
Operational KPIs and Capacity Analysis Training Course for Operations Leaders

14 – 18 December 2026
Vienna





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Programme Summary

Operational KPIs and capacity analysis are the subject of this one-week training course for operations managers and directors, ending in a performance review pack for one operation. Many operations report plenty of numbers yet cannot say where capacity is lost. The programme builds a small set of defined indicators, traces losses to their cause and turns targets into funded actions, using the participant's own data. Mars Training Centre UK delivers this programme on operational KPIs and capacity analysis to mixed-organisation cohorts.

The Business Case

Operations that measure activity rather than performance spend review time disputing figures and miss the constraint that limits output. Leaders who define each indicator once, locate capacity losses and agree targets with owners can direct improvement spending to where it changes results.

- Output per Resource: Rises as the constraint on flow is found and protected.
- Cost per Unit: Falls as recurring losses of time and capacity are traced and removed.
- Review Quality: Improves as meetings use agreed definitions instead of competing spreadsheets.

Principles and Evidence Base

- ISO 22400 on key performance indicators for manufacturing operations management: It gives a defined vocabulary for operational indicators, and it frames Sessions 1 and 3.
- Overall equipment effectiveness OEE: It splits lost time into availability, performance and quality, and it shapes the loss analysis in Session 2.
- Constraint and bottleneck management: It locates the step that limits flow and directs attention there, and it informs Sessions 2 and 4.

Intended Participants

- Operations managers who are accountable for output, cost and delivery of a site or service line.
- Directors who review operational performance and decide where improvement money goes.
- Plant and service managers who must explain a shortfall in capacity.
- Planning leads who build the indicators others use.

Typical settings include manufacturing, logistics, utilities and shared service centres.



Learning Outcomes

1. Participants will be able to construct a defined set of operational indicators with owners, sources and formulas.
2. Participants will be able to diagnose where capacity and time are lost across a process.
3. Participants will be able to evaluate which constraint limits output and what relieving it would release.
4. Participants will be able to prioritise improvement actions by the capacity they free and the cost they carry.
5. Participants will be able to justify productivity targets to a board or budget holder.
6. Participants will be able to apply a review cadence that keeps indicators, losses and actions in view.

Programme Structure

Day 1: Operational KPIs and What They Must Show

Which indicators describe the performance of an operation, and how is each one defined?

- ISO 22400 Indicator Vocabulary Review
- Indicator Definition Sheet
- Output, Cost and Delivery Measure Set
- Data Source and Owner Register
- Leading and Lagging Measure Test

Day 2: Diagnosing Capacity and Time Losses

Where do time and capacity disappear between the available hours and the output delivered?

- Process Flow Map with Cycle Times
- OEE Loss Tree
- Capacity Utilisation Calculation
- Downtime and Delay Log Review
- Bottleneck Identification Walk

Day 3: Designing Targets and Capacity Plans

How are productivity targets set so that owners accept them and the board can test them?

- Baseline and Target Setting Table
- Capacity Gap Chart
- Constraint Relief Options Matrix
- Productivity Target Cascade
- Improvement Case Template



Day 4: Reviews, Cadence and Funded Actions

How do regular reviews keep indicators, losses and actions connected?

- Performance Dashboard Layout
- Weekly and Monthly Review Agenda
- Action Owner and Due Tracker
- Variance Explanation Protocol
- Funding Request Brief

Day 5: Building the Performance Review Pack

Do the indicators, loss analysis, targets and review routine work together for one operation?

- Applying the Session 1 Definition Sheet to Your Own Operation
- Using the Session 2 Loss Tree on Your Own Data
- Testing Session 3 Targets Against the Capacity Gap
- Running a Session 4 Review in Role Play
- Completing the Performance Review Pack

Methodology

The programme uses structured data exercises. Participants bring anonymised output and downtime data, or use supplied cases from manufacturing, logistics and shared services, and work in small groups to define indicators, trace losses and test targets on real figures. Peers then review one another's dashboards and calculations before receiving facilitator feedback.

- Suggested activity: Rewriting three competing definitions of one indicator into a single agreed sheet.
- Suggested activity: Building a loss tree from a week of downtime records and ranking the largest causes.
- Suggested activity: Presenting a target and funding request to a panel acting as the board.

Capstone Output

Each participant completes a performance review pack for one operation. It holds an indicator definition sheet, a loss tree, a capacity gap chart, a target cascade, a review agenda and a funding request. The pack is used at work to launch the next review cycle, to brief a director on constraints and to support a budget request.



Frequently Asked Questions

Is training in operational KPIs and capacity analysis suitable for managers who have not built indicators before?

Yes. It assumes responsibility for an operation and builds operational KPIs and capacity analysis from indicator definitions upward.

Which standards does operational KPIs and capacity analysis rest on in this programme?

It rests on ISO 22400 for indicator definitions, overall equipment effectiveness for loss analysis and constraint and bottleneck management for finding the limit on flow.

How is the review pack for operational KPIs and capacity analysis used at work?

You use it to launch your next review cycle, to brief a director on the constraint on output and to bring one funded improvement proposal to a budget meeting.

How does learning operational KPIs and capacity analysis differ from a course on lean improvement?

It centres on defining measures, locating capacity losses and setting targets, while lean improvement centres on waste removal methods and continuous improvement routines on the shop floor.