

Kweku Fin Winful

**Measurement and Usage of Key Performance
Indicators within Mobile Equipment
Maintenance Organizations in Ghana's Mining
Industry**



Abstract

This study reports on a survey which reviewed the use of Key Performance Indicators (KPIs) as an operational and strategic management tool within Ghana's mobile equipment maintenance organizations that support the country's mining industry. Specifically, the study looked at the extent of familiarity of maintenance KPIs among the various leaders of the maintenance or service function, whether or not the organizations involved in the study measured KPIs and if so which ones. The study further reports on the levels of importance the organizations attached to the KPIs and if the measures were part of a cohesive strategic management process. Finally the study reviewed reasons why some KPIs were not being measured and also if the age of the organization increased the likelihood of the organization measuring KPIs.

The study concluded that there was a high level of awareness among respondents about the various KPIs and most organizations measured KPIs mostly associated with all the maintenance steps except the planning step. The study also revealed that most respondents believed that 48% of KPIs measured were not important to their operational needs and that there was no link between strategic objectives captured on strategy documents and KPI measures. Also organizations were likely to measure KPIs as the organization matured although that was not the major reason why KPIs were measured. The report also reports on a list of reasons why some KPIs were not being measured along with the list of the most measured and least measured KPIs. Top among reasons why organizations did not measure KPIs were the belief that KPIs measured were enough for operational needs and also that customers did not require KPIs that were not being measured.