

แนวคิดการจัดทำ National Operation Center

โดย

ผศ. ดร. อาณัติ ติ้มคเดช

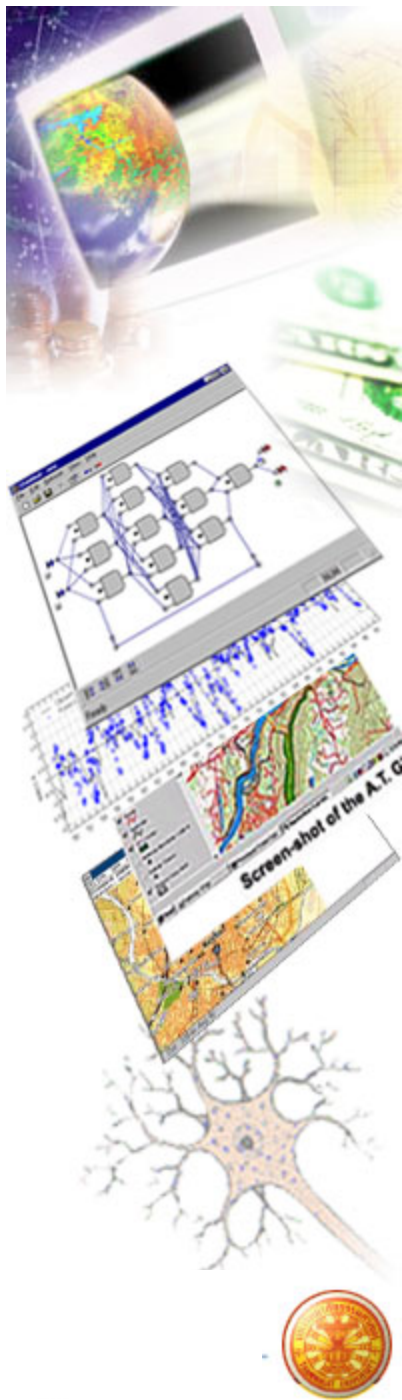
คณะพาณิชยศาสตร์และการบัญชี

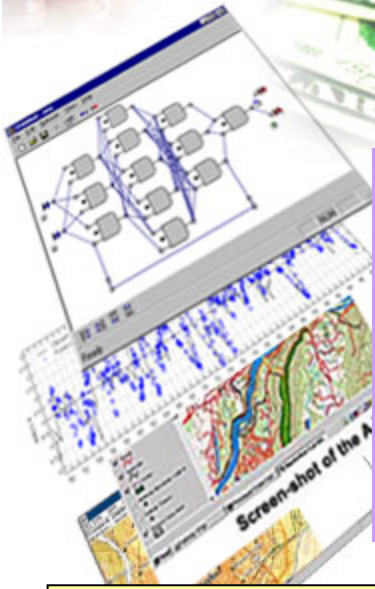
มหาวิทยาลัยธรรมศาสตร์

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หัวข้อนำเสนอ

- แนวคิด **NOC**
- รูปแบบการจัดทำ
- การติดตามภารกิจด้วยแนวคิด **Balanced Scorecard**
- กรณีสึกษาระบบติดตามและประเมินผลโครงการ **NIC**

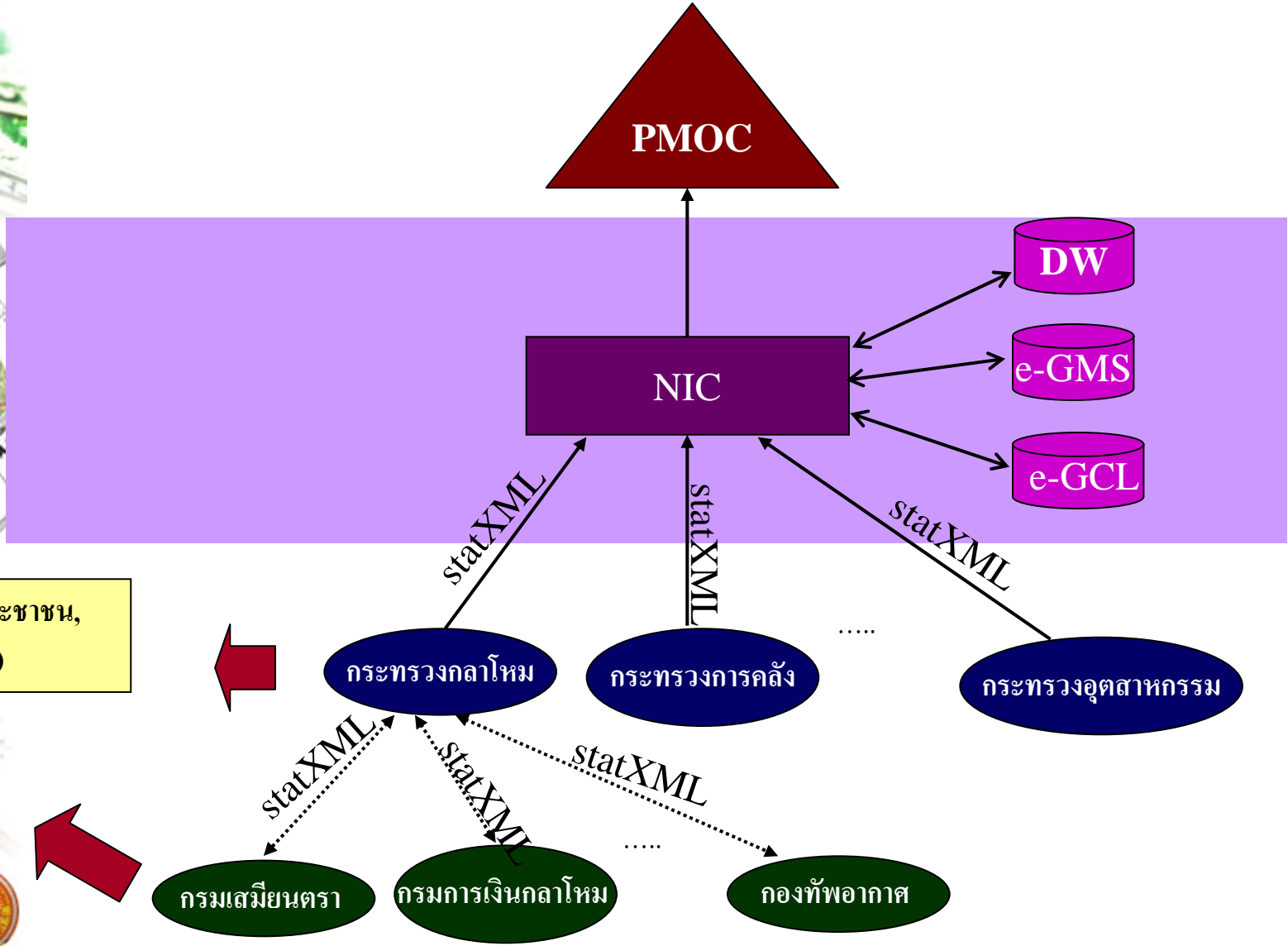


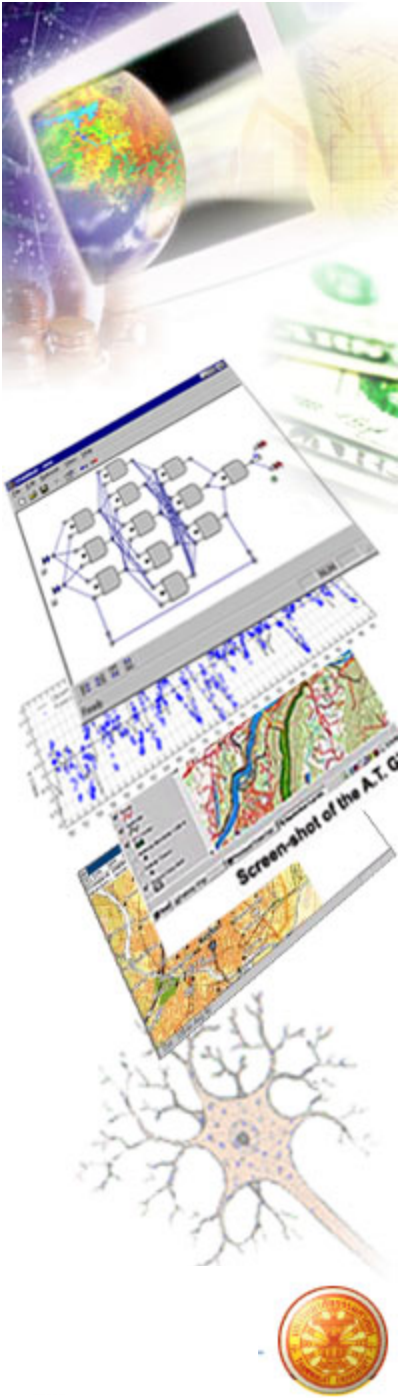


ผู้ใช้ข้อมูลภายนอก (ประชาชน, สื่อมวลชน, นักวิชาการ)



แนวคิด NOC



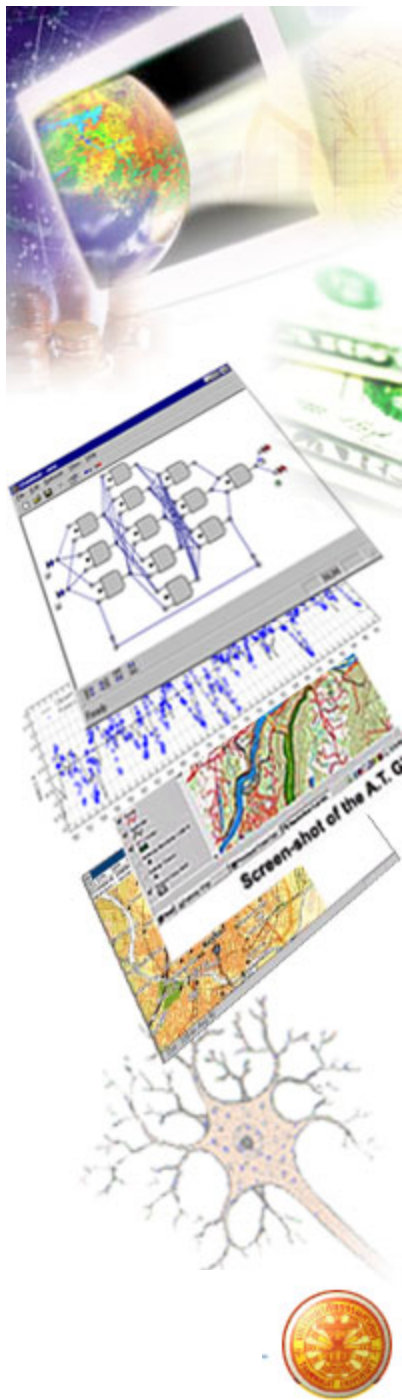


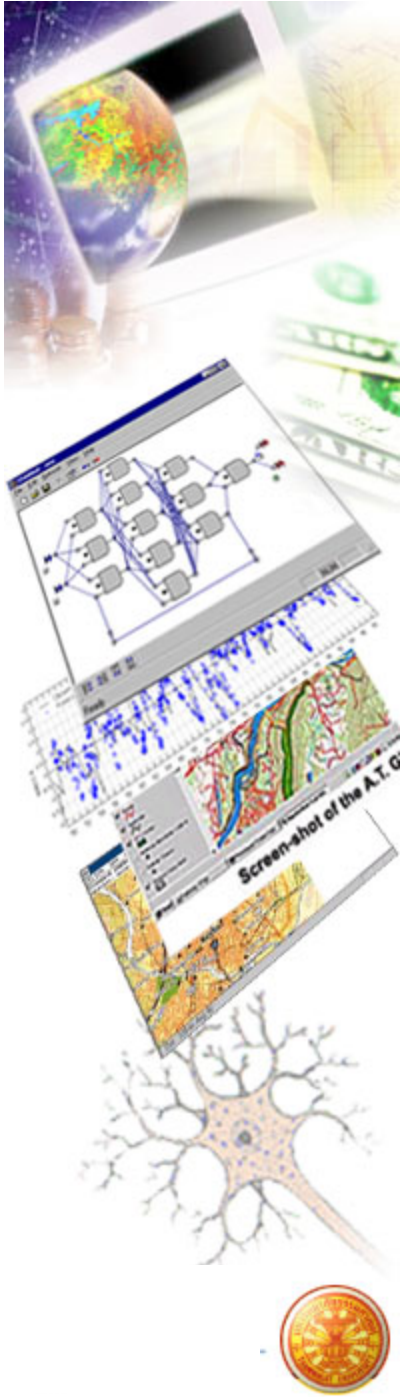
รูปแบบการจัดทำ

- Agenda Based
- Strategy Based
- Function Based

การใช้ประโยชน์ NOC

- รับรู้
- ประเมินผล
- วางแผนช่วยตัดสินใจ



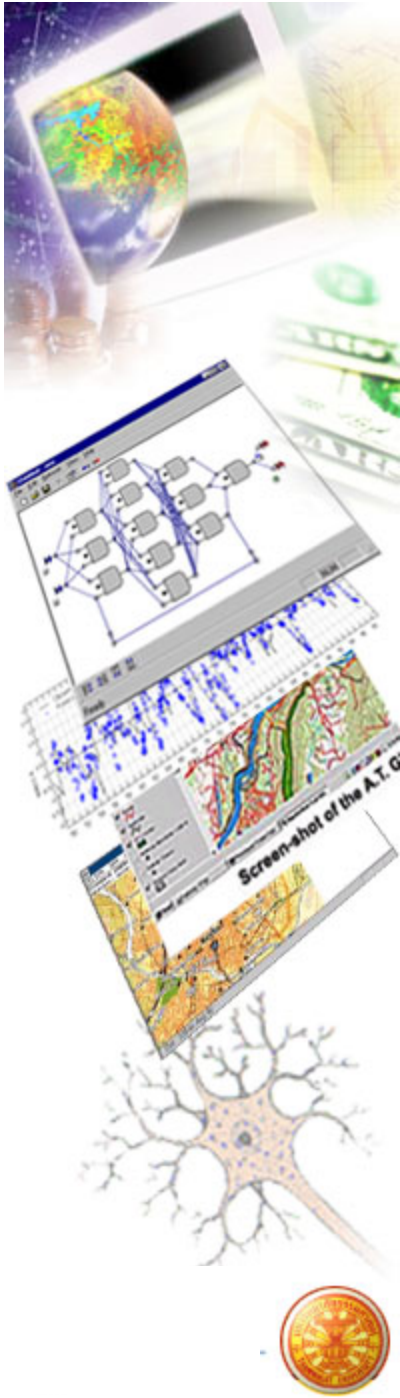


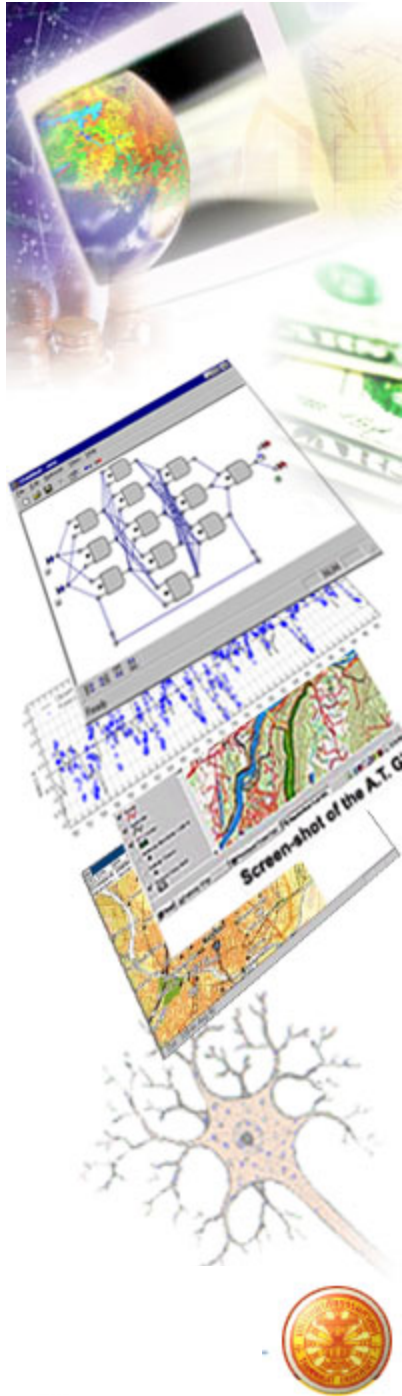
ရိပ်မြေ

- Management Cockpit
- GIS

ประเมินผล

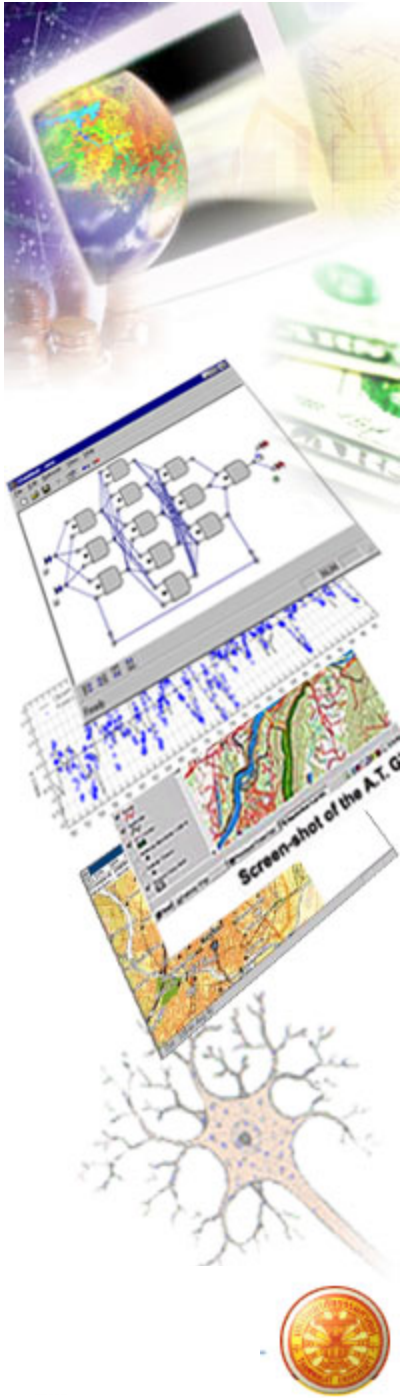
- KPI
- Balanced Scorecard





วางแผน

- Data Mining
- Simulation
- GIS (Remote Sensing)



การติดตามภารกิจด้วยแนวคิด **Balanced Scorecard**



Balanced Scorecard History

**Measurement
and Reporting**

**Alignment and
Communication**

**Enterprise-wide
Strategic
Management**

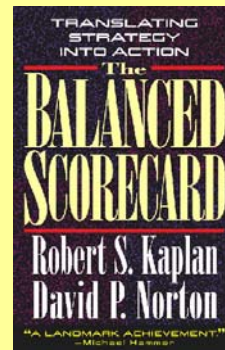
1992

1996

2000

Articles in Harvard Business Review:

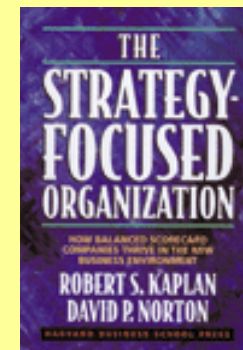
- “The Balanced Scorecard — Measures that Drive Performance” January - February 1992
- “Putting the Balanced Scorecard to Work” September - October 1993
- “Using the Balanced Scorecard as a Strategic Management System” January - February 1996



1996

Acceptance and Acclaim:

- “The Balanced Scorecard” is translated into 18 languages
- Selected by Harvard Business Review as one of the “most important management practices of the past 75 years.”



2000



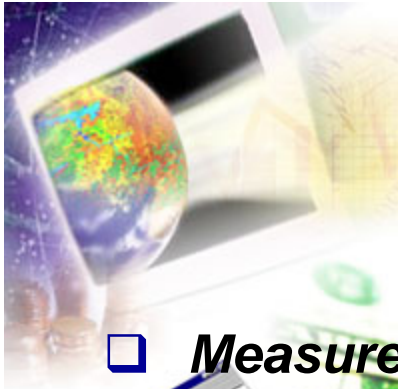


Four Barriers to Strategic Plan Deployment

1. Vision and Strategy not actionable
2. Strategy not linked to Division/Team Goals
3. Strategy not linked to Resource Allocation
4. Feedback is Tactical, not Strategic

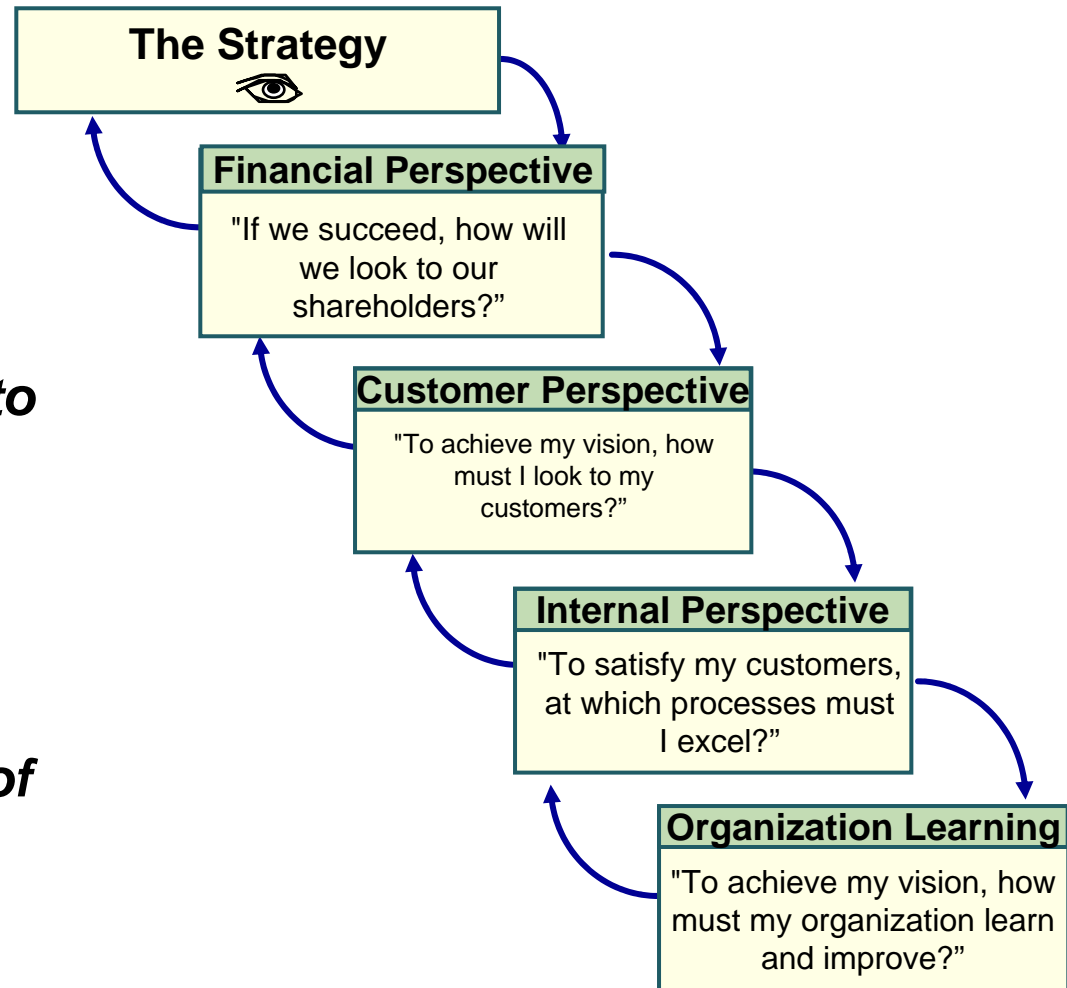
Ultimate Goal, to Become a: STRATEGY-FOCUSED ORGANIZATION





Principles of the Strategy Focused Organization: TRANSLATE THE STRATEGY TO OPERATIONAL TERMS

- ❑ **Measurement is the language that gives clarity to vague concepts.**
- ❑ **Measurement is used to communicate, not to control.**
- ❑ **Strategy can be described as a series of cause and effect relationships**



The Balanced Scorecard Adopted for a Government Organization

Stakeholder Perspective

The Mission of the organization is to fulfill Public Policy expectations

Customer Perspective

“To achieve our mission, how must we look to our customers?”

Budget / Financial Perspective

“If we succeed, how will we look to our financial donors?”

Internal Perspective

“To satisfy our customers, financial donors and mission, what business processes must we excel at?”

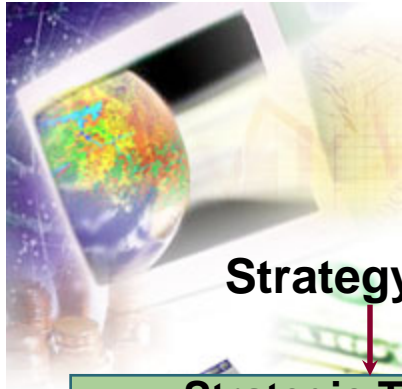
Learning & Growth Perspective

“To achieve our mission, how must our people learn, communicate, and work together?”

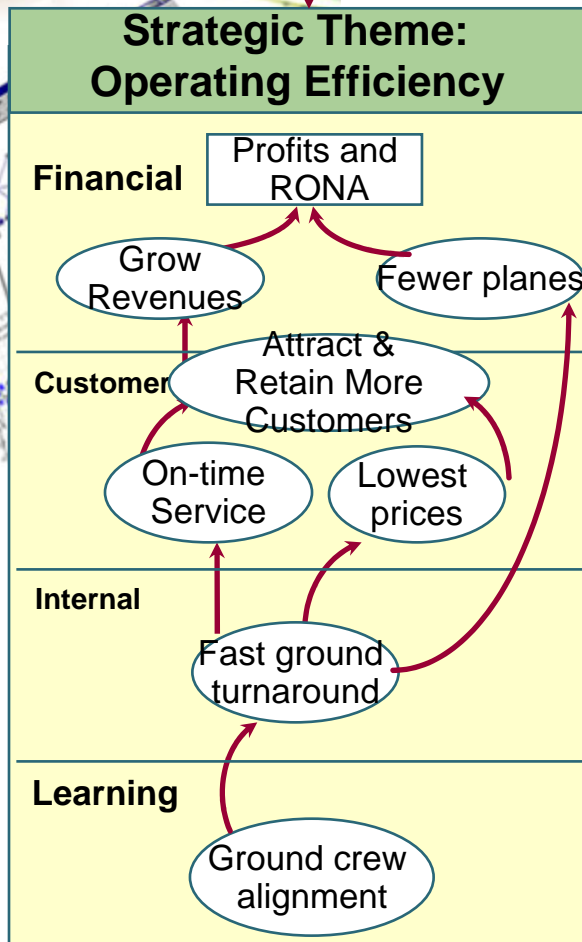
Meeting the Expectations of Customers While Maintaining Financial Viability Constitutes Meeting Mission Objectives



Basic Scorecard Terminology (Southwest Airlines Example)



Strategy Map



Objectives
:
What the strategy is trying to achieve

Measures:
How success or failure (performance) against objectives is monitored

Targets:
The level of performance or rate of improvement needed

Initiatives:
Key action programs required to achieve targets

Objectives	Measures	Targets	Initiatives
<ul style="list-style-type: none"> Fast ground turnaround 	<ul style="list-style-type: none"> On Ground Time On-Time Departure 	<ul style="list-style-type: none"> 30 Minutes 90% 	<ul style="list-style-type: none"> Cycle time optimization

A Complete Scorecard is a Program for Action

Strategy Map

Strategic Theme: Operations Excellence		Objectives	Measures	Targets	Initiatives
Financial	<p>Profits and RONA</p> <p>Grow Revenues</p> <p>Fewer planes</p>	<ul style="list-style-type: none"> • Profitability • Grow Revenues • Fewer planes 	<ul style="list-style-type: none"> • 30% CAGR • 20% CAGR • 5% CAGR 		
Customer	<p>Attract & Retain More Customers</p> <p>On-time Service</p> <p>Lowest prices</p>	<ul style="list-style-type: none"> • More Customers • Flight is on -time • Lowest prices 	<ul style="list-style-type: none"> • # Customers • FAA On Time Arrival Rating • Market Survey 	<ul style="list-style-type: none"> • 12% growth • Ranked #1 • Ranked #1 	<ul style="list-style-type: none"> • Customer loyalty program • Quality management
Internal	<p>Fast ground turnaround</p>	<ul style="list-style-type: none"> • Fast ground turnaround 	<ul style="list-style-type: none"> • On Ground Time • On-Time Departure 	<ul style="list-style-type: none"> • 30 Minutes • 90% 	<ul style="list-style-type: none"> • Cycle time optimization
Learning	<p>Ground crew alignment</p>	<ul style="list-style-type: none"> • Ground crew alignment 	<ul style="list-style-type: none"> • % Ground crew trained • % Ground crew stockholders 	<ul style="list-style-type: none"> • yr. 1 70% • yr. 3 90% • yr. 5 100% 	<ul style="list-style-type: none"> • Ground crew training • ESOP

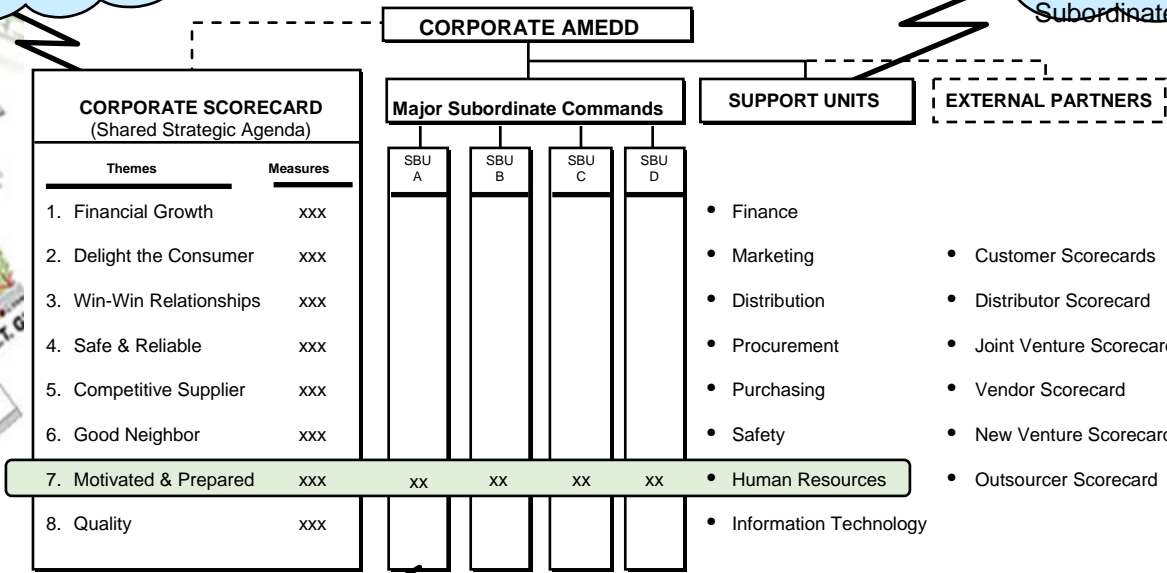




Principles of the Strategy Focused Organization: LINK AND ALIGN THE ORGANIZATION AROUND ITS STRATEGY

#1.
A Corporate Scorecard defines overall strategic priorities on a Balanced Scorecard (BSC).

#3.
Each Support Unit develops a plan and BSC for "best practice" sharing to create synergies across Subordinate Commands.



#2.
Each Division develops a BSC consistent with corporate strategic BSC.

Strategies Are Executed Through Business Units. The Strategies of the Business Units Must Be Integrated If Organization Purpose and Synergies Are to Be Achieved.

