

Comprehensive Strategic Business Planning in terms of Erdenet Mining Corporation 2011

- Balanced Scorecard & SWOT based Socio-Economic
Analysis
and Revenue Management -

By

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Preface-#1

- According to the recent increasing of CSR (Corporate Social Responsibility) , corporations have to continue the revenue management by adapting for uncertain and complicated business environment, and also meeting various stakeholders' (a stockholders, an employees, more widely community etc.) expectations and requests.
- Under such socio-economical circumstances, comprehensive and strategic revenue management in the field of management accounting is proposed and applying widely now. The features are:
 - 1) Not only the key performance indicator (herein after KPI) which shows short-term financial results such as ROI of a corporation and/or each department, but also multi-dimensional KPIs which include non-financial indicators.
 - 2) These indicators can fill various stakeholders' demands, and produce social wealth in the long run for years. This method is represented with BSC (Balanced ScoreCard).

Preface-#2

The **Erdenet mining corporation** is the biggest state-owned firm in Mongolia, and accordingly the social responsibility is large. Therefore, the top management of the corporation exhibits the necessity of qualitative renovation regarding their business planning system :

< From >

“The conventional business planning framework which calculates and controls the budget based on the demand from each department with a buildup approach”



< To >

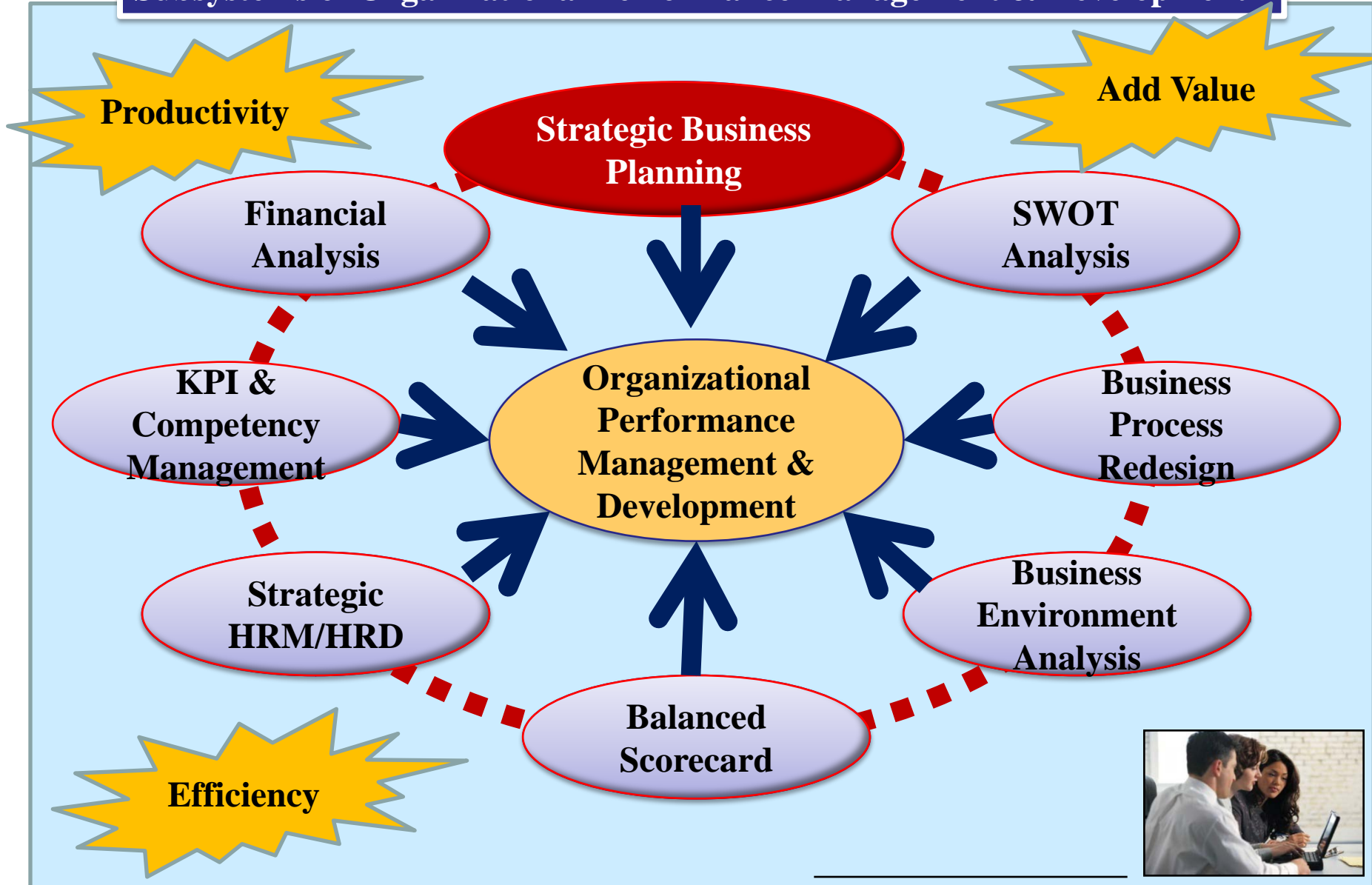
"The comprehensive strategic business planning framework which produces social wealth by setting multi-dimensional strategic KPIs including non-financial KPIs through the deployment of upper corporate goals (corporate vision, mission, core value and business goals/objectives), and control the budget based on the KPIs".

Preface-#3

- According to the request by the top management of Erdenet Mining Corporation, The School of Economic Studies of the National University of Mongolia, JICA Mongolia-Japan Human Resource Development Center, and financing/accounting department of Erdenet Mining Corporation made the project team and settled upon the “Comprehensive Strategic Business Planning in terms of Erdenet Mining Corporation 2011” which was based on the **“Balanced Scorecard & SWOT based Socio-Economic Analysis and Revenue Management”**, and made the guideline of the business planning from September to December in 2010.
- This is the report of the framework and case-studies regarding the project. Lastly we propose the promotion of computerization and IT-utilization for corporate management such as BSC-based strategic human resource management/development system for further development of productivity and corporate value.

What is Organizational Performance Management & Development ?

Subsystems of Organizational Performance Management & Development



The framework of Forward-Looking Strategic Business Planning & Implementation

Comprehensive strategic
Diagnosis framework utilized for
an EBRD-TAM consultation

2011 Business Planning

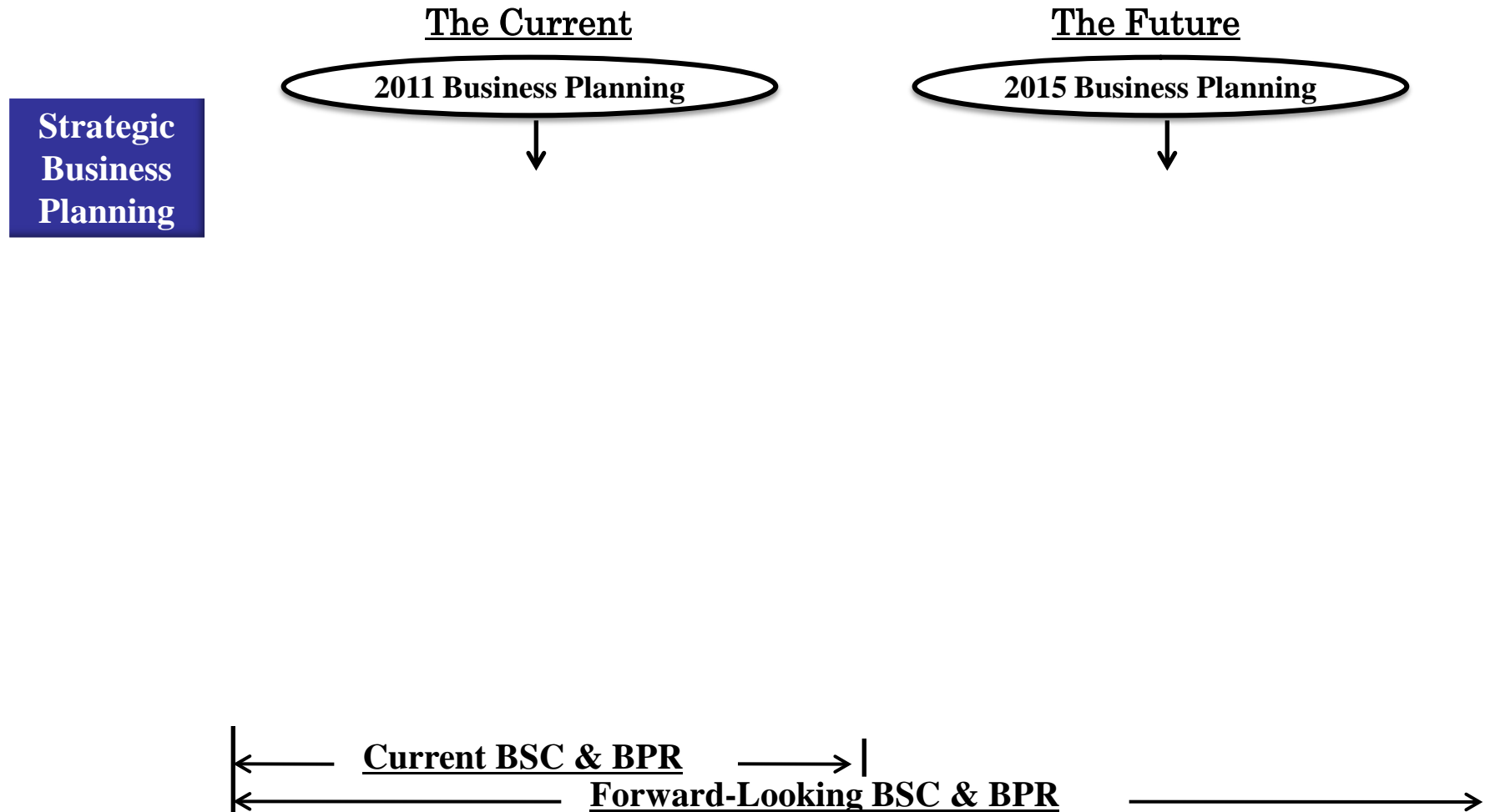
2015 Business Planning

**Strategic
Business
Planning**

2011 Business Planning

2015 Business Planning

The framework of Forward-Looking Strategic Business Planning & Implementation



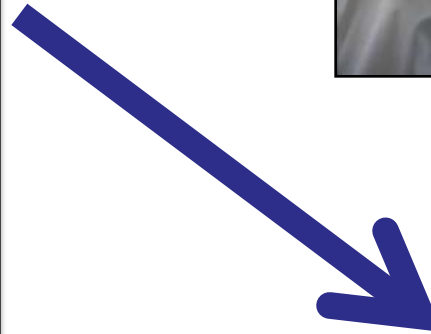
Forward Looking BSC & BPR is the comprehensive strategic organizational performance management framework by linking with short-term perspectives with medium & long- term ones. This framework delivers the tangible system to manage/develop organizational performance strategically through three stages as: 1)the **planning stage of business goals/objectives & strategy**, 2)the **deployment stage of Forward-Looking BSC & BPR**, and 3)the **execution stage of functional strategy**.

The 1st Stage: Goals/ Objectives Setting for OPM & OPD

The 1st Stage : Goals/ Objectives Setting

- Business Goals/Objectives-setting
- Business Environment Analysis
- Organizational Relation Map
- Strategy Map
- Business Process design
- KPI-setting (corporate , department, section, team individual)

Linking with Business Planning



The 2nd Stage : Monitoring & Feedback

- Monitoring of KPI achievement
- Preparing & implementation of corrective action when necessary

The 3rd Stage : Appraisal & Corrective Action

- Appraisal of KPI achievement (corporate , department, section, team individual)

The 4th Phase: Continuous Improvement

Stages of Organizational Performance Management & Development

Vision, Mission & Value

The 1st Stage : Goals/ Objectives

Setting

- Business Goals/Objectives-setting
- Business Environment Analysis
- Organizational Relation Map
- Strategy Map
- Business Process design
- KPI-setting (corporate , department, section, team individual)

The 2nd Stage : Monitoring &

Feedback

- Monitoring of KPI achievement
- Preparation & implementation of corrective action when necessary

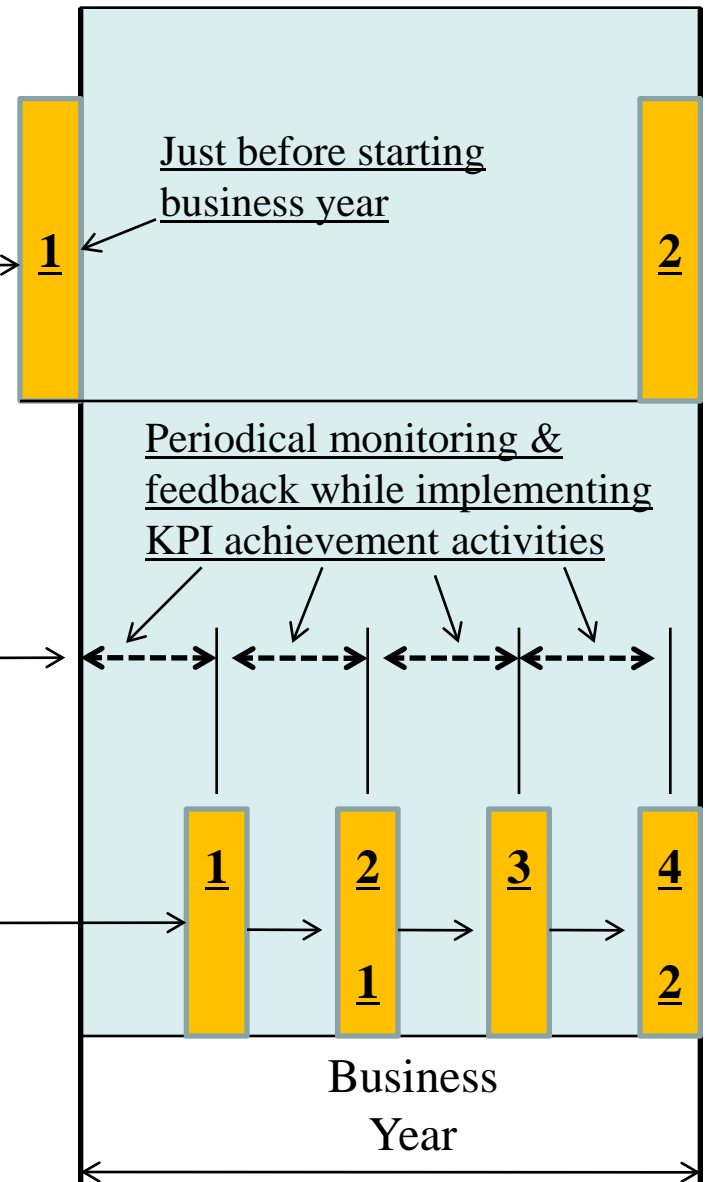
The 3rd Stage : Appraisal &

Corrective Action

- Appraisal of KPI achievement (corporate , department, section, team, and individual)

The 4th Phase:

Continuous Improvement



Vision, Mission, Business Goals/Objective & Business Unit

● **Vision:**

Defines the desired or intended future state of an organization or enterprise in terms of its fundamental objective and/or strategic direction. Vision is a long term view, sometimes describing how the organization would like the world in which it operates to be. For example a charity working with the poor might have a vision statement which read "A world without poverty".

● **Mission:**

Defines the fundamental purpose of an organization or an enterprise, basically describing why it exists and what it does to achieve its Vision. Mission may be long term as well as for short term for any organization. It is an objective with a timeline, but rather the overall goal that is accomplished over the years as objectives are achieved that are aligned with the corporate mission. Recently many organizations and enterprises utilize the keyword “Contribution” for Mission statement.

● **Values:**

Beliefs that are shared among the stakeholders of an organization or an enterprise. Values drive an organization's culture and priorities to realize Vision and Mission.

Vision, Mission, Business Goals/Objective & Business Unit

Organization Name (Size)	
Business field	
Vision	
Mission	
Value	
Long/Medium-term Business Goals/Objectives	<ul style="list-style-type: none"> ▪ ▪ ▪
Short-term Business Goals/Objectives	<ul style="list-style-type: none"> ▪ ▪ ▪

<u>Short-term Core Business Unit</u>				<u>Medium/Long-term Core Business Unit</u>			
Core Business Unit	% of Total Sales	% of Total Profit	Market Segmentation	Core Business Unit	% of Total Sales	% of Total Profit	Market Segmentation
1.				1.			
2.				2.			
3.				3.			
4.				4.			

Business Environment Analysis: SWOT & Cross-SWOT

SWOT/Cross-SWOT Analysis

Vision, Mission, Core Value:

Business Goals/Objectives:

External Business Environment

- Market/ Customer:
- Competitor:
- Banking system
- Gov. Policy
- Labor market
- Currency
- Grovel market

Internal Managerial Resources

- Money:
- Material:
- Method:
- Man:
- IT:
- Competency
- Corporate culture

Int. \ Ext.	<u>Strong Point (SP)</u>	<u>Weak Point (WP)</u>
	←	←
<u>Opportunity (OP)</u>	<u>S-O Solution</u> Action to expand "OP" by utilizing "SP" ? <u>Short-term CSF:</u>	<u>W-O Solution</u> Action to expand "OP" by improving "WP" ? <u>Med-term CSF:</u>
<u>Threat (TR)</u>	<u>S-T Solution</u> Action to avoid "TR" by utilizing "SP" ? <u>Med-term CSF:</u>	<u>W-T Solution</u> Action to suppress damage which occurs by "TR" and "WP" to the minimum ? <u>Long-term CSF:</u>

Forward-Looking Balanced Scorecard

Business Process Redesign/Reengineering

Business Environment Analysis: SWOT & Cross-SWOT

Financial SWOT

Internal External	<u>Strong Point</u>	<u>Weak Point</u>
	<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> () () ()
<u>Opportunity</u>	<u>S-O Solution</u>	<u>W-O Solution</u>
<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> CSF: _____. 	<ul style="list-style-type: none"> CSF: _____.
<u>Threat</u>	<u>S-T Solution</u>	<u>W-T Solution</u>
<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> CSF: _____. 	<ul style="list-style-type: none"> CSF: _____.

Customer SWOT

Internal External	<u>Strong Point</u>	<u>Weak Point</u>
	<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> () () ()
<u>Opportunity</u>	<u>S-O Solution</u>	<u>W-O Solution</u>
<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> CSF: _____. 	<ul style="list-style-type: none"> CSF: _____.
<u>Threat</u>	<u>S-T Solution</u>	<u>W-T Solution</u>
<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> CSF: _____. 	<ul style="list-style-type: none"> CSF: _____.

Business Process SWOT

Internal External	<u>Strong Point</u>	<u>Weak Point</u>
	<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> () () ()
<u>Opportunity</u>	<u>S-O Solution</u>	<u>W-O Solution</u>
<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> CSF: _____. 	<ul style="list-style-type: none"> CSF: _____.
<u>Threat</u>	<u>S-T Solution</u>	<u>W-T Solution</u>
<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> CSF: _____. 	<ul style="list-style-type: none"> CSF: _____.

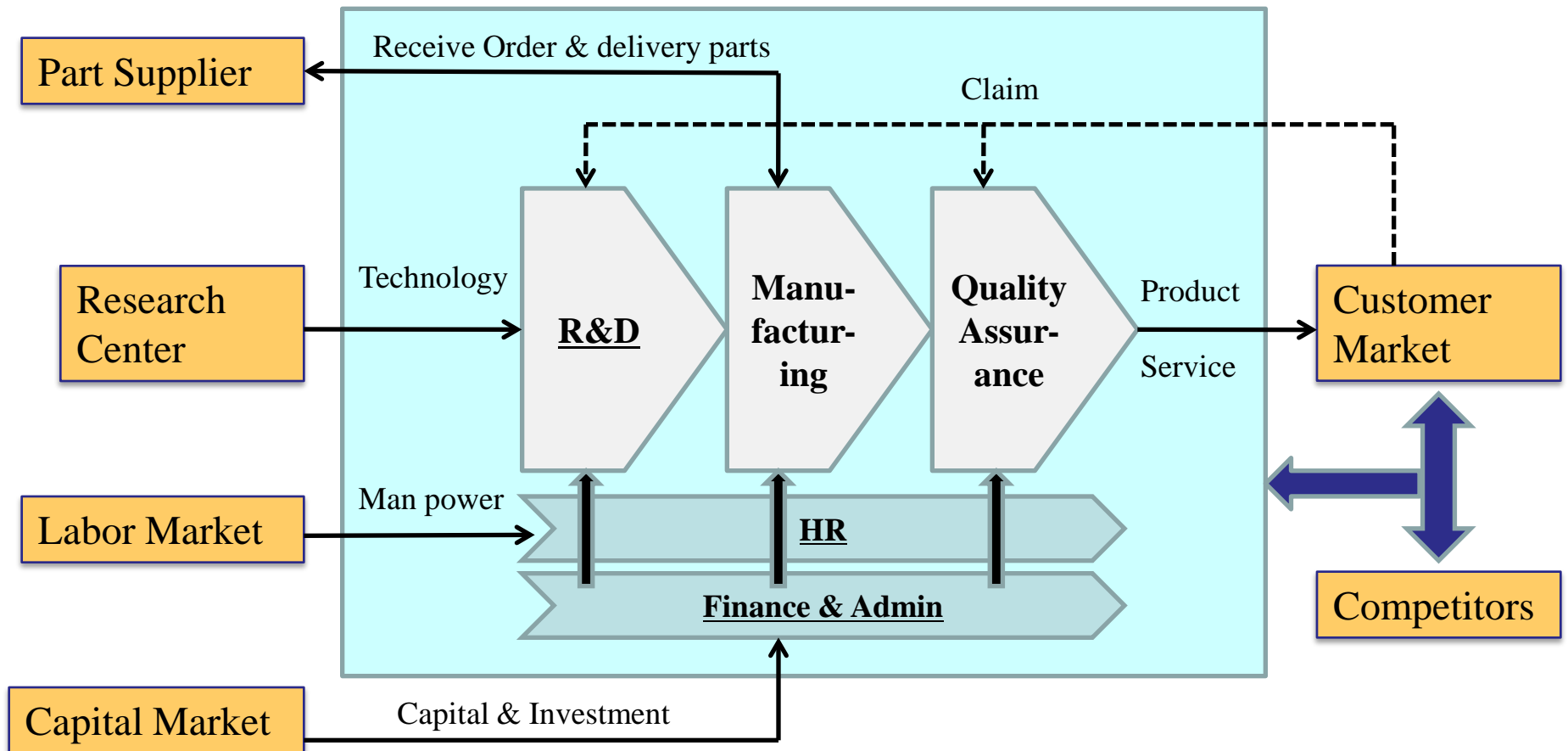
Learning Growth SWOT

Internal External	<u>Strong Point</u>	<u>Weak Point</u>
	<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> () () ()
<u>Opportunity</u>	<u>S-O Solution</u>	<u>W-O Solution</u>
<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> CSF: _____. 	<ul style="list-style-type: none"> CSF: _____.
<u>Threat</u>	<u>S-T Solution</u>	<u>W-T Solution</u>
<ul style="list-style-type: none"> () () () 	<ul style="list-style-type: none"> CSF: _____. 	<ul style="list-style-type: none"> CSF: _____.

Organizational Relation Map (Business Model)

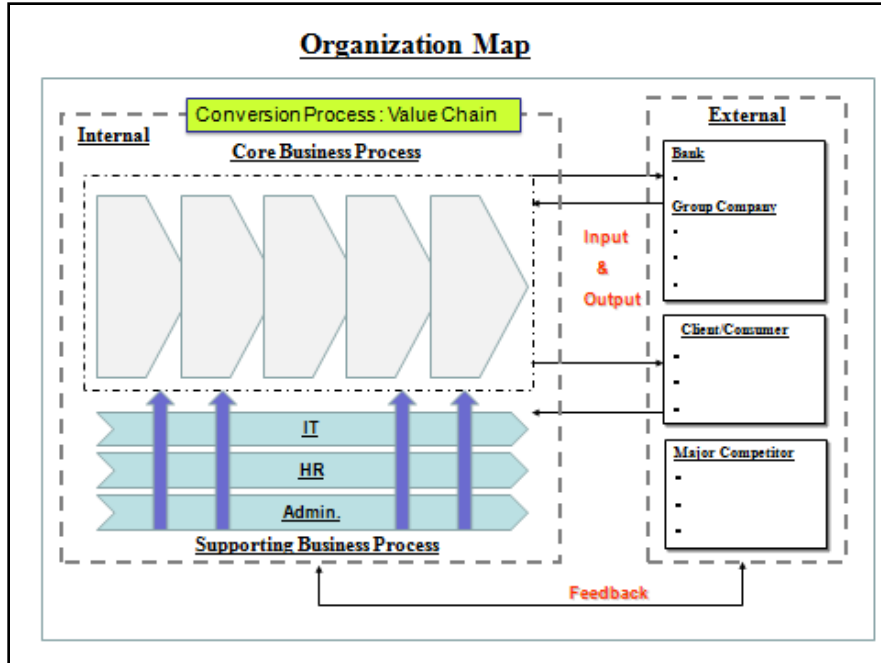
- After clarifying the Vision, Mission, Business goals/objectives, and SWOT and market, we design **Organizational Relation Map (Business Model)** from comprehensive point of view.
- The purpose of this map is to depict **the Business Model : customer-supplier relationships among internal organizational function including the inputs and output information.**

Organizational Relation Map



Organizational Relation Map (Business Model)

Short-term Organization Map

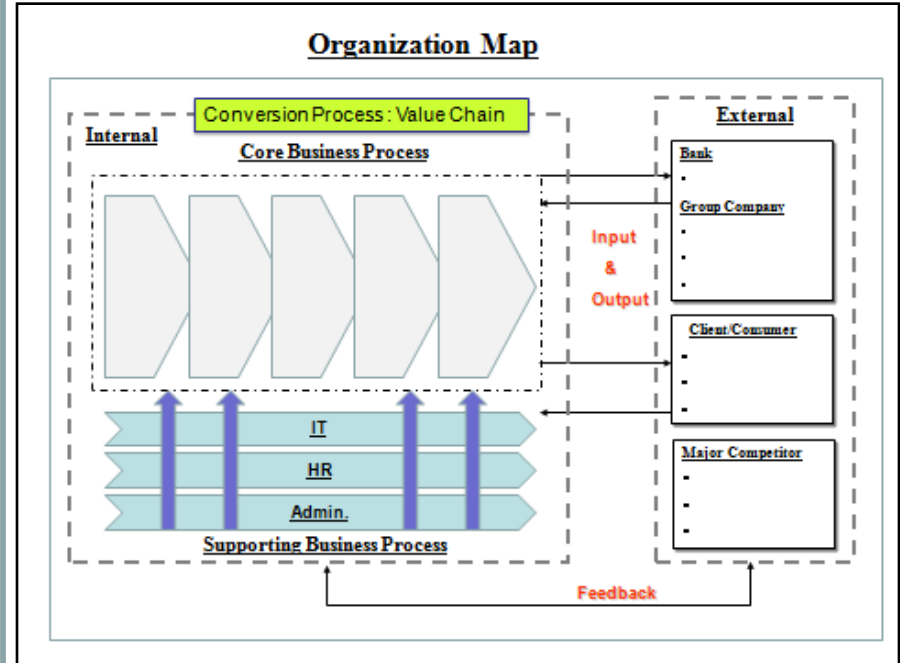


Short-term Business Goals/Objectives

- .
- .
- .

No.	Core Business Unit
1	
2	
3	
4	

Medium-term Organization Map



Medium-term Business Goals/Objectives

- .
- .
- .

No.	Core Business Unit
1	
2	
3	
4	

Historical Background of Balanced Scorecard

1. The first Balanced Scorecard was created by **Art Schneiderman in 1987**.
2. Art Schniederman participated in an unrelated research study in 1990 led by **Robert S. Kaplan** in conjunction with US management consultant **Nolan-Norton**, and during this study described his work on Balanced Scorecard.
3. Kaplan & Norton's article wasn't the only paper on the topic published **in early 1992**. But the 1992 Kaplan & Norton's paper was a popular success, and was quickly followed by a second in 1993.
4. In 1996, they published the book "***The Balanced Scorecard***". These articles and the first book spread knowledge of the concept of Balanced Scorecard widely, but perhaps wrongly have led to Kaplan & Norton being seen as the creators of the Balanced Scorecard concept.
5. Their second book, ***The Strategy Focused Organization***, echoed work by others (particularly in Scandinavia) on the value of visually documenting the links between measures by proposing the "**Strategic Linkage Model**" or **Strategy Map**.
6. Since then Balanced Scorecard books have become more common - **in early 2010 Amazon was listing several hundred titles in English which had Balanced Scorecard in the title.**

Different Perspectives of Balanced Scorecard

Different Type of Perspective Regarding Balanced Scorecard

a). Type-1:

Financial perspectives
Customer perspectives
Internal/business process perspectives
Learning & growth perspectives

b). Type- 2:

Customer
Innovation/development
Employee
Process/supplier
Financial

c). Type- 3:

Financial & business
Customer
Internal process
Staff development & improvement

d). Type- 4:

Financial
Customer
Process
Renewal & development
Human resource

e). Type- 5:

Financial
Cultural
Operational
Customer

f). Type- 6:

Employee
Process
Customer
Shareholder

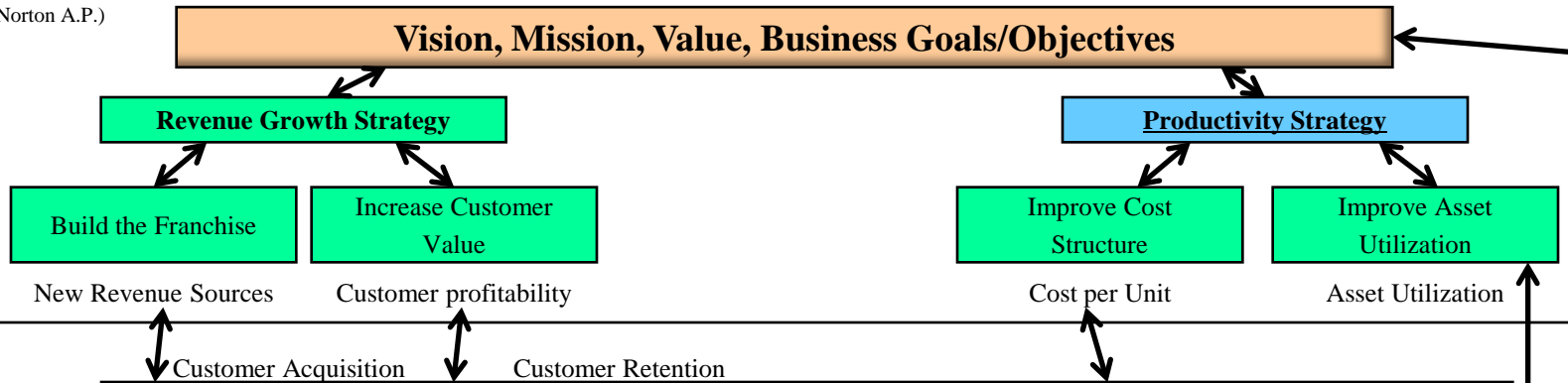
(Type-1 is the most popular, especially for profit-oriented organization)

The Balanced Scorecard Strategy Map

(*Origin: Kaplan R.S. and Norton A.P.)

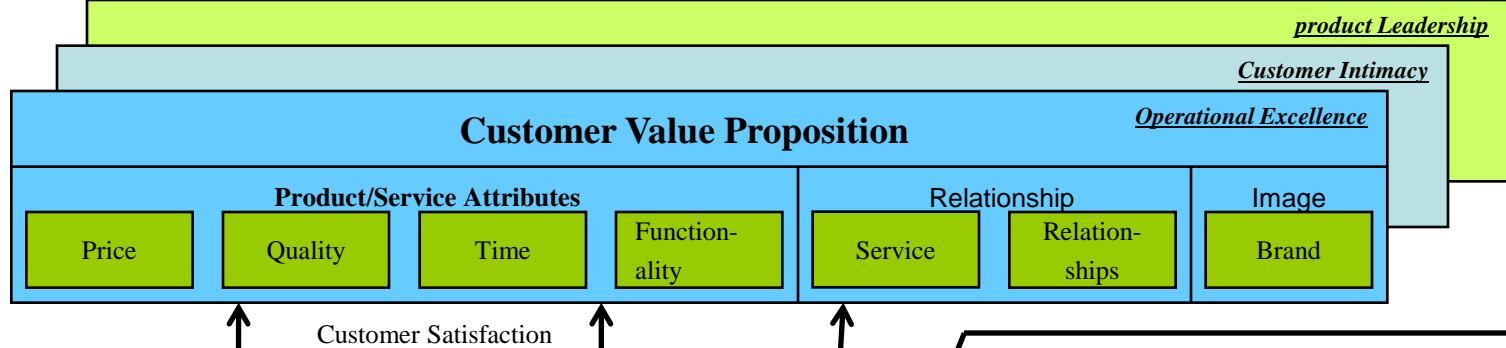
Financial Perspective

(SKGI/KPI)



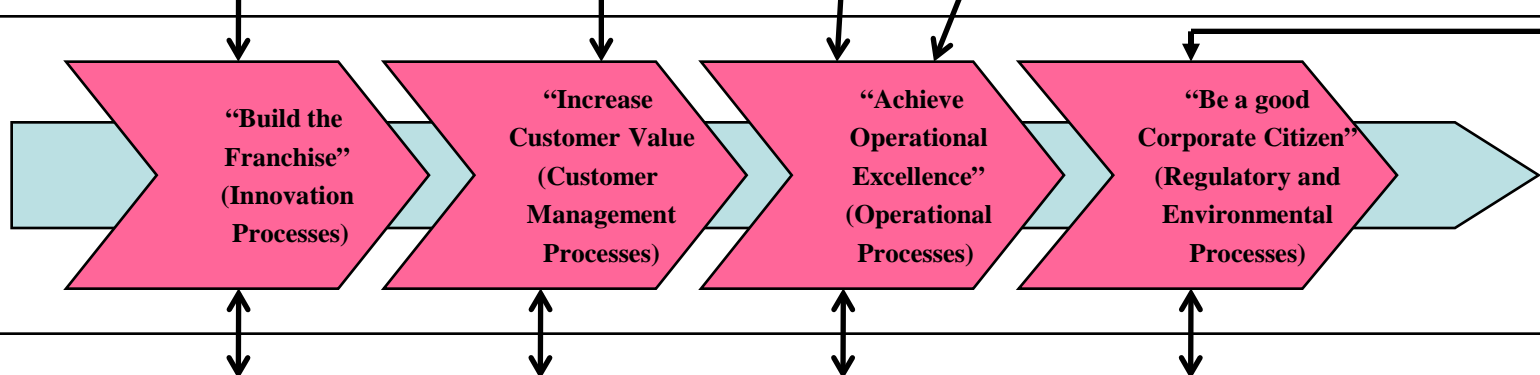
Customer Perspective

(SKGI/KPI)



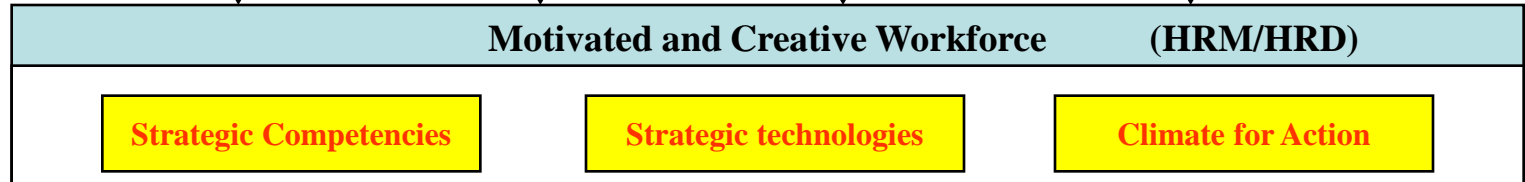
Internal Business Process

Perspective
(SKGI/KPI)



Learning and Growth

Perspective
(SKGI/KPI)



Features of Balanced Scorecard

The features of Balanced Scorecard (BSC) is

- A **strategic performance management tool** for measuring whether the smaller-scale operational activities of a company are aligned with its larger-scale objectives in terms of vision mission, value, business goals/objectives and strategy.
- It retains the **financial performance perspective**, because financial performance measures indicate consequences of strategy implementation.
- The core characteristic of the Balanced Scorecard and its derivatives is the presentation of a **mixture of financial and non-financial measures**.
- Initial designs were encouraged to measure three categories of non-financial measure in addition to financial outputs - those of “Customer,” “Internal Business Processes” and “Learning and Growth.” linking with HRM/HRD strongly.



Perspective Deployment for Balanced Scorecard

Vision, Mission, Value, Business Goals/ Objectives

Financial Perspective

“To satisfy stakeholders (Shareholder, employees, etc.) through realizing our vision, mission, value and business goals/objectives, how should we breakthrough our business strategy financially?”

Customer Perspective

“To achieve our financial performance through realizing our vision, mission, value and business goals/objectives, how should we look to our customers and realize customer satisfaction & loyalty?”

Internal Business Process Perspective

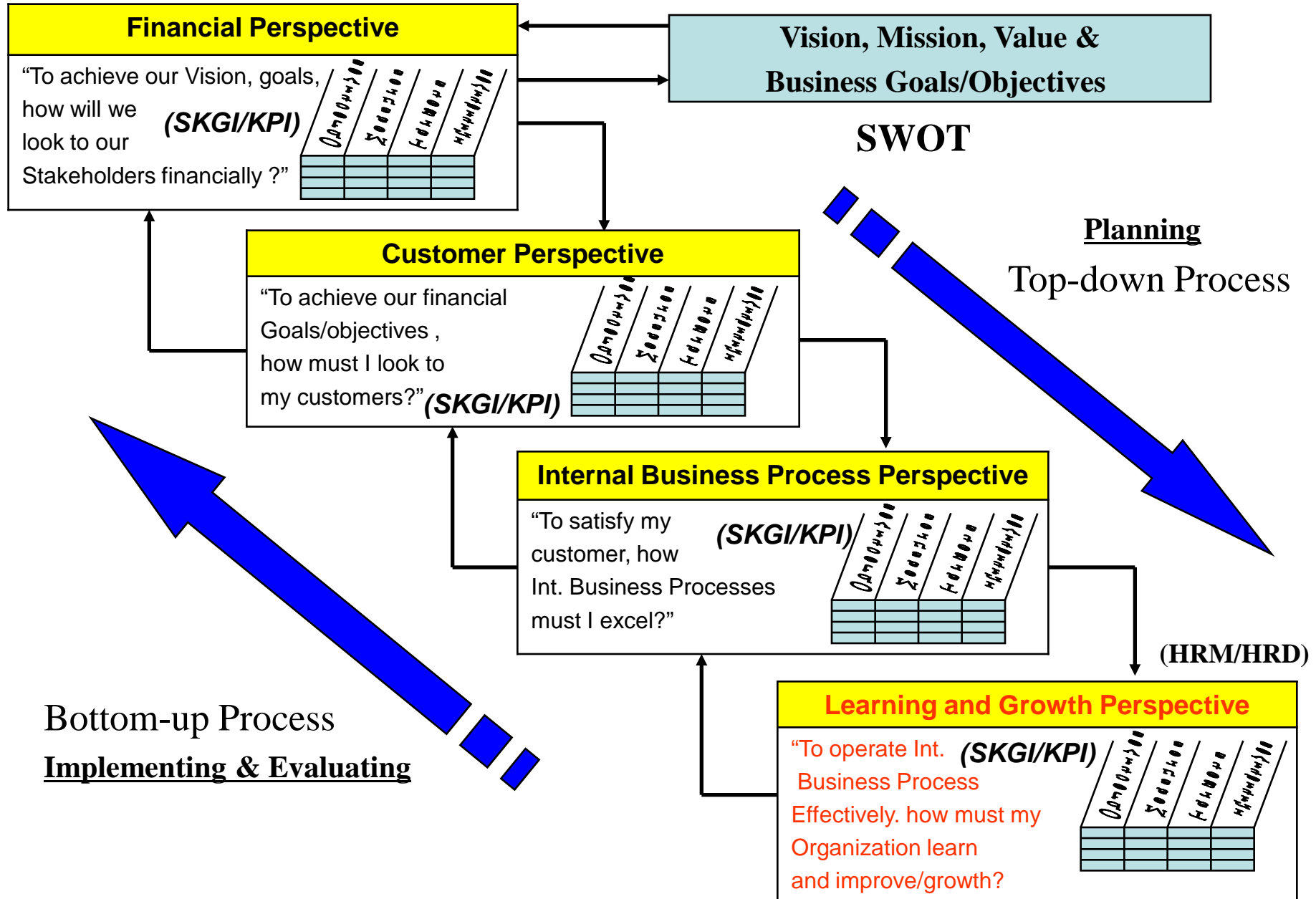
“To satisfy our customers through realizing our vision, mission, value and business goals/objectives, which internal business process/operation should we excel, improve or innovate?”

Learning & Growth Perspective

“To manage our internal business process/operation effectively and productively through realizing our vision, mission, value and business goals/objectives, how should we learn, develop and create competency, technology and know-how?” & how can we intensify motivation, vitalization, culture ?

Defining the Cause-and-Effect Relationships of the Strategy

(*Origin: Kaplan R.S. and Norton A.P.)



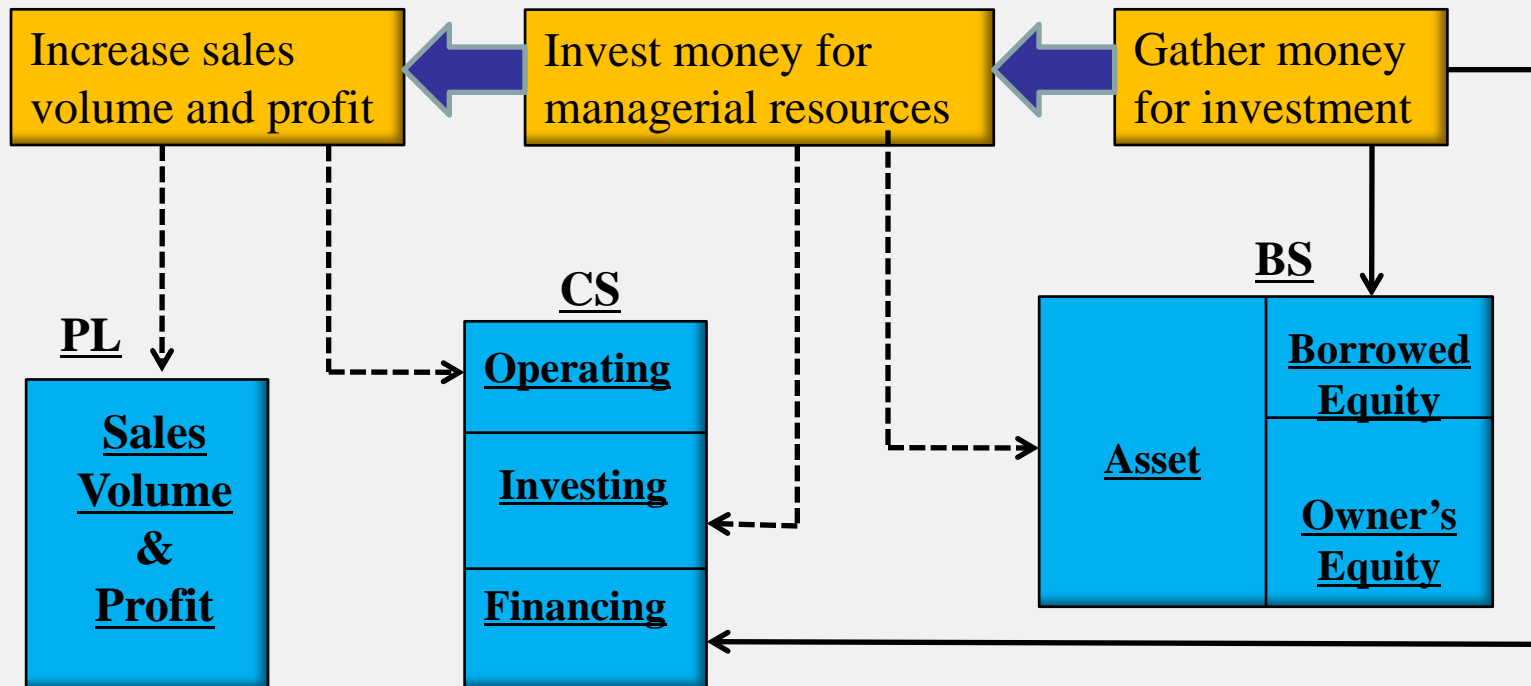
SKGI/KPI for BSC : Financial Perspective

The basics of corporate financial business activities



- **Collect money** for investment
- **Invest money** for managerial resources (4M + I)
- **Utilize managerial resources, and increase sales volume and profit**

In the past many organizations are paying much attention on PL (Profit & Loss Table), and BS (Balance Sheet), but CS (Cash Flow) is also important for avoiding money shortage ··· going bankrupt while in the black.

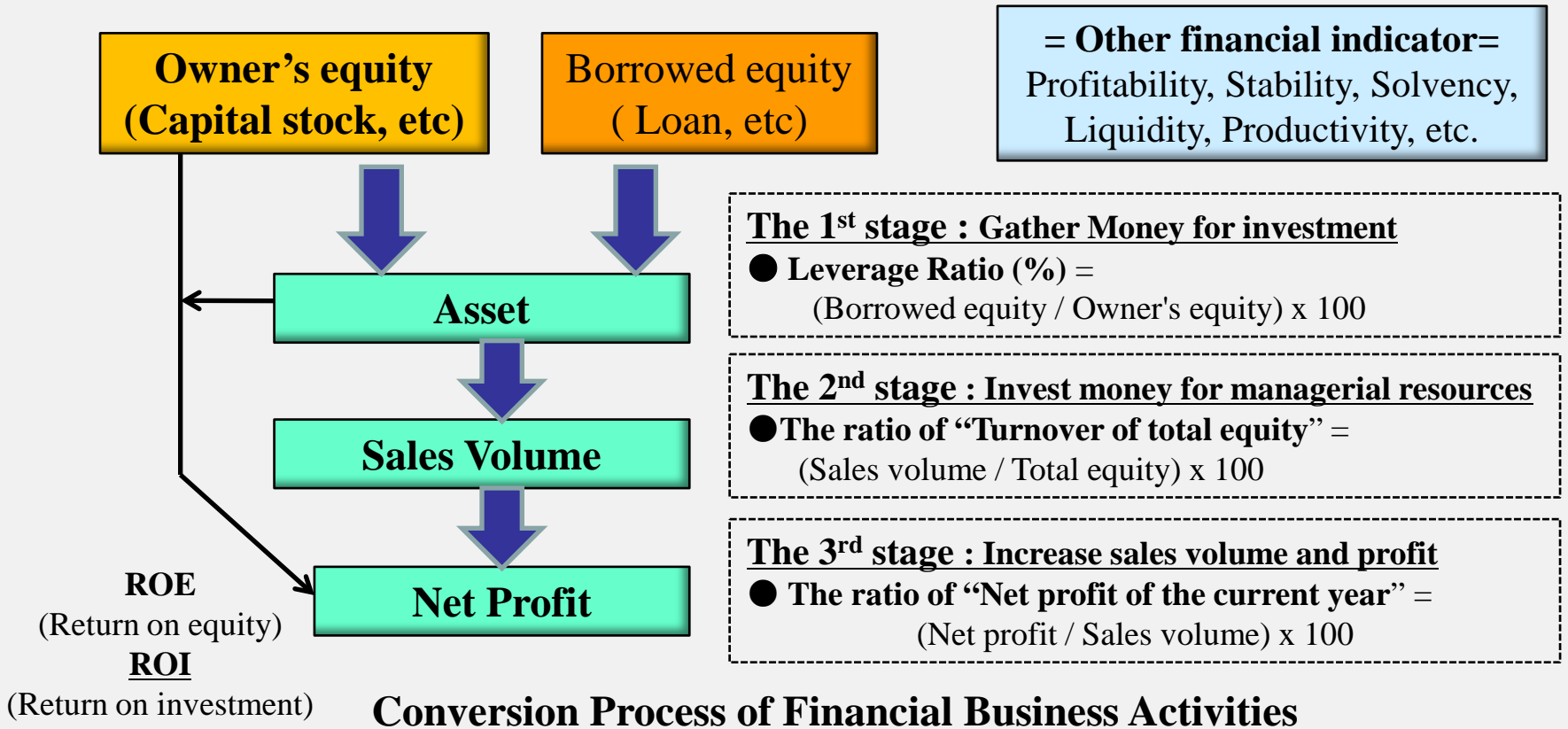


Corporate Financial Business Activities

SKGI/KPI for BSC : Financial Perspective

The conversion process from investment to profit : Typical financial indicator

- **Leverage Ratio (%)** = (Borrowed equity/ Owner's equity) x 100
- **The ratio of “Turnover of total assess” (%)** = (Sales volume/Total equity) x 100
- **The ratio of “Net profit of the current year” (%)** = (Net profit/ Sales volume) x 100
- **ROE (Return on equity : %)** = (Net income / Owner’s equity) x 100
- **ROI (Return on investment : %)** = (Net income / Total investment) x 100



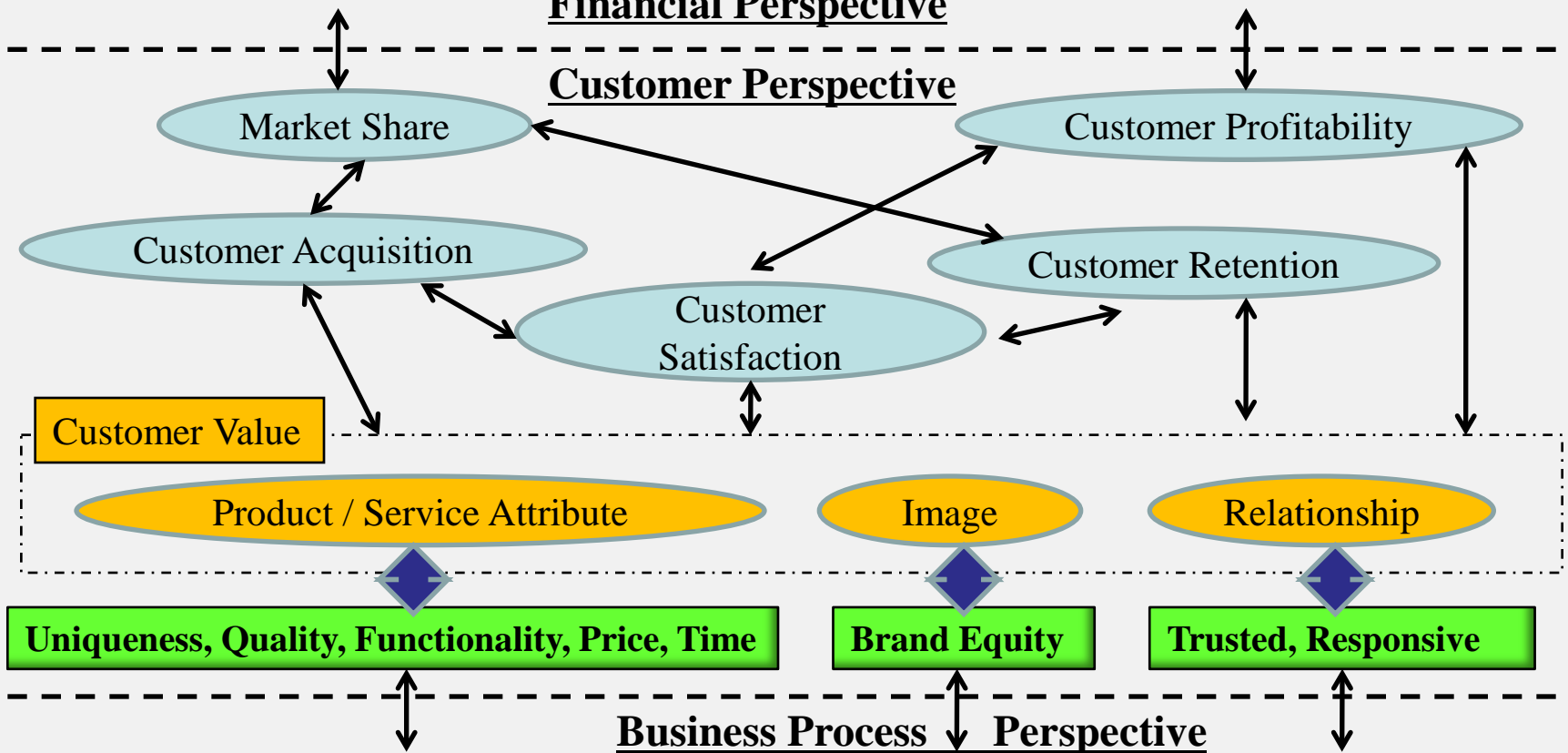
SKGI/KPI for BSC : Customer Perspective

Customer perspective includes indicators related to Customer loyalty :

- Customer satisfaction
- Customer retention
- New customer acquisition
- Customer profitability
- Market share

Financial Perspective

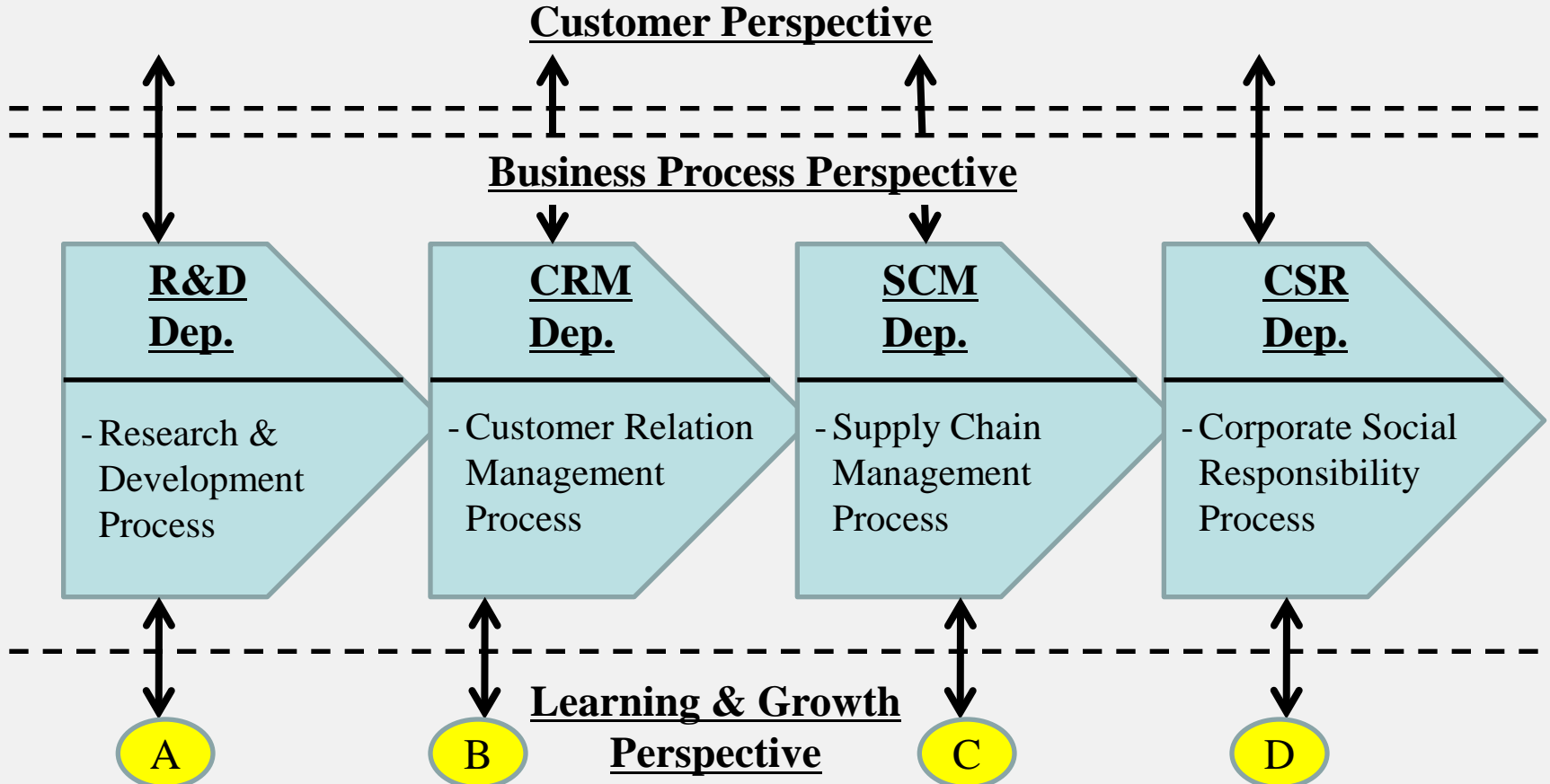
Customer Perspective



SKGI/KPI for BSC : Business Process Perspective

Value-added/competitive business process includes four important processes :

- **R/D process** for identifying customer needs
- **CRM process** for realizing customer loyalty
- **SCM process** for effective operation of each supply chain
- **CSR process** for sustainable business operation in the society



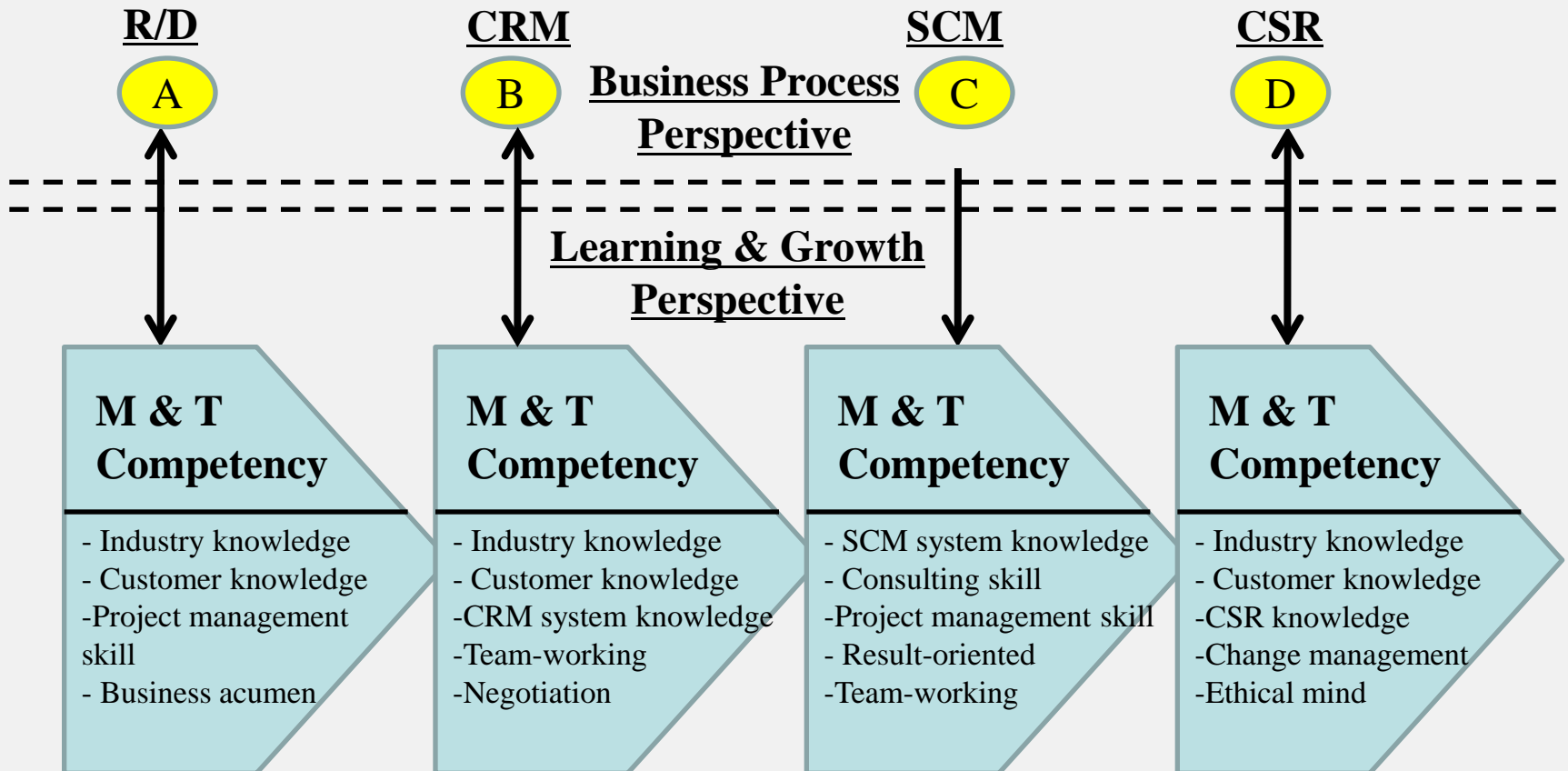
SKGI/KPI for BSC : Learning & Growth Perspective

M & T : Managerial & Technical

Effective business process operation can be realized by learning & growth initiatives:

- **Human capital** : managerial/technical competency, training
- **Information capital** : systems, database, network
- **Organization capital** : culture, leadership, alignment, team-working, motivation

Source: Strategy Map, R. S. Kaplan & D. P. Norton, 1992.



The Balanced Scorecard Strategy Map-Sample 2

Case-study: Actual Case of Manufacturing & Delivery business

Strategy Map

No.1 Marketshare Leader in Asia



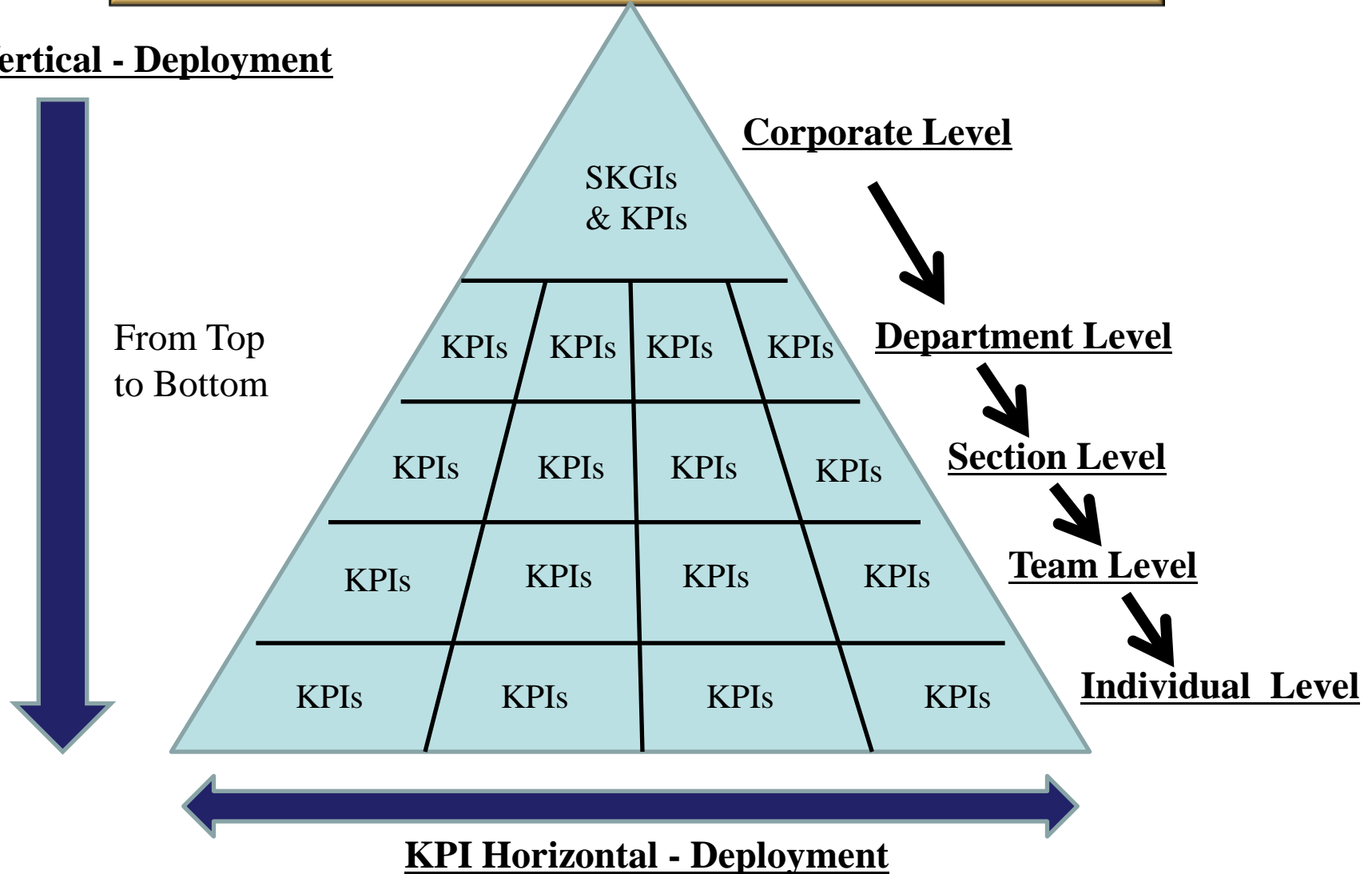
The List of SKGI, KFS, KPI & Action Plan

	Strategic Key Goal Indicator (SKGI)	Key Factor of Success (KFS)	Key Performance Indicator (KPI Item)	Key Performance Indicator (KPI target: Quantitative target)	Action Plan	Responsible Dep.
1) Financial	Strategic partnership	Increasing profit	Net profit	32 Billions US\$-20% up	Buy 10 more equipment	Factory & top management
	Expansion in both overseas & local market	Increasing sales volumes	Sales revenue	500 Billions US\$-20%	Get board distribution authorization for Cambodia	Top management
	and distribution	policy	Market share	60% market share of frame	Set up new distributors	Sale & marketing
	Brand strengthening			50% market share of gyp board	Support current customer	Project sales
					Increase project sales	
					Introduce new product	
2) Customer	Improve cost efficiency	efficiency	Budget	0% over budget	Increase traded product specialize team action plan	Finance & top management
					Management accounting analysis	
	Value added & widen range of services	Secure existing customers	Quantity of current customer	40 distributors revenue over 4 billion US\$	Communicate d/p to customer by Q1	Sale & marketing
	Qualities assurance	Widen distribution	Quantity of new customer	Top 80 active 400 billion US\$	Product & sales training	Sale & marketing
	All marketing activities	Clear understanding by distributor & sales staff	Coverage	100% provinces covered	Product training	Project sales
	Focused distribution policy	Result measurement system	Satisfaction survey	90% ontime delivery	Set individual budget for distribution	Sale & marketing
3) Internal B.P.				1% rejected product	Buy 3 more trucks	supply chain
				100% claim solved in 5 days	maintenance	Factory
	Regional Sales Representatives	Distribution Control Procedure	7 sales Reps. In strategic region	By Q 1	Recruitment	Sales
	ISO ASTM Establishment	Man Power	Implement BSC successfully	By Q 2	Training BSC	All Department
	BSC, MBO	Top Management Support	ASTM certified for new products	By Q 3	Carry out test reports as ASTM standards required	Quality control
	Project Sales & Technical Support Team	Commitment from all staff	Complete ISO assessment		8-Apr ISO Re-assessment	Personnel & Admin
	PR, Media activity	Effective control system	Server completion	Q 1	Buy Server	Marketing
	Market intelligent system	Good IT coordinator management support	Complete marketing plan	by Jan		Marketing
	Budget Setting & Cost control committee	Sufficient budget				All Department
	Equipment/Material Purchasing				Look for new material supplier	Purchasing
	Invest in IT Infrastructure					HR
4) HR & Innovation	Recruitment System	Benefit & Salary Policy	Meet recruitment requirement	100%	HR source supply	HR - Top Management
	Salary Policy	Shareholder's support	Complete ESOP, Housing Support	by Q 3	Support and approval from Management	HR - Top Management - Factory
	ESOP, Housing support, Training	Commitment from management	Reduce staff turnover	20%	Rewards system	HR - All department
	Performance Appraisal (BSC)	Effective performance approval system	Completion of deputy development	by Q 2 2008		HR - All department
	Professional work force through recruiting/training/development	Department head leadership skills	Employee's satisfaction	>80%	Training / Development / Delegation / Empowerment	
	Succession planning	development			Training BSC	HR

The Framework of KPI Deployment for OPM & OPD

Vision, Mission, Value, Business Goals/Objectives, and CSF

KPI Vertical - Deployment



“CORPORATE-WIDE & DEPARTMENTAL STRATEGIC BUSINESS PLANNING 2011”

PROJECT TITLE:

“CORPORATE-WIDE STRATEGIC BUSINESS PLANNING 2011”.

BENEFICIARY ENTERPRISE:

Mongolian & Russian “ERDENET MINING CORPORATION” LLC

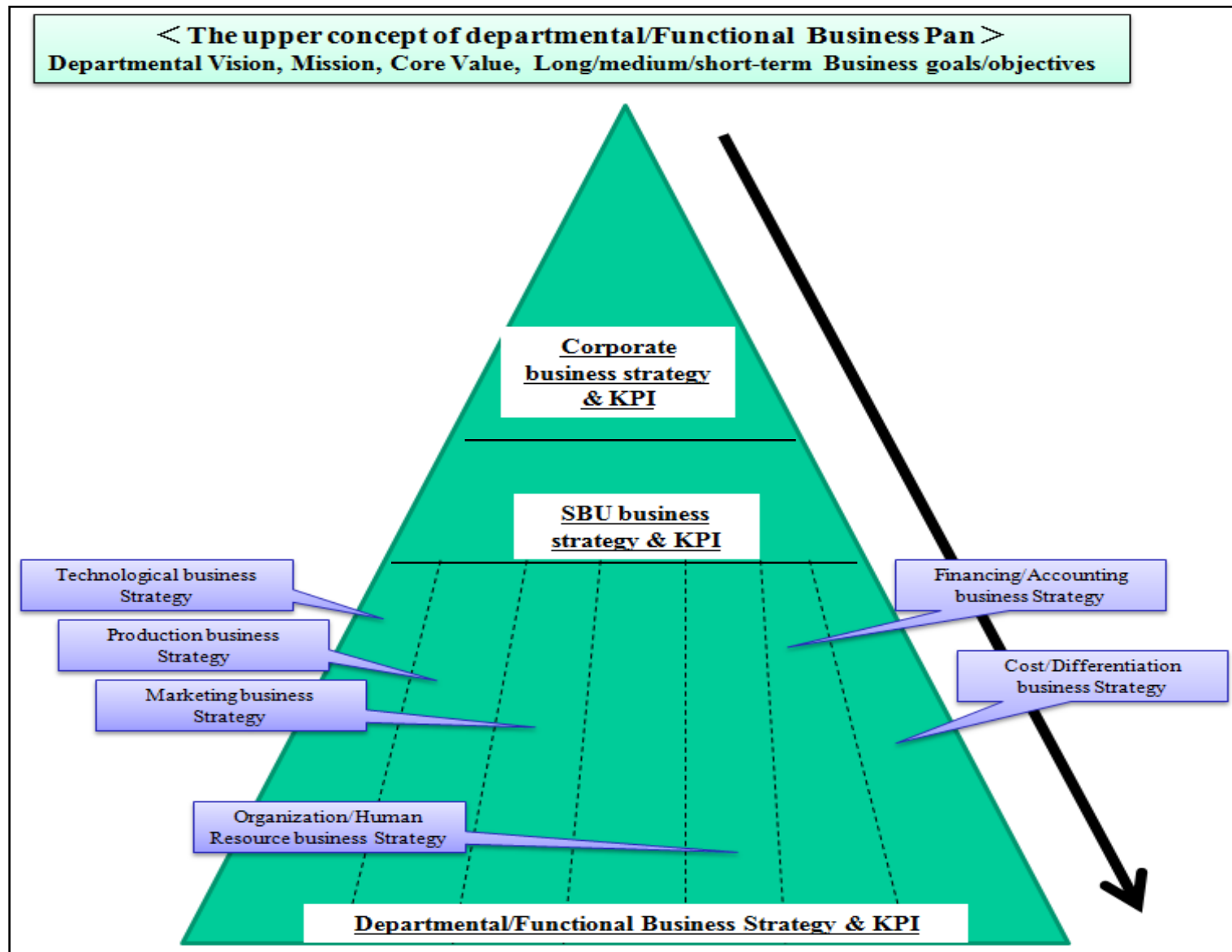
CONSULTING/TRAINING ORGANIZATION:

**School of Economic Studies - National University of Mongolia (NUM),
and Mongolia – Japan Center for Human Resource Development(MOJC).**

NUM/MOJC/EMC Joint Project Team



Total Framework of Comprehensive Strategic Business Planning



Mission of the project

● Erdenet Mining Corporation LLC (Hereinafter to EMC) is the biggest company in Mongolia and the driving force of Mongolian economy, industry and society.

● The mission of the project entitled to “**CORPORATE - WIDE STRATEGIC BUSINESS PLANNING 2011**” is to design comprehensive strategic business plan for 2011 annual year, by the strong collaboration between the project members of National University of Mongolia (hereinafter to NUM) / Mongolia-Japan Center for Human Resource Development (hereinafter to MOJC) and Erdenet Mining Corporation LLC. (hereinafter to EMC) till the end of December in 2010.

Project formation

The project entitled to “**CORPORATE - WIDE STRATEGIC BUSINESS PLANNING 2011**” shall be implemented in order to design corporate-wide strategic business plan for 2011 annual year under the supervision of the general project leader (Dr. Ts. Davaadorj). Under him there are two project teams such as:

Project formation

General Project Leader : Dr. Ts. Davaadorj (NUM)				
Project coordinator : Dr. U. Gerelt-Od (NUM)				
NUM/MOJC			Erdenet Mining Industry	
Project leader	Dr. S. Kawaguchi (MOJC)	Business Planning consultation	Project leader	Mr. A. Batsaikhan
Project sub-leader	Dr. Ch. Undram (NUM)	Business Planning consultation	Project sub-leader	Mr. Unubat
Project member	Dr. Prof. N. Tungalag (NUM)	Cost Mgt.	Project member	Mr. Aibona
Project member	Dr. Prof. Unurjargal (NUM)	Cash Flow Mgt.	Project member	Ms. Narantuya
Project member	Dr. B. Danaasuren (NUM)	Financial Mgt.	Project member	Mr. Erdenebileg
Project member	Dr. B. Sainjargal (NUM) & Dr. G. Tseren (NUM)	Investment Mgt.	Project member	Ms. N. Ariunaa

Project implementation (content & schedule) -#1

Activity-#1: Training of Business Planning	September	October	November	December
	Conducted by Dr. S. Kawaguchi & Dr. Undram in NUM & EMC training room			
Subject 1: Corporate Business Strategy -Vision, Mission, Business goals/Objectives -Business Environment Analysis & SWOT	▲ 9/20			
Subject 2: Corporate Business Planning -Consideration of strategic option -Planning of strategic issues -Planning of implementation -Samples of typical business plan for big-size enterprises		▲ 10/1		
Subject 3: Departmental Business Planning -Consideration of departmental strategic option -Planning of departmental strategic issues -Planning of departmental implementation		▲ 10/2		
Subject 4: <u>S</u>trategic <u>K</u>ey <u>G</u>oal Indicator, <u>K</u>ey <u>P</u>erformance <u>I</u>ndicator & Budget Management -SKGI & KPI Management linking with 2011 Business Strategy - Budget Management for 2011 Business Plan		▲ 10/3		

Project implementation (content & schedule) -#2

Activity-#2: Corporate Strategic Business Planning 2011	September	October	November	December
	Collaborative activities between project members of NUM/MOJC and EMC			
-Planning of corporate business strategy & business environment analysis (Responsible person: MOJC: Dr. S. Kawaguchi NUM: Dr. Undram EMC: Mr. A Batsaikhan and Mr. Unubat)	▲ — 9/20	→ ▲ 10/31		
-Designing of Corporate Business Plan (Responsible person: MOJC: Dr. S. Kawaguchi NUM: Dr. Undram EMC: Mr. A Batsaikhan)	▲ — 9/20	→ ▲ 10/31		
-Cost analysis and cost management strategy, and training (Responsible person: NUM: Dr. Prof. N. Tungalag, and a Graduate Student. EMC: Mr. Aibona)	▲ — 9/17	→ ▲ 10/31		
-Cash flow analysis and planning of cash flow management strategy, and training (Responsible person: NUM: Dr. Prof. Unurjargal and a Graduate Student. EMC: Mr. Narantuya)	▲ — 9/17	→ ▲ 10/31		
-Financial analysis and planning of financial management strategy, and training (Responsible person: NUM: Dr. V. Danaasuren and a Graduate Student. EMC: Mr. Erdenebileg)	▲ — 9/17	→ ▲ 10/31		
-Investment analysis and planning of investment management strategy, and training (Responsible person: NUM: Dr. Prof. B. Sainjargal Dr. G. Tseren and a Graduate Student. EMC: Ms. N. Ariunaa)	▲ — 9/17	→ ▲ 10/31		

Project implementation (content & schedule) -#3

Activity-#3: Corporate Strategic Business Planning 2011	September	October	November	December
	Collaborative activities between project members of NUM/MOJC and EMC			
-Integration of each strategy into “CORPORATE - WIDE STRATEGIC BUSINESS PLAN 2011” (Responsible person: NUM/MOJC: Dr. TS. Davaadorj Dr. S. Kawaguchi Dr. Ch. Undram EMC: Mr. A Batsaikhan)			▲ → ▲ 11/1 11/30	
-Translation of “CORPORATE - WIDE STRATEGIC BUSINESS PLAN 2011” into Russian language (Responsible person: NUM: Dr. G. Tseren				▲ → ▲ 12/1 12/20
Opening Ceremony at EMC Incliding Signing among three organizations		▲ 10/01		
Closing Ceremony at EMC (submit the CORPORATE - WIDE STRATEGIC BUSINESS PLAN 2011				▲ 12/25

Intellectual products to be delivered to the client

Analytical data of :

1. The current EMC business plan
2. The current EMC Cost management
3. The current EMC Cash flow management
4. The current EMC Financial management
5. The current EMC Investment management, and others.

Strategy of :

1. The EMC business plan for 2011 annual year
2. The EMC Cost management for 2011 annual year
3. The EMC Cash flow management for 2011 annual year
4. The EMC Financial management for 2011 annual year
5. The EMC Investment management for 2011 annual year, and Others

1. Tools and templates for:

2. The EMC business plan for 2011 annual year
3. The EMC Cost management for 2011 annual year
4. The EMC Cash flow management for 2011 annual year
5. The EMC Financial management for 2011 annual year
6. The EMC Investment management for 2011 annual year, and others

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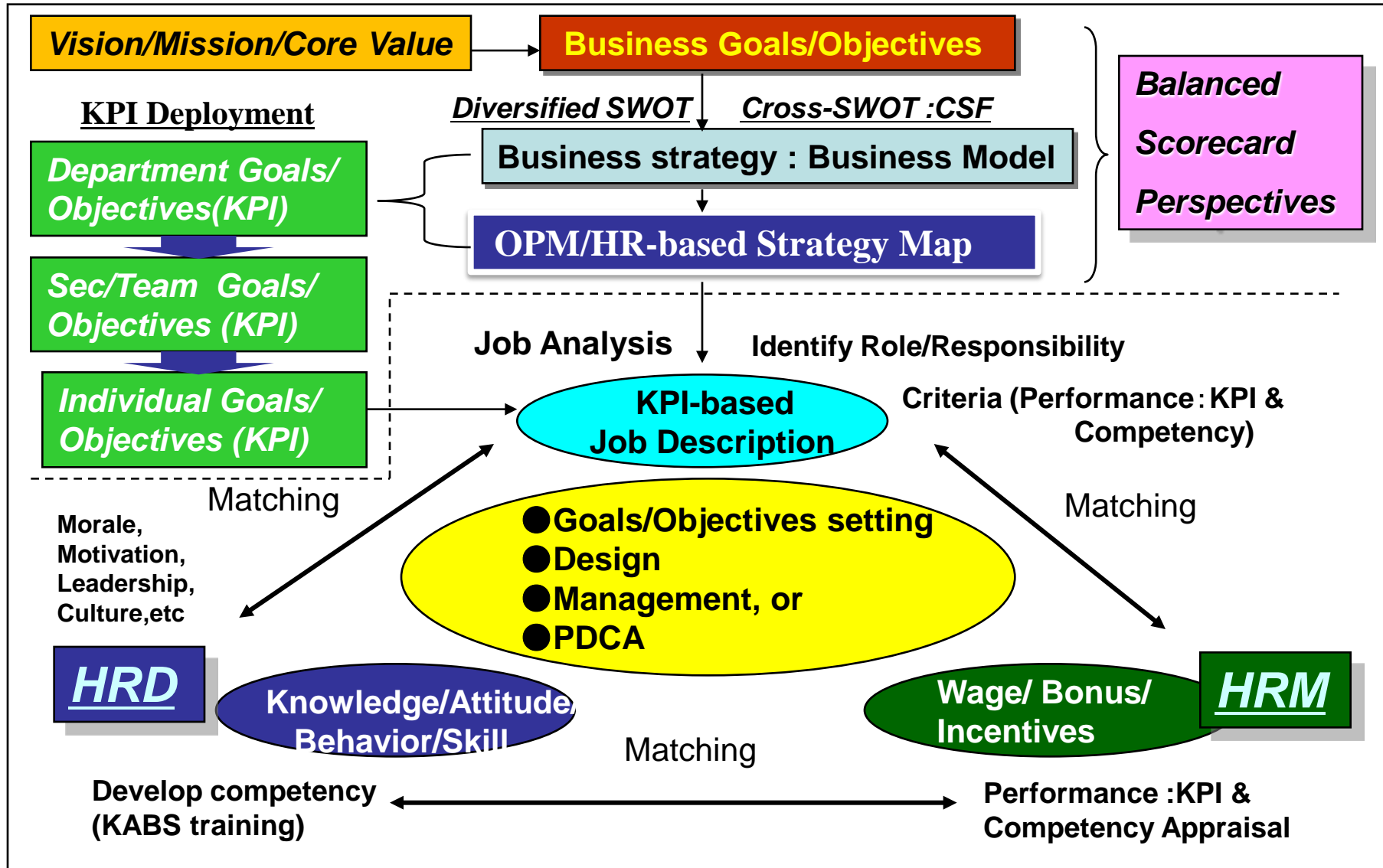
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Linkage of Strategic Human Resource Management/Development with Balanced Scorecard as a measure of Organizational Performance Management/Development.



= The Case Study of Comprehensive Strategic Business Planning =

**Comprehensive Strategic Business Planning
in terms of Erdenet Mining Corporation 2011**

**- Balanced Scorecard & SWOT based Socio-Economic
Analysis
and Revenue Management -**

By
N Ariunaa

Erdenet Mining Corporation