essence conseil stratégique has the necessary expertise and resources to improve your company's strategic performance. Applying the best business practices with an exemplary follow-up process results in the highest level of performance. Establishing a synergy between strategy and execution and between decision-makers and their teams optimizes productivity.

Our team of specialists will assist you in implementing, executing and achieving your strategies and projects.

Our work in project and performance management is designed to improve the 4 main perspectives of any organization: Financial, Human resources, Clients and Internal processes.

PERFORMANCE MANAGEMENT
Successful businesses know how to optimize the execution of their strategic plan and rigorously follow performance indicators, with a firm understanding of business procedures. essence can help you reach this objective. We guide managers in a collaborative approach to developing Balanced Scorecard dashboards that directly address their particular challenges. Holding Kaplan and Norton balanced scorecard certification, we apply their approach and also offer a wide range of financial and strategic performance services. This model has enabled the most successful managers of all industries to progress at a steady rhythm to reach their objectives, then surpass them.

THE LIMITATIONS OF A STRATEGY WITHOUT PERFORMANCE MEASURES
When companies establish a strategic plan devoid of tools for measuring results, they only achieve a small fraction of the expected performance. Essentially, not having any performance measures in place pushes management to focus on daily operations, while no alarm signals go off regarding strategic advancement. In such cases, the processes to employ in executing strategies are not clearly defined or communicated, and the alignment of the organization’s business units is inadequate.
INTEGRATED APPROACH

Our approach offers project and performance management services, while creating a synergy between the two fields. Our objective is clear: to ensure that your business benefits from the complementary outcome of our expertise.

We offer a practical approach for achieving the full performance potential expectations of your projects and strategies. In order to fulfil the strategic performance management improvement requirements of your organization, we set up a continual follow-up process until project completion, consisting of performance measures dashboards.
essence focuses on executing the strategies developed by its clients, while proposing Kaplan and Norton and PMI management tools and continual performance follow ups on their projects and strategies.

Our approach translates into quick and substantial increases in productivity.

The analysis of business failures in objective strategic terms shows that the inability to meet desired results is not caused by inadequate strategies, but by problems in their execution.

Supported by a wealth of expertise and resources, our approach is clear and transparent, based on the following active accompaniment philosophy:

- The development of measures dashboards offering a rigorous follow-up process in the evaluation of fixed strategic objectives measures in the 4 Balanced Scorecard perspectives: Financial, Clients, Internal processes and Human resources
The establishment of a project prioritization process enabling achievement of anticipated performance improvement objectives

The organization’s 4 perspectives, measured as a continuum

- **Financial**
  - "What results are expected to satisfy our shareholders and ensure the financial sustainability of our business?"
  - Strategic objectives
    - Indicators
    - Targets
    - Projects

- **Clients**
  - "What must we do to satisfy our clients? Are we responding to their expectations? Are we building lasting relationships with the right clients?"
  - Strategic objectives
    - Indicators
    - Targets
    - Projects

- **Internal processes**
  - "Are our productivity improvement initiatives working? Are we providing high-quality services?"
  - Strategic objectives
    - Indicators
    - Targets
    - Projects

- **Human resources**
  - "How can we attract new talent and retain our personnel? Is our personnel mobilized?"
  - Strategic objectives
    - Indicators
    - Targets
    - Projects

Timeline of strategy execution using the Balanced Scorecard, results are cumulative and mutually beneficial

- **Organizational alignment benefits**
  - 1 Month: Top 10 leaders are aligned
  - 2-3 Months: Ripple effect amongst employees
  - Leadership meeting – Strategic discussion
  - Reducing non strategic projects – significant savings

- **Operational excellence**
  - 3-6 Months: Optimizing processes and new projects enabling strategic performance improvements
  - 4-5 Months: Improving client satisfaction

- **Strategic benefits**
  - 2-3 Years: Considerable results in revenues and profits, up to doubling “shareholder value” in the financial perspective
• The integration of sound governance and performance management in your business operations, in order to:
  • Equip managers with the necessary tools to oversee execution of the strategic plan
  • Coordinate orienting the organization’s energy in a common direction
  • Implement the necessary discipline to boost overall performance levels

STRATEGIC PERFORMANCE MANAGEMENT USING DASHBOARDS
At essence, we actively accompany you in implementing strategy management processes from start to finish. Beginning with strategic planning, we guide you in the development of performance management tools for putting into place governance processes.

Our practice favours the Balanced Scorecard approach, based on the well-known Kaplan and Norton principles. essence employs a methodology enabling your organization to translate strategy into measurable objectives. Not simply limited to financial perspectives, it presents a selection of KPI (key performance indicators) in the Clients, Internal processes, Human resources and financial perspectives.

Performance management dashboards therefore become your management, communication of strategic priorities and execution follow-up tools.

The Kaplan and Norton approach guides organizations in monitoring the execution of their strategies, through establishing structured performance management tools.

Strategy is about actions, coordinated actions
The phases of implementing the Kaplan and Norton approach to strategic performance management
1. **Develop your strategy**  
   Develop a strategic plan, a key step in your organization’s performance management process. Strategic plans reflect and are inspired by your organization’s vision and values, in guiding decision-making and prioritizing your various initiatives.

2. **Translate your strategy into concrete objectives**  
   Translate your strategic plan into concrete objectives that are measurable in the 4 perspectives of the Kaplan and Norton model. Each of the perspectives responds to the fundamental concerns of the established strategy.

   The Balanced Scorecard will serve as a communications and performance follow-up tool. It will record strategic objectives, performance indicators, and established targets and projects for attaining them.

3. **Align your organization**  
   Align your organization, through developing performance dashboards that cascade top-down and share common objectives.

4. **Prioritize your projects**  
   Improve your key processes in this step, through projects to attain performance objectives. Projects and initiatives will be prioritized based on various criteria, such as alignment with strategic objectives.

5. **Follow up on execution**  
   Periodically review key performance indicator and action plan evolution results in performance measures dashboards.

6. **Update your action plan**  
   In light of results obtained based on your organization’s fixed targets, periodically review strategies in order to account for the multiple change forces experienced in your organization.

---

**OFFICE OF STRATEGY MANAGEMENT**  
We will actively guide you in establishing an office of strategy management or in organizing strategic planning activities, and in developing plans, objectives and performance measures to ensure execution follow up.

We will accompany you in:

- Preparing and animating strategic planning workshops
- Accounting for and managing the expectations of multiple stakeholders involved in the planning process, while ensuring alignment of your organization’s direction with business sector and support unit priorities
- Identifying strategic objectives, key performance indicators, targets, and developing performance dashboards
- Effectively monitoring the integrity of results reported
- Preparing and presenting performance dashboards and other strategic performance communications tools, both internally and externally
PROFIT MANAGEMENT
Executing your business strategy involves devising an action plan and projects that will produce the anticipated results.

All projects generate costs and profits, and involve risk and change.

We will accompany you in measuring the anticipated and initially identified tangible and intangible benefits. We will also implement performance indicators from the onset of projects and action plans, so indicators are integrated in your management structures.

FINANCIAL CONTROL AND PERFORMANCE MANAGEMENT
- Optimizing budget planning and development processes, and measuring performance based on financial and operational objectives, and proposals of corrective actions
- Developing and implementing rolling forecast processes
- Developing and implementing cost reduction and verification programs

MANAGEMENT REPORTING AND FINANCIAL ANALYSES
- Improving your reporting systems, including budget processes, cost accounting, billing processes, reporting, etc.
- Participating in monthly/year-end closing activities
- Developing and conducting detailed centralized analyses of major expenses
- Establishing an analysis program to determine key control instruments
- Analysing current discrepancies/budgets on a monthly basis
- Analysing forecasts
- Providing support services in understanding their monthly costs, for stakeholders
- Providing visibility to clients and managers, on their overall expenses
- Providing month-end financial analyses, or financial exercises

COST ACCOUNTING
- Developing the cost allocation model using activity-based accounting
- Optimizing cost calculation processes and adapting accounting information in accordance with user and manager client needs
- Providing visibility to clients and managers, on their overall expenses
DILIGENT REVIEW OF TAKEOVERS AND MERGERS

- Diligently reviewing finances and developing purchase and sale agreements in collaboration with firms specialized in legal and fiscal expertise
- Participating in acquired entities financial functions integration projects

CONSULTING RESOURCES

essence is especially proud to offer you the services of an experienced and seasoned team of professionals. Our team has in-depth experience and pluralistic expertise spanning a variety of industries and complex contexts. It mainly consists of professional chartered accountants (with CPA, CA, CMA and CGA certifications), certified project managers, business analysts and process specialists, and change management consultants. All of our professionals will apply their knowledge of the best business practices, in adapting to both the culture and concrete needs of each client.

We believe that it is essential to adapt our services and approaches to the business and cultural realities of each organization. Thanks to an approach based on active accompaniment, we strive to build lasting business relationships, based on confidence, collaboration, rigour, transparency, and the desire to achieve concrete results.

Our qualifications for achieving our mandates include:

- Specialized knowledge and expertise
- The necessary experience
- The required attitude and flexibility to address our clients’ business challenges

STRATEGIC PERFORMANCE MANAGEMENT

Annie Tremblay, CPA, CA, Co-founder of Essence

A senior consultant specialized in strategic performance management, for over 20 years, Annie has been contributing to various successful mandates, providing organizations with the necessary tools to conduct rigorous follow ups in the execution of their strategies. Certified as a Kaplan and Norton Balanced Scorecard specialist, Annie has managed a strategic management office and several projects, many of which have included the development of strategic dashboards. The synthesis of her industry and consulting services experience enables Annie to fully understand the operational dynamics of businesses, governance issues and change management.

HEAD OFFICE IN MONTRÉAL:
2135 Sherbrooke Street East
Montréal, QC H2K 1C2
514 448.0386
contact@essenceconseil.ca