered at the right time, with the right capacity, availability, and continuity, based on formal arrangements (i.e. contracts and SLAs).

7.1.2 Connecting processes

The connecting processes of Change Management and Transition focus on synchronization and communication between the process clusters of use management and functionality management. The Change Management process describes the formulation of the right decisions regarding the application of changes or innovations to the existing provision of information. The Transition process describes the actual implementation of the changes.

Core activities of the Change Management process
Inventory and logging
Evaluation and decision-making
Monitoring and adjusting

Core activities of the process of Transition
Implementation: Communication and guidance regarding the delegation of assignments
Monitoring: Progress of the preparations and dealing with bottlenecks
Adjustment: Extra conversion activities and documentation, supplementing knowledge transfer and other adjustments

☑ **Suggestions for possible metrics**

Change requests
Number of new, handled, open change requests per information system, per type of change request, per type of users, per business unit, per officer.

Number of new change requests:
Numbers can also be compared to standards, arrangements with end users or customers. The number of new change requests also gives an indication of what is going on in the organization. It may be that the infrastructure is less stable, but also, for example, that insufficient support is given to functional need. Measurements concerning change requests can therefore say something about the quality and quantity of information systems and the provision of information.

Number of open and handled change requests and transit time:
Illustrates to what extent the management organization is able to carry out the change process properly.

Transition plans
These consist of a number of activities, the implementation of which determines whether a change request has been fully and successfully operationalized. By measuring for individual activities across the plans, the process quality becomes clear.
It is possible to measure how often

- a data conversion has been successful
- training courses have taken place
- available materials and procedures are present
- use has been made of means of communication and have contributed to a good transition

7.1.3 Functionality Management process cluster

The Functionality Management cluster has the objective of initiating and ensuring the development and modification of the desired changes to the provision of information and is thus responsible for the connection between the provision of information and the business process.

Core activities of the process of Specification
Determine need
Determine possible solution
Validation

Core activities of the process of Design of Non-Automated Information Systems
Determine goal, pre-conditions, points of departure, and overall possible solution
Determine relationship with Automated Provision of Information
Development of Non-Automated Information Systems

Core activities of the process of Transition Preparation
Draft implementation plan for execution of preparation
IT Implementation
Implementation within the user organization

Core activities of the Review and Testing process
Preparing for reviewing and testing
Acceptance tests
Testing AO for completeness and alignment
Safeguarding the implementation plan
Determining impact of the test results

☑ **Suggestions for possible metrics**

Specifications and final alignment with the end user
By measuring the frequency and the way in which these activities take place, we gain some insight into the question, 'did I specify qualitatively strictly enough in order to shape the needs, requirements, and wishes surrounding the provision of information?'

Functionality requirements
The number of iteration steps in translating functionality requirements into an approved specification (the logics model). Then you measure, for example, the quality of interaction, transfer, advice between the (representatives of) end users and the compilers of the approved specifications.

Degree of alignment
Control takes place over the degree of alignment with the end user concerning the specifications that have to be implemented to the functional system design to be made and over safeguarding the planning. Here too, it is possible to measure for the number of iteration steps between the end users and the business information administrators if, for example, observed findings are involved. The number of iteration steps can indicate the quality of alignment that needs improvement.

Number of adjustments to the inventoried specifications
This metric can also say something about the quality of alignment with the end user.

Lead time for determining specifications.
Here again is another possible indication of the quality of alignment. However, it does not have to be: it could also say something about prioritizing with respect to other activities. Adjusting the quality of the process is then not necessary.

Scheduling
This consists of a number of activities, the implementation of which determines whether all components have been included in the schedule. By measuring for individual activities across the plans, the process quality becomes clear.
It is possible to measure whether consideration has been given to

- a data conversion
- training
- materials and procedures
- the use of means of communication

7.2 MANAGEMENT PROCESSES

7.2.1 Planning and Control

Goal: The planning, monitoring, and adjustment of the activities that ensure the provision of information, for the purposes of its deployment, so that the activities are achieved on time with optimum deployment of capacity.
The domain extends to the user organization, business information management organization, and IT.

Core activities of the Planning and Control process

- Determining and deploying capacity
- Determining timelines
- Recognizing risks and countermeasures.

Verification

- Checking availability
- Monitoring hours worked
- Monitoring progress/timelines

Evaluation

- Evaluating results
- Recognizing problems
- Recording deviations and taking measures.

☑ **Suggestions for possible metrics**

Projects related to the business information management organization and the provision of information:

- number in total
- duration in lead time
- achieved within planned time
- achieved with planned capacity

This also visualizes the time-critical schedule overruns as a percentage. Deviations in lead time compared to initial planning are also visualized.

Project hours spent on business information management and information management.
In order to be able to control this, it is necessary to register hours correctly.

7.2.2 Financial Management

Goal: Making, maintaining, and monitoring cost effective IP and cost effective use of IT resources to support and implement business processes. The benefits are also made clear.

Core activities of the process of Financial Management
Planning
- Planning the benefits
- Planning the necessary financial resources using IT impact analysis
- Recognizing risks and countermeasures.
- Allocation of financial resources
- Coordination with other management processes

Verification
- Monitoring costs
- Adjustment of budget
- Negotiating with suppliers

Evaluation
- Evaluating progress of process
- Evaluating contract form
- Evaluating benefits

☑ **Suggestions for possible metrics**

Total budget related to the business information management organization and the provision of information
- Total budget
- Total costs
- Overrun/underrun with respect to total budget

Another possible metric is the percentage of rejected projects based on business cases.

7.2.3 Demand management

Goal is to ensure that business processes can be supported by a good provision of information and business information management organization. The process also describes the recognition of needs within the business and that decisions are taken about them.
Points of departure are the needs of the business process for support by means of the provision of information. These needs are translated into quality of the provision of information and of IT. For this reason, control over the interpretation of quality (as derived from the need) is important.

Core activities of the process of Demand Management

Planning
- *Defining* desired quality of the provision of information and thus determining the need for the provision of information
- Defining the required provision of information
- Coordination with the other control processes concerning time paths, feasibility, cost-benefit considerations

Verification
- Monitoring results of change processes
- Monitoring the quality of changes

Evaluation
Monitoring of:
- Connection between provision of information and business process
- Operation of provision of information
- Use of the applications by users
- Info exchange with other organizations
- Functioning of provision of information and its organization

☑ **Suggestions for possible metrics**

What can be controlled is the extent to which the products and services of the provision of information contribute to the business processes of the enterprise. In the first place, we will have to measure whether plans exist, such as a provision of information annual plan, a business information management annual plan, and a quality plan. Then, it is possible to measure whether these match the desired operating objectives.
In addition, it is possible to understand to what extent the relevant plans have been fulfilled.
Finally, the plans made can be evaluated regarding the extent to which they have made a contribution.

7.2.4 Contract Management

Goal: Here, the arrangements concerning the services of the IT supplier are central. The process *of Contract Management* is aimed at making good arrangements about the automated provision of information and services by IT, as well as their monitoring and improvement.
Important products are
- SLAs, the more detailed agreements within the framework
- Underpinning Contracts (UCs)
- Operational Level Agreements (OLAs)
- Dossier Agreements (DAP)

Within this process, the formal role of the customer is interpreted. So *Contract Management* forms the interface at management level with the IT supplier.
Important frameworks are imparted from *supplier management* from the strategic processes.

Core activities of the process of Contract Management
Planning
- Definitive establishment of the customer-contractor relationship
- Providing operational frameworks within which IT provides its services
- Agreeing on the services received and the conditions under which they are provided.
- Agreeing on the method of communication between customer and contractor:
- Making contract agreements with IT
- Managing and making agreements with IT about time, costs, capacity, and the content of the services.

Verification
- Monitoring the agreed IT services.
- Monitoring whether communication with IT is running smoothly
- Monitoring whether IT costs incurred and hours worked are in line with agreements.

Evaluation
- Monitoring whether the IT services match the need from the business processes.
- Monitoring whether IT makes the expected contribution to the organization of IP based on its supplier role.

☑ **Suggestions for possible metrics:**

Control of good agreements with IT suppliers on quality, quantity, and price. This means that the agreements must be established in contracts and SLAs and that the supply of services must be reported. It is possible to measure the extent to which actual delivery deviates from the agreement. The perception of the end user can be made clear. The following metrics can be used for this

Satisfaction with nature of services and standards

Number of services and products purchased with SLAs versus services and products that have not yet been formally recorded. By formally recording the delivery of services and products, you also have more control over them.

Number of framework agreements compared to individual contracts. Using framework agreements, delivery becomes simpler, more uniform, and more cost-transparent.

7.3 STRATEGIC PROCESSES

This process cluster contains processes that are aimed at drafting general frameworks such as policy starting points and future vision of the field of the provision of information and the configuration of an organization that has to make sure that these starting points and vision are there.

The assignment of concrete metrics at this level is not always easy. Results obtained from strategic processes are often based on a “feeling”. In addition, the results are heavily influenced by the results of the processes at operational and strategic levels. IP Policy that is, for example, not financially managed correctly or where IT is not well controlled will not be successful.
In the short term, it is often not visible that a chosen policy has made a successful contribution to the operating objectives, but only becomes clear after several years. This means that the best metric for the Strategic Processes is on the Balance Sheet and the Profit and Loss Statement.

7.3.1 IP Organization Strategy process cluster

This process cluster describes various processes that focus on the way in which implementation and decision-making about the provision of information are organized. The metrics help the organization to determine to what extent the various activities in the processes have successfully led to a successful IP organization strategy.

Core activities of the process of Supplier Management
Drafting supplier policy
Evaluation and selection of suppliers
Negotiating relationship with suppliers

Core activities of the Strategic User Relationship Management process
Evaluating relationship with and method of operating towards the user organization
Recognizing and evaluating developments in the user organization

Recognizing possible shortcomings
Determining demands for change

Core activities of the process of Chain Partner Management
Evaluating the functioning of an existing chain
Recognizing, anticipating, and reacting to bottlenecks and desired changes in the organization
Drafting chain partner policy and design of the new or desired situation

Core activities of the process of IP Organization Strategy
Evaluation of existing provision of IP organization
Drafting policy concerning configuration of the IP organization
Controlling the IP organization

☑ **Suggestions for possible metrics**

The actions of Supplier Management must lead to the correct supplier policy that is concerned, for example, with supplier selection and the correct internal configuration with respect to Supplier Management. The metrics below can help provide some insight in this respect:

Rates
How do the supplier's rates compare to those of the market (benchmarking)? If it appears that rates differ negatively from the market, this can be an indication of faulty policy with respect to supplier selection.

Quality of the services provided
Based on empirical figures, reports, and customer evaluations, it is possible to measure whether the products and services from suppliers are up to scratch. Possible methods for finding this out include a satisfaction survey or stakeholder interviews.

Communications
Frequency and form of suppler consultation.
Suppliers can deliver better services and products if a good relationship with the requesting market parties exists. Suppliers want to work with customers and look pro-actively for better products and services. An opportunity for this is offered by the frequency and method of conducting mutual communications.

Number of complaints or escalations
Based on these criteria, the quality of suppliers can also be measured and it may be decided to change policy

Costs
Based on the actual costs of the purchase of products and services, it is possible to evaluate whether a certain supplier costs more or less than other suppliers.

Knowledge and level of experience
Does the supplier still have the right knowledge available and does this match developments on the market and in our organization (degree of flexibility)?

Capacity to adapt
To what extent is the IP organization able to fit in with organizational developments within the business? Here you are actually measuring the degree of flexibility of control of the IP organization to fit in with the business if the structure changes, for example. How long did it take, for example, for the IP organization to incorporate a business change into its own organization? Has sufficient knowledge been gathered, have the right resources been used? It is also possible to look at the effort made to adapt the IP organization.

Another time aspect has to be taken into account per type of organization. In certain branches, it is essential for the IP organization to have a high level of flexibility.

Number of chain partners
The more chain partners there are, the greater the dependence and complexity of the chain. Having complete insight makes it possible to see the mutual dependence as well as the associated risks. The more chain partners, the greater the need to control for the risks, for instance, and the greater the need to focus attention on this area. If few chain partners are involved, it can be decided to devote slightly less attention to this point. The fact remains however that this has to be tested regularly, because this can continue to change over time.

7.3.2 Information Strategy process cluster

This process cluster focuses on the future of IP within the organization. That means that regular examination is needed of whether the present IP still fits in with the business processes. The metrics help the organization to determine to what extent the various activities in the processes have led to a successful IP Information Strategy.

Core activities of the process Establish Information Chain Developments, Establish Business Process Developments, Establish Technological Developments
These processes involve the following:

- mapping relevance of developments across the various organizations and information domains.
- Translation into possible impact for the organizations involved

Core activities of the process of Information Lifecycle Management and of Information Portfolio Management
Jointly, these processes are aimed at making a strategy for the provision of information in the form of, for example, policy plans, information plans, information architecture plans. These include the potential solutions for the years ahead. These are translated into actions and investments. The processes then ensure their implementation.

☑ **Suggestions for possible metrics**

By placing the plans for a certain period of years alongside one another and analyzing them, you can check to what extent potential solutions have made the intended contribution. Observed deviations can be an indication for improving the processes in the cluster. It can be an indication that the dynamics of the business are greater than control of the IP organization can handle. The metrics below help to clarify the performance of the strategic processes.

Frequency of the determination of developments
In order to ensure that IP continuously matches the business processes, it is essential to examine regularly whether developments are underway. Depending on the desired dynamics, more frequent studies will have to be carried out. The same dynamics produces the same consequences for all chain partners involved.

Scope and type of developments
Developments can take place within your organization, but can also occur within the chain partners involved, some competitors, or in the entire branch. In addition, technological developments may also take place. This means that we have to choose what the scope and type of the developments are and in which field the study of developments must take place.

Capacity to adapt
How long does it take for existing IP policy to adapt and to fit in with reality? What efforts were necessary for this to happen?

Impact
Impact analysis of developments. Not only mutual dependence, but also the type and frequency of the developments can be made visible by applying a quantitative analysis methodology.

Costs and Benefits
By drafting a good business case, it becomes clear what the financial consequences of the developments observed are and to what extent it is profitable to adapt present IP strategy. The choice to apply new technology can sometimes be cheaper and/or fit in better with present and future information needs.

7.3.3 Connecting process: Information coordination

Information coordination monitors and supervises cohesion among all the various plans for the provision of information. It ensures alignment of policy plans and responsibilities with respect to policy. The process is not determining or controlling.

Core activities
The alignment of various policy plans
The alignment of responsibilities with the content of policy and control

☑ **Suggestions for possible metrics**

Policy plans are aligned with plans for configuration and control, among others. If conflicting policy starting points exist or if no uniform control seems to exist, the coordination of responsibilities and the various policy plans are re-examined.
The ensuing metric is to measure how often and in what size order the coordination is re-examined over a period of several years

Conclusions

Performance measurement is increasingly the means, for process activities, to show to what extent they make a contribution to operating objectives and to what extent they are implemented as agreed. In this way, performances of process activities can be adjusted.

The application of this within the BiSL domain is new. By putting the characteristic topics about performance measurements into the context of the BiSL domain, we hope to have helped you to find the answers to the questions in the introduction: How do we gain some insight into whether application of the BiSL framework is successful in your organization and thus makes a visible contribution to the operating objectives?

As mentioned in the introduction, this white paper was not intended to answer all of your specific questions in the field of metrics. The suggested metrics are therefore only a selection from the potential metrics and are far from exhaustive. As mentioned, these are therefore intended more to give you some inspiration and, using these examples, to assign and then to apply the most suitable and effective performance indicators, specifically for your organization.

Your additions

We are of course very interested in your experiences and application of the KPIs mentioned in this white paper and all other KPIs that you yourself have applied in your organization (in part) based on this white paper. By sharing these experiences with us, we are once again able to spread these best practices further and thus to establish an increasingly large collection of metrics/KPIs. Your suggestions are most welcome and you can send them to the authors of this white paper.

Recording KPIs

The ASL BiSL Foundation recently began collaborating with the KPL Library of the Mirror42 company in order to visualize or publicize KPIs. For instance, all the KPIs mentioned in this white paper will soon be included in the KPI library(http://kpilibrary.com/categories/bisl). Here, you can stay up to date with the latest additions in the field of KPIs.

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