

Trimming the Sails for Performance at PBC

“Our CFO was the key stakeholder in the process and he described the final solution as simply brilliant”

John Clifton – Finance Manager, Port of Brisbane Corporation

When John Clifton joined the Port of Brisbane Corporation in 2004, they were looking for a solution that would enable employees at all levels to monitor - and improve - business performance. As Clifton explains, **“We wanted to create a performance improvement culture throughout the organisation so implementing a Balanced Scorecard solution was my top priority.”**

Port of Brisbane Corporation engaged the Performance Management experts at Bistech to develop and implement the Scorecard solution. Bistech’s deep understanding of the Ports business, developed through a long-term working relationship, resulted in the delivery of a ship-shape solution in just 10 weeks.

A key challenge, given that a Balanced Scorecard is a business-driven process, was the definition of key metrics prior to the implementation. These ranged from corporate level metrics sourced from the Statement of Corporate Intent (SCI) - which underpins the five-year Corporate Plan - to divisional level metrics measuring day-to-day activities.

The refined definitions of performance measures, accountability, strategic groupings, critical success factors and data collection methods were then translated into scorecards, metrics, targets, tolerances, groupings and ownerships.

The biggest challenge in performance management, however, lies in managing cultural change. Because the Balanced Scorecard solution results in greater accountability for employees and greater visibility across the organisation, its structure must reflect key corporate objectives and present realistic targets which promote continuous improvement.

As the Port of Brisbane continues to grow, the measurement and management of Key Performance Indicators will be pivotal to future success. In order to meet - and exceed - corporate targets, divisional and corporate managers must be able to monitor performance and adjust day-to-day operations

Thanks to the Balanced Scorecard solution, both results and targets are more transparent and less vulnerable to misinterpretation. Metric owners, general managers, and the CEO are now able to directly access performance data in real-time, without having to wait for quarterly reports or make requests to a management accountant.

A happy Clifton surmises that **“Our CFO was the key stakeholder in the process and he described the final solution as simply brilliant.”**

The Problem

Needed a solution for all levels of the organisation to monitor and improve business performance

The Solution

Bistech architected Balanced Scorecard solution

The Benefits

Greater accountability and better visibility of Key Performance Indicators across the organisation



The Port of Brisbane Corporation is a Government Owned Corporation responsible for the operation and management of Australia’s third busiest container port. PBC’s primary role is to facilitate trade growth through the commercial management of an efficient and customer-focused port

“We have had a long term relationship with Bistech for nearly 10 years. We have 100% faith and confidence in Bistech’s ability to deliver solutions that add real value to our organisation”
John Clifton – Port of Brisbane Corp.