



***“we measure our success by our
customers’ success”***

An Introduction to KPA

KPA Ltd. 
Management Consulting

www.kpa.co.il

KPA Ltd. ***Management Consulting***

- **KPA** is an international management consulting firm with offices in Israel and strategic partners in Los Angeles, New York, Paris, Torino and London. Formed in 1990 by Professor Ron Kenett as a partnership, the firm incorporated in 1994.
- The **KPA** staff consists of 30 specialized consultants with expertise in strategic planning, market research, industrial statistics, quality and risk management, business development and human resource management. **KPA** is currently involved in the strategic planning of medium and large companies, in international market research and customer surveys, establishing quality systems and Six Sigma initiatives, organizational development, risk management and change management consulting.

The KPA Vision and Mission Statement

Our Mission

“To provide our customers with the expertise required to formulate strategies, concepts and breakthrough business processes that will turn their organizations into leaders in their field.”

Our Vision

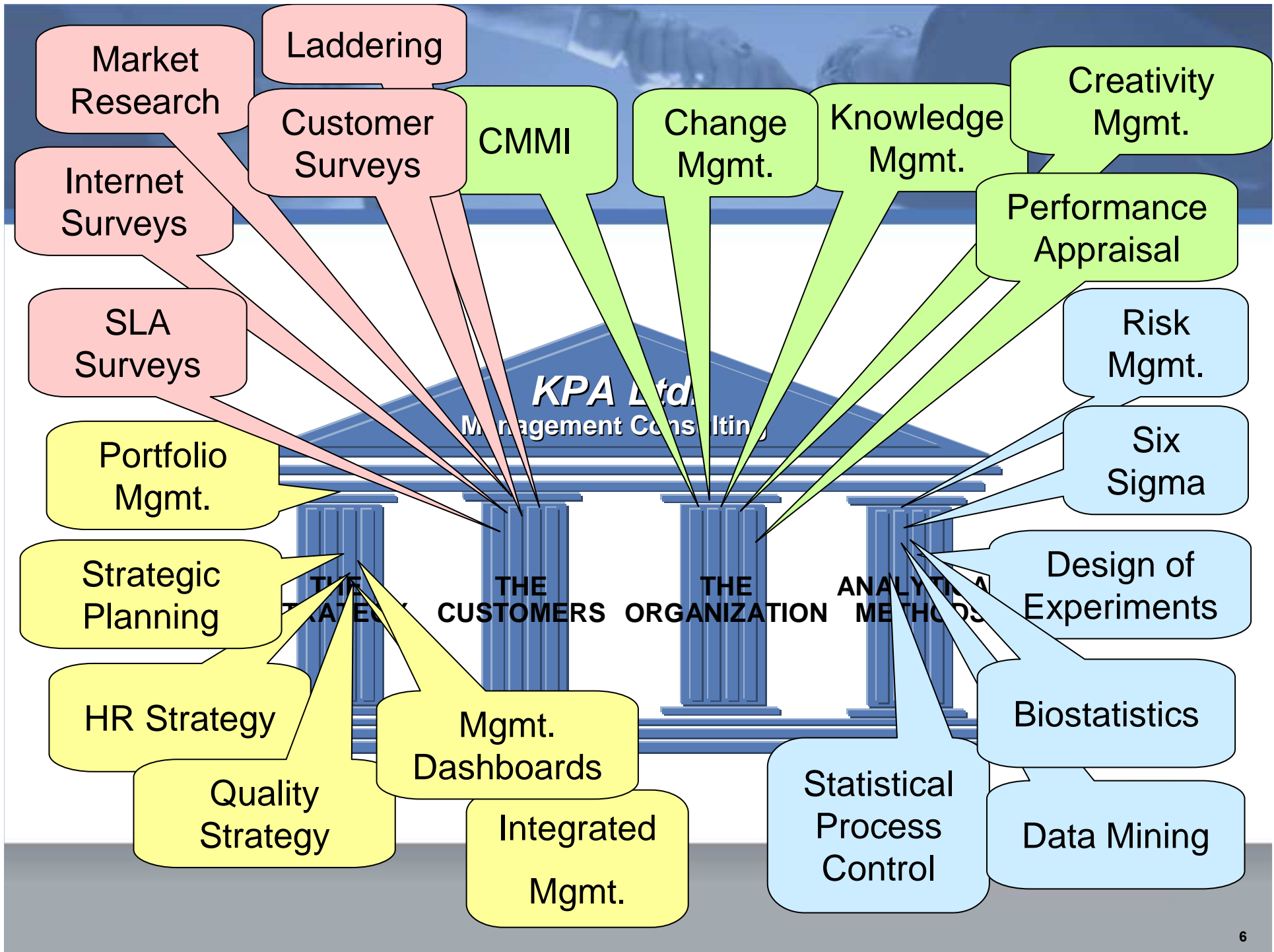
“To be known as a center of excellence in modern management methodologies and as a source of research and training in our field.”

KPA products and services

- **Strategic Planning**, Change Management, Six Sigma initiatives, joint ventures and M&A facilitation
- **Market Research** and Voice of the Customer Surveys
- **Organizational Development**, Appraisal Systems and Voice of the Workforce Surveys
- **Analytical Methods**, Data Mining, Risk Management, Industrial Statistics, Biostatistics

KPA areas of activity





The KPA Integrated Model

Voice of the Customer



Voice of the Process



Company Values	Very low	Low	Medium	High	Very High
To what extent, in your opinion, does the company apply its values in practice?					
63. Respect	1	2	3	4	5
64. Personal and professional integrity	1	2	3	4	5
65. Cooperation	1	2	3	4	5
66. Diligence and creativity	1	2	3	4	5
67. Striving for excellence and for the success of our customers	1	2	3	4	5
68. Pride and belonging	1	2	3	4	5

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Voice of the Workforce



KPA clients' industrial areas

- Telecommunications
- Software
- Banking
- Plastics
- Chemicals
- Pharmaceuticals
- Food & Beverage
- Electronics
- Cellular Services
- Health Care
- Education
- Energy
- Transportation



KPA partial clients' list

- The Israel Electricity Corporation, utility
- The Open University, education
- hp Indigo, the electronic printing division of hp
- Cellcom, a leading Israeli cellular service provider
- ECI, telecom supplier
- Perrigo, pharmaceuticals
- Eden Springs, home office delivery
- Cisco, network management software
- Amdocs, billing systems
- Dead Sea Bromine Group, chemicals
- Bank Leumi, financial services
- Agrexco, food products distribution

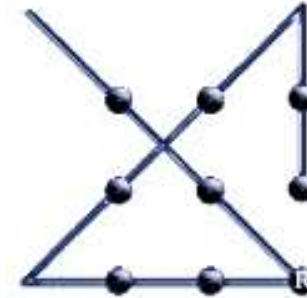
The KPA Group

CREATIVITAS^{NET}

Creativity taken seriously



Creativitas.net



KPA Ltd.

NOVIAS
CONSULTING



Univ. of
Torino

Crescendo
Italia

Crescendo
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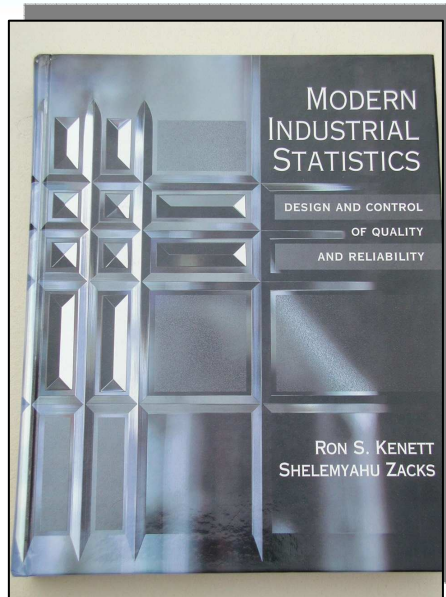


creativity
management

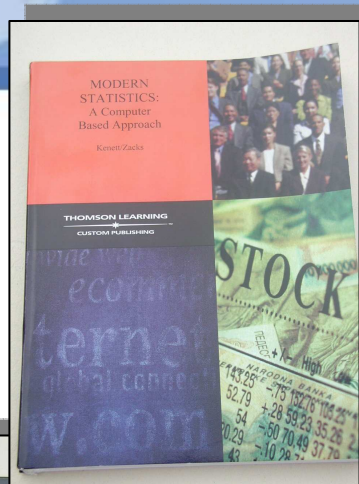
NOVIAS

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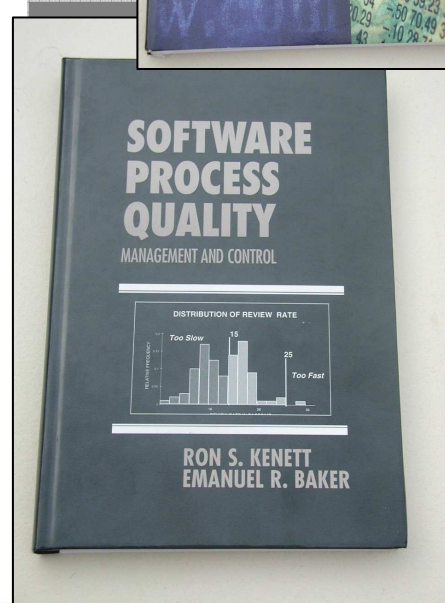
Publications



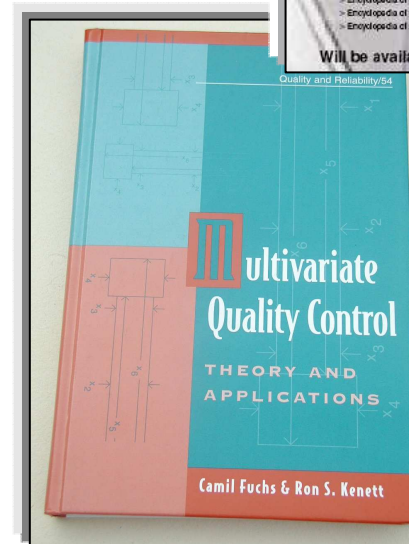
Modern Industrial Statistics: Design and control of quality and reliability



Modern Statistics: A computer intensive approach



Software Process Quality: Management and control



Multivariate Quality Control: Theory and applications

WILEY
Publishers Since 1807

ENCYCLOPEDIA OF STATISTICS IN QUALITY AND RELIABILITY

"The major reference work for industrial statistics in academia, industry and services in the 21st century."

In today's climate of intense industrial competition, certification and qualification are increasingly important. Statistical techniques in quality engineering play a vital role in these processes. The Encyclopedia of Statistics in Quality and Reliability will offer an unparalleled reference source in this field of critical importance. It will be written and edited by leading authorities in the field and will address both fundamental and real-world issues and topics.

This landmark publication is currently planned as a three volume set with approximately 500 articles and will cover the following topics:

- Management of Quality and Business Statistics
- Process Capability and Measurement Systems Analysis
- Design of Experiments and Robust Design
- Sampling
- Process Control
- Reliability: Life Distribution Modeling and Accelerated Testing
- Reliability: Life Cycle and Warranty Cost Prediction
- System Reliability
- Health, Safety and Environmental Applications
- Statistical and Stochastic Modeling
- Computationally Intensive Methods and Simulation
- Basic Statistics for Quality and Reliability

This Encyclopedia will be the latest in Wiley's successful program of reference works in applied statistics, which includes:

- Encyclopedia of Statistics in Behavioral Science
- Encyclopedia of Biostatistics
- Encyclopedia of Environmental Statistics
- Encyclopedia of Applied Statistics

Will be available in print and online

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*A sample of
KPA areas
of
expertise*

A man in a dark suit and tie is shown from the waist up, celebrating with his arms raised in a 'V' shape. He is looking upwards and to the right. The background is a light blue gradient. The image is partially obscured by a vertical blue bar on the left side of the slide.

- 1) Business Process Management & Knowledge Management
- 2) Customer & Business Process Surveys
- 3) Performance Appraisal Systems
- 4) HR Strategy & Competency Models
- 5) Enterprise Management Dashboards
- 6) Statistical Process Control Systems
- 7) Software & System Process Improvement (CMMI)
- 8) Risk Management and Credit Scoring
- 9) Real Options & Portfolio Management
- 10) Strategic Planning & Business Development
- 11) Six Sigma Initiatives & Improvement Projects
- 12) Change Management in Enterprise System Implementation

KPA areas of expertise – 1 Business Process Management & Knowledge Management

- The goal of Business Process analysis and redesign is to determine strategic scenarios of choice through the identification of primary business processes, process analysis, uncovering opportunities for change and institutionalizing measurement systems for organizational process redesign.
- **KPA** developed EKD (Enterprise Knowledge Development), a field tested proprietary methodology used to map existing processes and implement process redesign supported by change scenarios and patterns data bases.
- EKD is used to map out knowledge and provide for knowledge reuse.

KPA areas of expertise – 2

Customer Surveys

- **KPA** has field-proven experience in conducting customer satisfaction surveys in Israel, the US, UK, France, Holland, Germany, Scandinavia, Spain, Poland, Greece and the Far East.
- **KPA** has expertise in end user surveys, distributors' surveys, key accounts surveys and internet surveys using **KPA's** advanced technology & servers. The **KPA** Survey Builder (KSB) is a unique platform for designing and implementing cost effective internet based surveys. **KPA** surveys and assessments include different areas such as:
 - business effectiveness
 - market potential
 - market research
 - quality award based assessments
 - customer loyalty research studies.

KPA areas of expertise – 3

Performance Appraisal Systems

- Many organizations implement performance appraisal systems with structural incompatibilities between process management, quality improvements and compensation systems.
- **KPA** has the knowledge and expertise to evolve existing performance appraisal systems to “Process Focused Performance Appraisal Systems” that overcome such deficiencies. (see “The use of simulation to improve the effectiveness of training in performance management” with D. Rachman-Moore, Journal of Management Education, 30, June 2006).

KPA areas of expertise – 4 HR Strategy & Competency Models

- Competency models are derived from an analysis of future workforce requirements. Combining performance appraisal systems with competency/potential models provides a mapping schema of the workforce used to plan employee development.
- **KPA** has special expertise in this area with extensive experience implementing unique models and processes. (see “Process Performance, Appraisal and Employee Development Planning” by Kenett and Maisel in the TQM Handbook, C. Madu Editor, Kluwer Academic Publishers, 1999).

KPA areas of expertise – 5 Management Dashboards

- Management dashboards are used to pilot modern organizations. They include information from an external view, an internal view, financial results and investments in the future or so called “learning and growth”..
- **KPA** has expertise in designing and implementing strategic maps and management dashboards at the unit and corporate level. (See “Setting Balanced Strategies in Technological Companies” with A. Ziv, Proc. of the 6th National Conference of the Israel Society for Quality, Tel Aviv, November 2001).

KPA areas of expertise – 6

Statistical Process Control Systems

- Processes control requires active feedback loops, control charts, reactive and proactive action plans and employee empowerment.
- **KPA** has the management and statistical technology to develop such systems in a variety of applications ranging from production, development and purchasing to different types of services. (See Modern Industrial Statistics: Design and Control of Quality and Reliability by Kenett and Zacks, Duxbury Press, 1998, 2nd ed. 2003, Chinese ed. 2004).

KPA areas of expertise – 7

Software and System Process Improvement

- Software and system development poses unique challenges to organizations operating in a competitive quality environment. CMMI is an industry standard for determining maturity level of organizations and defines a roadmap for improvement. **KPA** is certified as a CMMI assessment leader by SEI (E. Baker) and has conducted over 60 CMM-based assessments and improvement projects.
- Use of appropriate metrics is critical to the success of quality and productivity improvement efforts in software and system development processes.
- **KPA** has developed, applied a practical methodology in this area. (See *Software Process Quality: Management and Control* by Kenett and Baker, Marcel Dekker Inc., 1999).

KPA areas of expertise – 8 Risk Management

- Risk management consists of: Identification, Analysis, Control and Feedback. Risk mitigation options include: Risk Assumption (Accept potential risk), Risk Avoidance (Change how system is used or remove vulnerability), Risk Limitation (architect system boundaries), Detect and react, Risk Transfer (someone else “pays” e.g. insurance).
- The Basel-II international banking accord provides complex recommendations and strong incentives to global financial institutions for sophisticated risk management, placing a great emphasis on development of internal risk management methodologies and recommending flexible, integrated processes, based on a menu of possible approaches to risk evaluation and mitigation. The FDA provides similar guidelines to the pharmaceutical industry.
- **KPA** has accumulated significant experience in operational risk management and credit risk assessments using advanced management and statistical techniques.

KPA areas of expertise – 9 Real Options & Portfolio Management

- The analogy between financial options and corporate investments that create future opportunities is both intuitively appealing and increasingly well accepted.
- **KPA** has developed a unique valuation based methodology for managing project portfolios with applications to a variety of chemical and generic drug development applications.
- The **KPA** real options methodology is supported by special purpose excel based applications that also provide a variety of strategic planning models.

KPA areas of expertise – 10

Strategic Planning & Business Development

- Strategic Planning
- Business development
- Hands-on management assistance
- Joint Venture and M&A management
- Strategic Quality Planning
- Scenario development
- Scenario evaluation and prioritization

KPA areas of expertise – 11

Six Sigma and Improvement Projects

- **KPA** has expertise in designing and implementing Six Sigma initiatives and improvement projects.
- Six Sigma is typically a management initiative designed to help the organization achieve it's strategic objective.
- Improvement projects are a typical follow up action to customer satisfaction surveys.
- The **KPA** improvement projects follow the DMAIC (Define-Measure-Analyze-Improve-Control) and DFSS (Design For Six Sigma) process.

KPA areas of expertise – 12 Change Management in ESI

- Enterprise System are software packages that offer integrated solutions to companies' information needs. Enterprise Systems like ERP, CRM and PDM have gained great significance for most companies on an operational as well as a strategic level. An ES Implementation (ESI) process, as other system development processes, is a complex and dynamic process that cannot be fixed from the start. The process is characterized by the occurrences of unplanned problems and events. These situations may lead to major restructuring of the process with severe implications to the whole company.
- **KPA** was one of the original developers of the BEST methodology and has gained reputation as a professional Change Management center of excellence in Enterprise System Implementation.

KPA – EU FP projects



- FP4: The Israel European Software Process Improvement Node (Israel ESPINODE)
- FP4: ELectrical Enterprise Knowledge for TRansforming Applications (ELEKTRA)
- FP5: Reducing Time to Market via Statistical Information Management (TITOSIM)
- FP5: A fundamental study of the Processing structure properties of Nanocomposites for industrial applications (PRONACOM)
- FP5: Better Enterprise SysTEms implementation (BEST)
- FP5: The European Network for Business and Industrial Statistics (pro-ENBIS)
- FP6: MUlti-industry, Semantic-based next generation business INtelliGence (MUSING)



Thank You

KPA Ltd. 
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