

*“we measure our success by our customer’s success”*

***KPA Ltd.***  
***Management Consulting***



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**CREATIVITAS** NET

GERSTEIN FISHER RESEARCH CENTER  
FOR FINANCE AND RISK ENGINEERING

NYU-poly

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Creativitas.net

**The KPA Group**

NOVIAS CONSULTING

Univ. of Torino

Crescendo Italia

crescendo Italia creativity management

NOVIAS

**KPA Ltd.**



# *KPA Ltd.*

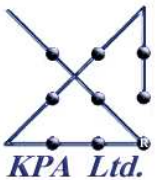
## *Management Consulting*



***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 specialized consultants with expertise in strategic planning, market research, industrial statistics, creativity management, risk management and human resource management. ***KPA*** is currently involved in the strategic planning of small, medium and large companies, in international market research and customer surveys, establishing quality systems and Six Sigma initiatives, organizational behavior, risk management and change management consulting.

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## *The KPA Vision and Mission Statement*



### **Vision**

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

### **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.”**

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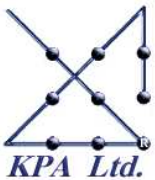


# *KPA Products and Services*



1. **Strategic Planning, Change Management, Six Sigma initiatives, joint ventures and M&A facilitation**
2. **Market Research and Voice of the Customers Surveys**
3. **Organizational Development, Appraisal Systems and Voice of the Workforce Surveys**
4. **Statistical Consulting, Data Mining, Credit Scoring, Industrial Statistics, Biostatistics**

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# *KPA areas of activity*



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# ***KPA Products and Services***



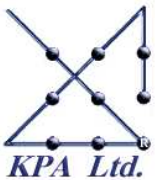
## **1. Strategic Planning**

- Top Management Strategic planning projects
- Management of real options and project portfolios
- Creation and managing of joint ventures.
- Change management
- Six Sigma initiatives

## **2. Market Research and Voice of the Customer Surveys**

- Market research and customer surveys (also via the Internet), Characterization of customer profiles and customer needs
- Testing for Market potential
- Laddering analysis linking features, benefits and values.

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# ***KPA Products and Services***



## **3. Organizational Development, Appraisal Systems and Voice of the Workforce Surveys**

- Organizational Development
- Change Management Methodologies
- Voice of the Workforce surveys
- Performance Appraisal Systems.

## **4. Analytical Methods and Statistical Consulting**

Industrial Statistics, Credit Scoring, Design of Experiments, Statistical Process Control, Multivariate Quality Control, Biostatistics, Clinical Trials, Software and System Development Quality, Computer Experiments.

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## *KPA Clients*

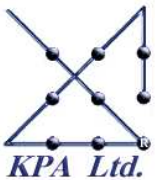


**KPA's clients come from various industries such as:**

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



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## *KPA Clients' Partial List*

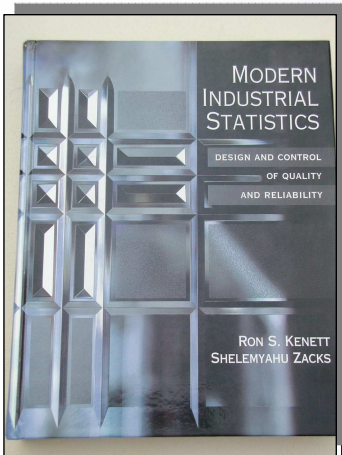


- The Israel Electricity Corporation, utility
- The Open University, education
- hp Indigo, the electronic printing division of hp
- Cellcom, a leading Israeli cellular service provider
- ECI, telecom supplier
- Perrigo, pharmaceuticals
- Eden Springs, home office delivery
- Cisco, network management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

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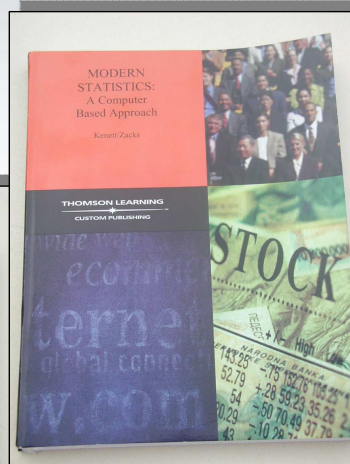
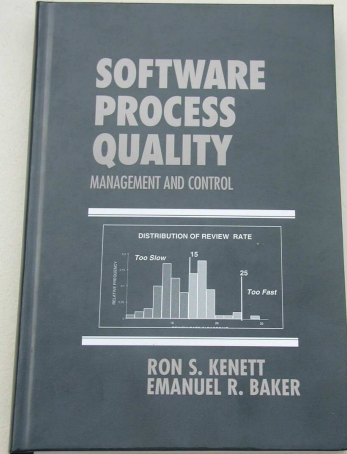


# Books by Professor Ron Kenett



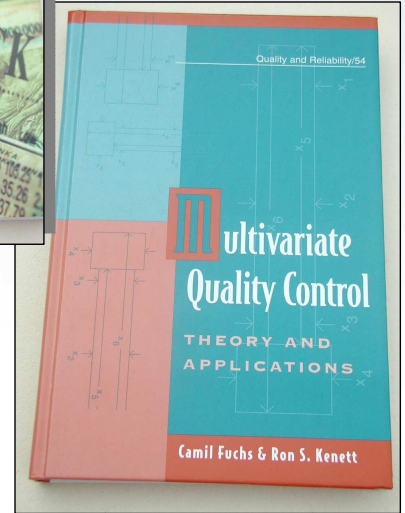
Dekker, 1999

Duxbury, 1998  
Paperback, 2000  
Spanish ed, 2002  
Chinese ed, 2004



Thomson, 2001

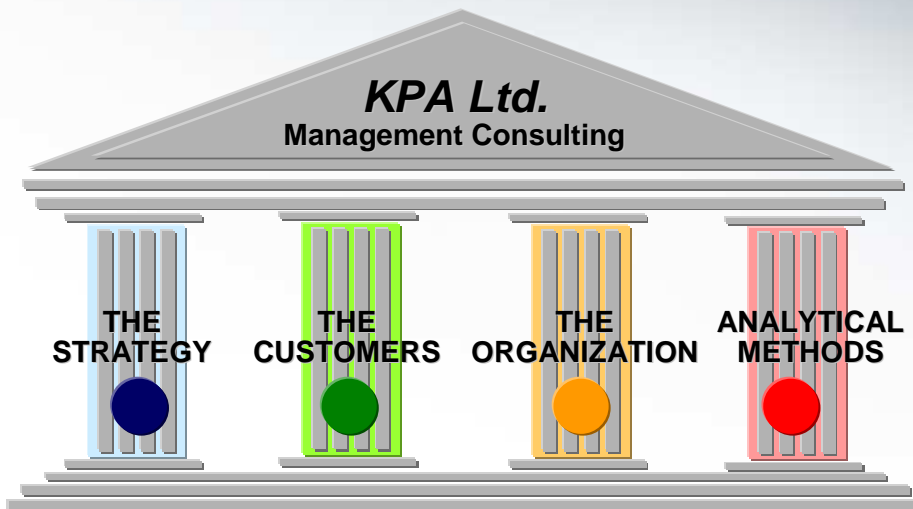
Dekker, 1998



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# Some examples of KPA areas of expertise



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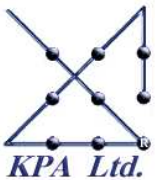


## *A sample of KPA areas of expertise*



- 1) Workflow Analysis and Redesign
- 2) Customer and Business Process Surveys
- 3) Performance Appraisal Systems
- 4) Competency Models
- 5) Enterprise Management Dashboards
- 6) Statistical Process Control Systems
- 7) Software and System Process and Product Metrics
- 8) Risk Management and Credit Scoring
- 9) Real Options portfolio management
- 10) Small Business development
- 11) Six Sigma initiatives and Improvement Projects
- 12) Change Management in Enterprise System Implementation

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## *KPA areas of expertise – 1* *Workflow Analysis and Redesign*



The goal of workflow 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 and applies 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.

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## ***KPA areas of expertise – 2***

### ***Customer Surveys***

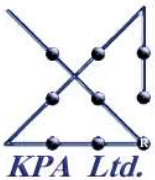


**KPA** has field-proven experience in conducting customer satisfaction surveys in Israel, the US, UK, France, Holland, Germany, Scandinavia, Spain, Poland, Greece and the Far East.

**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.

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## ***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, to appear 2005).

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## *KPA areas of expertise – 4*

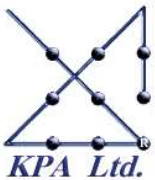
### *Competency Models*



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).

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## *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 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).

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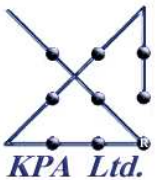
## ***KPA areas of expertise – 6*** ***Statistical Process Control Systems***



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).

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## ***KPA areas of expertise – 7*** ***Software Process Metrics***



Software development poses unique challenges to organizations operating in a competitive quality environment. 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).

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## ***KPA areas of expertise – 8***

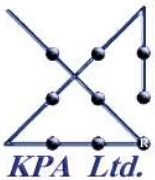
### ***Risk Management***



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.

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## ***KPA areas of expertise – 9***

### ***Real Options Portfolio Management***

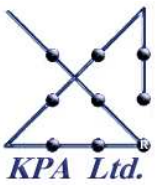


The analogy between financial options and corporate investments that create future opportunities is both intuitively appealing and increasingly well accepted.

*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.

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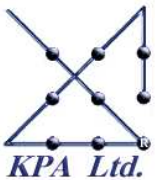
## *KPA areas of expertise – 10*

### *Small Business Development*



- **Business and organizational consulting**
- **Hands-on management assistance**
- **Leveraging of government sponsored activities (MATI)**
- **Assistance in securing capital for SMEs**
- **Special program for change management in ERP implementation in SMEs.**

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## *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) or DFSS (Design For Six Sigma) process.**

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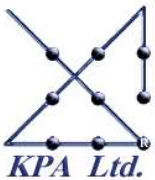
## ***KPA areas of expertise – 12 Change Management in ESI***



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.

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## ***KPA – EU 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 Business Intelligence Solutions. Delivered (MUSING)**

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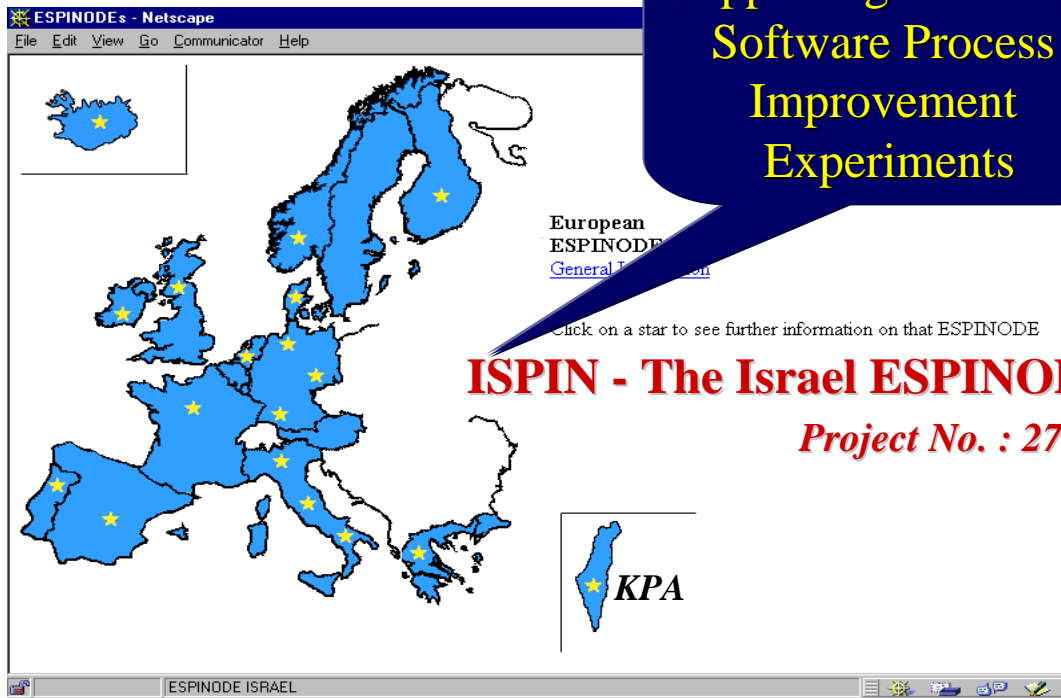
ESPRIT

European Systems and Software Initiative

[www.kpa.co.il/espinode](http://www.kpa.co.il/espinode)



Supporting the Israeli Software Process Improvement Experiments



**ISPIN - The Israel ESPINODE**

*Project No. : 27340*

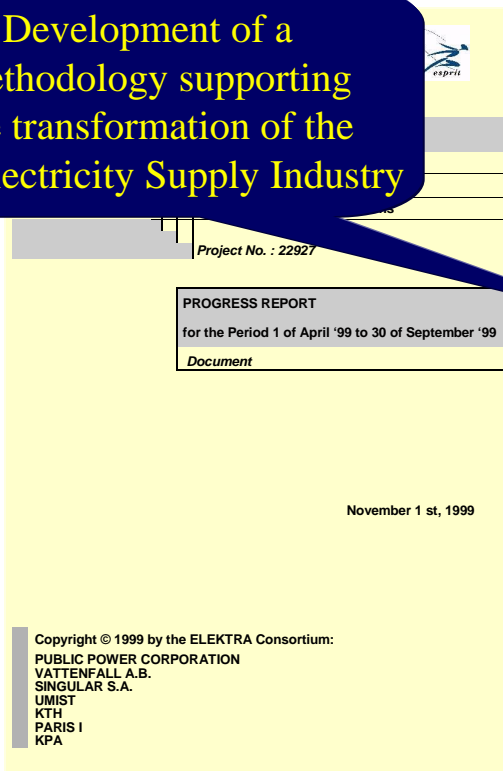


ESPRIT Program 7.1

Technologies for Business Processes  
Best Business Practice Pilots



Development of a methodology supporting the transformation of the EU Electricity Supply Industry



**Electrical Enterprise Knowledge for Transforming Applications**  
*Project No. : 22927*

**PPC, VF, UPI,  
UMIST, KTH,  
SINGULAR, KPA**

<http://www.dsv.su.se/~danny/patternlibrary/links.html>



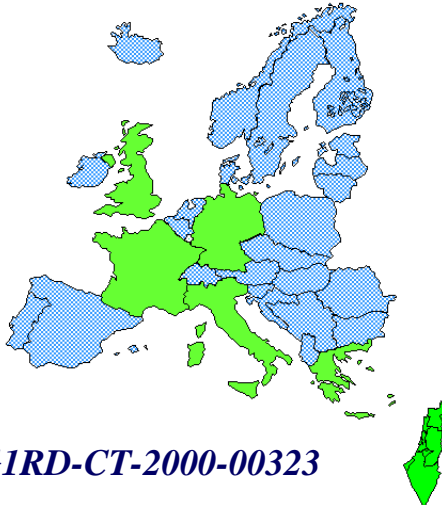
[www.titosim.com](http://www.titosim.com)



Development of a methodology and supporting tools to reduce time to market using simulation and experimental design technologies

# TITOSIM

## Reducing Time to Market via Statistical Information Management



G1RD-CT-2000-00323

CRF (I), INTRASOFT (GR), UNIVERSITY OF WARWICK (UK), POLITECNICO DI TORINO (IT), Centre National de la Recherche Scientifique CNRS (F), BLUE Engineering Group (IT), EASi Europe (D), KPA Ltd (IL), SNECMA (F), Israel Aircraft Industries Ltd IAI (IL)

G5RD-CT-2002-00721

[www.pronacom.net](http://www.pronacom.net)



Supporting the development of applications for Nanocomposites with Statistical methodologies

# PRONACOM

## A fundamental study of the Processing – structure – properties of Nanocomposites for industrial applications

- |     |  |    |
|-----|--|----|
| 1.  | UNIVERSITY OF PERUGIA                        | I  |
| 2.  | CENTRO RICERCHE FIAT                         | I  |
| 3.  | UNIVERSITY OF LULEA                          | S  |
| 4.  | INASMET                                      | E  |
| 5.  | INAUXA                                       | E  |
| 6.  | FOUNDATION OF RESEARCH AND TECHNOLOGY HELLAS | GR |
| 7.  | NET COMPOSITES                               | UK |
| 8.  | SHEFFIELD HALLAM UNIVERSITY                  | UK |
| 9.  | NANOPOWDER INDUSTRIES                        | IL |
| 10. | KPA  | IL |
| 11. | ICECHIM                                      | RO |
| 12. | TRIESA                                       | E  |
| 13. | LONZA  | I  |



**BEST - Better Enterprise Systems Implementation**

European Commission IST Project-IST 2001-35385

**Project Start Date:**  
1 June 2002

**Project Budget:**  
€ 3.89 million

**BEST** is a 'socio-technical' research project, funded by the European Union. It is looking at how to assist European companies prepare for enterprise systems implementations.

The project will focus on supporting SME (Small and medium sized enterprises – i.e. up to 250 employees), but the approaches and the tools developed are expected to be applicable to all sized organisation.

Currently the cost and difficulties associated with implementing 'enterprise' systems are forming a barrier preventing SMEs from participating in the eEconomy. The **BEST** project brings together vendors, implementers and users to develop processes and tools to help companies with these implementations ([see BEST Partners](#)).

**Development of methodology for for successfully introducing Enterprise Systems to organizations**



Address: <http://www.enbis.org/pro-enbis>

**pro ENBIS**

News

Pressing the 'refresh' or 'reload' button on your browser ensures that you see the latest version of this page.

April 25, 2002: the minutes of the meeting in Brussels are available (members only)

Pro-ENBIS is a FP5 thematic network of organisations contracted for three years with the European Commission.

Its mission is "to promote the widespread use of sound science driven, applied statistical methods in European business and industry."

Pro-ENBIS permitted the establishment of ENBIS, The European Network for Business and Industrial Statistics





# Multi-Industry Semantic-Based Business Intelligence Solutions. Delivered (MUSING)

|                    |   |  |  |
|--------------------|---|--|--|
| Vertical Streams   | <b>Financial Management Risk (FRM)</b><br>•FRM BI platform<br>•Time-sensitive company evaluation services<br>•Credit merit support tools<br>•Business plan classification tools | <b>Internationalisation (INT)</b><br>•INT BI platform<br>•Partner matching search<br>•Partner reliability services<br>•International Enterprise Intelligence | <b>IT Operational Risk (ITOpR)</b><br>•IT-OpR BI platform<br>•OPR assessment tool<br>•IT security<br>•Scenario analysis<br>•Business continuity services<br>•Advanced VaR measures |
|                    | <b>Foundation &amp; Integration</b><br>Technological Integration Framework, Ontologies  |  |  |
|                    | <b>Standardisation</b><br>Financial Reporting, Financial Reporting Exchange, Business Identification, Ontologies, ITOpR-Standards   |  |  |
| Horizontal Streams | <b>Testing &amp; Validation</b><br>Involves different communities of technicians, experts & user representatives  |  |  |
|                    | <b>Innovation</b><br>Socio-economic impacts on FRM, INT and ITOpR   |  |  |
|                    | <b>Training</b><br>Ensure recruitment of participants, Training the research community, Training  |  |  |
|                    |   |  |  |



**Italy:** MONTE DEI PASCHI DI SIENA BANCA DAL 1472, GRUPPO24ORE, UNIVERSITÀ DI PISA, סניקום, שרותי תקשורת בישראל

**Ireland:** CCH® Sword

**Germany:** Creditreform, Deutsches Forschungszentrum für Künstliche Intelligenz GmbH

**Finland:** FCG.

**Israel:** KPA Ltd., UNIVERSITÄT INNSBRUCK

**UK:** The University Of Sheffield.

**Austria:** STI · INNSBRUCK

**Users:** (Green circle)

**Service providers:** (Blue circle)