

QPR Balanced Scorecard Solution - Overview



Your organization's success with Balanced Scorecard certainly depends on more than just the technology to support it. Expertise in strategy mapping, KPI development, target setting, cascading of scorecards and change management does not come with a software package. Nor does the ability to apply that expertise to the unique environment that is shaped by your organization, business partners, employees, owners, industry and market.

Software however *does* play an important role in how well your organization manages its' Balanced Scorecard initiative. This is all about how well the software supports and facilitates change, acceptance, participation, productivity, transparency, insight and decision making.

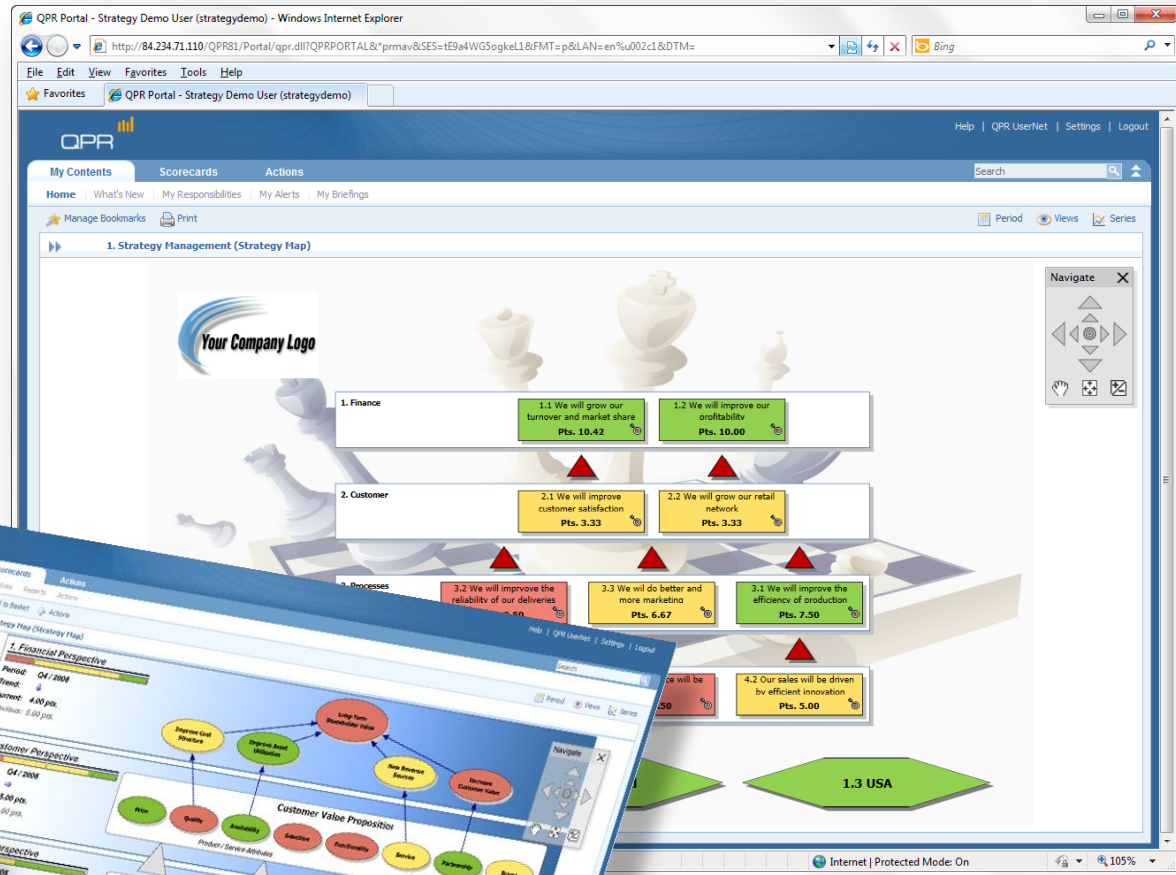
With QPR you choose a software that focuses on the people that need to turn your strategy into a action: your employees. Our partners in over 50 countries across the globe help turn our offering into a complete solution by complementing it with implementation, consulting, training and support services.

More than 1,500 organizations worldwide depend on QPR to support their effort to continually improve their operations and achieve their goals. All of them benefit from the ability to implement and roll out fast...and many of them are awarded as the best among their peers.

With QPR You will communicate your strategy story and its key parts conveniently with online strategy maps

The Strategy Map forms the core of every Balanced Scorecard initiative and is often the first item to be created. Apart from being a valuable tool for communicating the strategy story to all employees, the Strategy Map also provides an important assessment tool to top management regarding the validity of their assumptions.

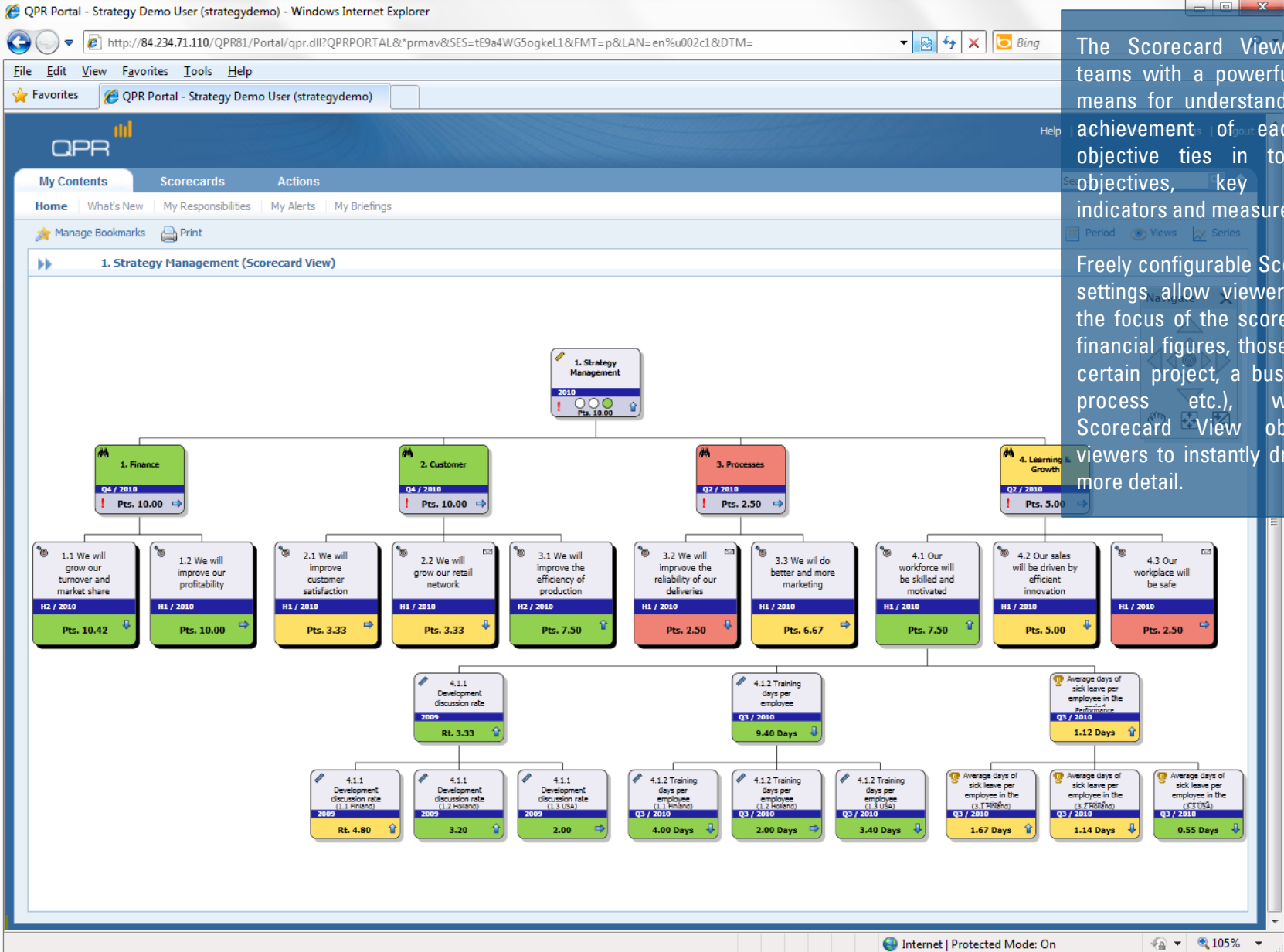
With QPR, Strategy Maps can come in all shapes and sizes, from classic "Kaplan & Norton" to highly pragmatic bubble-based maps that also calculate and present the periodic correlation between objectives – thus showing how well achievements in one area lead to results in the other.



Performance scorecards for each organization unit provide an excellent starting point for your periodic performance review meetings!

The Scorecard View arms your teams with a powerful and visual means for understanding how the achievements of each strategic objective ties in to their own objectives, key performance indicators and measures.

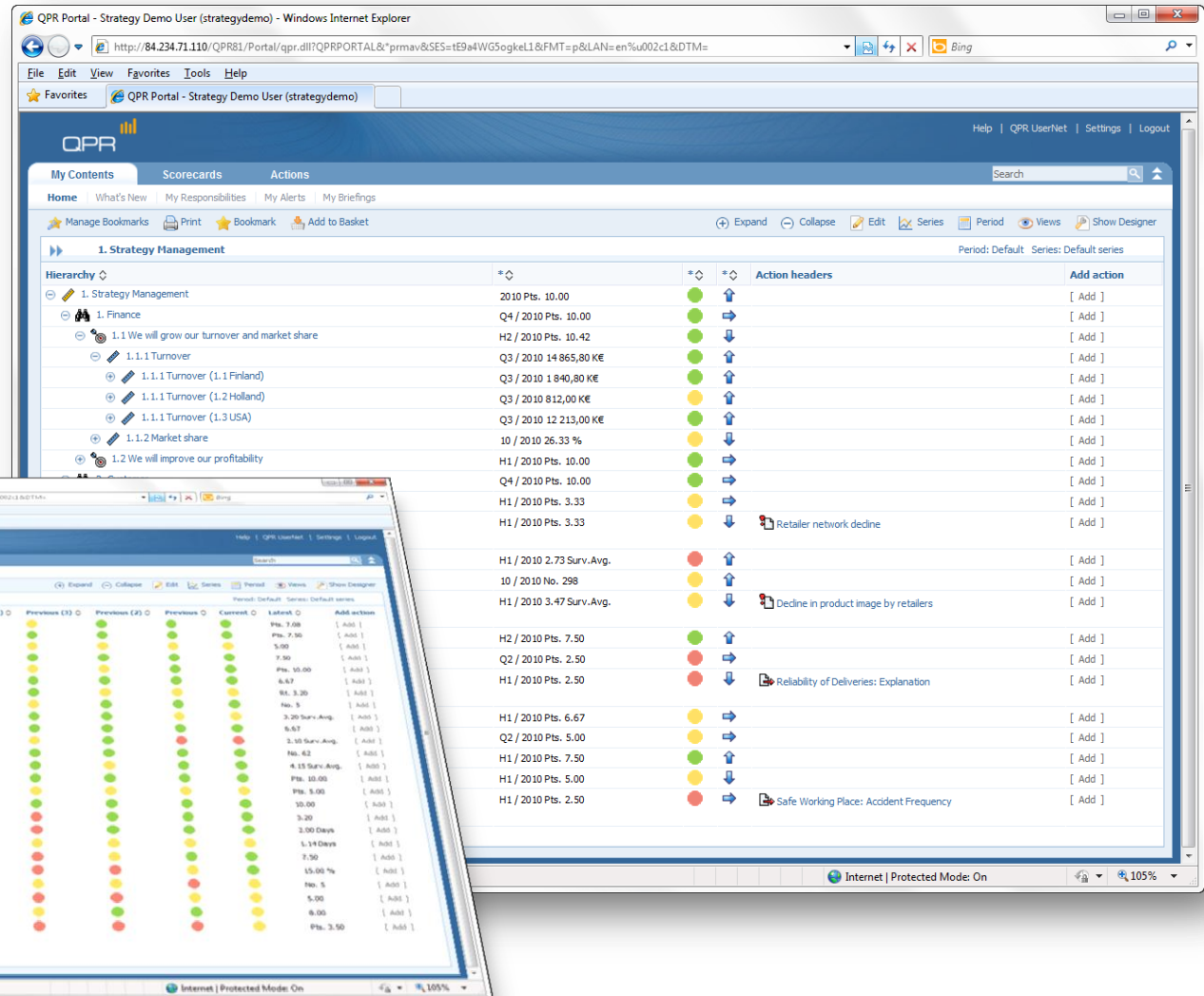
Freely configurable Scorecard View settings allow viewers to change the focus of the scorecard (e.g. to financial figures, those related to a certain project, a business unit or process etc.), while each Scorecard View object allows viewers to instantly drill down into more detail.



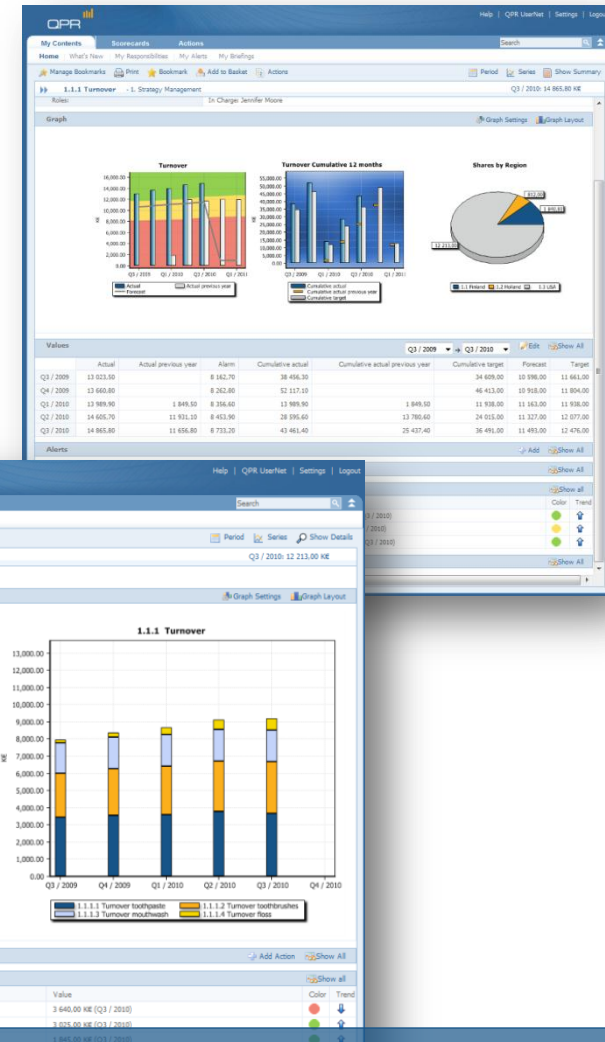
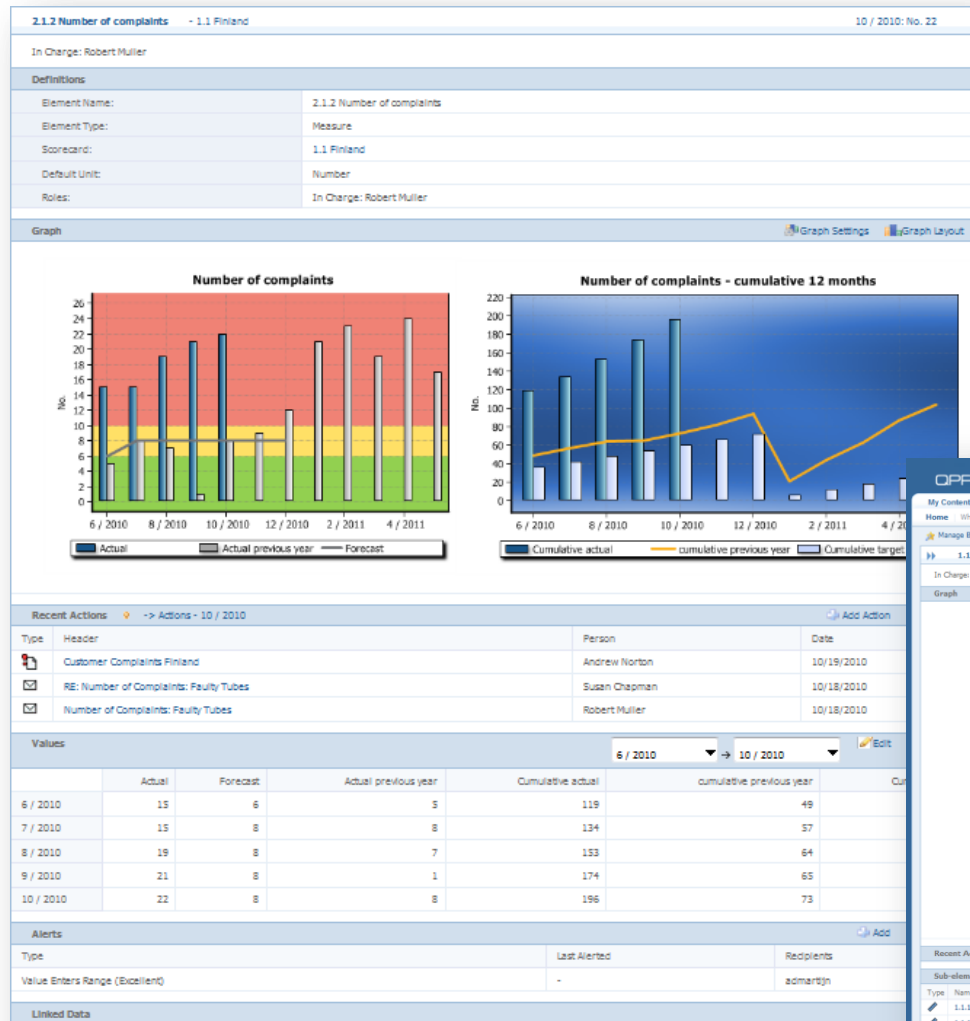
Navigator Views provide insight in how your KPI framework is built up from top to bottom!

You can view QPR ScoreCard as a database of performance measures that are built in a tree-like hierarchy to form a single scorecard. It does not stop there as scorecards – for example for each business unit - are also built up in a tree-like hierarchy of scorecards (e.g. To form the corporate level scorecard).

The Navigator View makes sense of it all and provides an easy to browse tool for reviewing performance. Navigator Views are furthermore customizable in what attributes of each measures are shown. For example owner, value, last periods' value, budget, forecast, color indicators, trend information, comments, tasks and much more!



Measure Detail Views provide insight in all there is to know about each individual element of your performance management system



With QPR, each measure on your Balanced Scorecard or (any other performance management) has a Measure Detail View. This is where users obtain insight in the historic performance of the measure, who is responsible for it, its description, contextual information such as comments by colleagues, as well as past or ongoing initiatives to fix problems. The measure detail view also shows its sub-elements, in case there are such, and allows users to configure alerts that will notify them in their email inbox of problems or missing values. The Measure Detail View supports many chart types such as line, bar and pie charts, benchmark charts, heat maps, radar charts, scatter plot charts etc. making QPR suitable for a multitude of performance management applications.

Easy to build and highly visual dashboards will provide your managers with quick updates on their areas of responsibility and help in quickly identifying areas that require attention



Dashboards in QPR are easy to create, simply by dragging and dropping objects from the performance management system (such as perspectives, KPI's, objectives, measures, projects, risks etc.) on to the dashboard and deciding on their visual representation. Dashboards are interactive, meaning that clicking on an object will bring users to deeper levels of detail, which can be a lower-level dashboard, a Measure Detail View, an Analysis, Navigator or Scorecard View or even a web page, document, online form, or any other type of media content.

Analysis Views offer your employees with ad-hoc performance analysis capabilities across your complete performance management system

1. Strategy Management

Element	Scorecard	In charge	Value & Period	Action headers
1.2 We will improve our profitability	1.1 Finland	Sharon Butterworth (sharob)	11 / 2010 Pts. 2.50	
1.1 Customer	1.1 Finland	Jack Springer (sacks)	Q3 / 2010 Pts. 0.00	
2.1 We will improve customer satisfaction	1.1 Finland	Peter Heineman (peterh)	11 / 2010 1.67	
2.1.2 Number of complaints	1. Strategy Management	Jennifer Moore (jenferm)	10 / 2010 No. 33	
2.1.2 Number of complaints	1.1 Finland	Robert Muller (robertm)	10 / 2010 No. 22	
2.2 We will grow our retail network	1.3 USA	Jennifer Moore (jenferm)	11 / 2010 3.33	
3.2 We will improve the reliability of our deliver	1.1 Finland	Jennifer Moore (jenferm)	11 / 2010 2.50	
4. Learning and innovation	1.1 Finland	Jack Springer (sacks)	Q3 / 2010 Pts. 1.67	
4.2 Our sales will be driven by efficient innova	1.1 Finland	Frank Lowell (frankl)	11 / 2010 3.75	
4.3 Our workplace will be safe	1.1 Finland	Norman Wiefels (normanw)	11 / 2010 2.50	
1.1.1.1 Turnover toothpaste	1.3 USA	Robert Muller (robertm)	Q3 / 2010 3 640,00 KE	
1.1.1.2 Turnover toothbrushes	1.2 Holland	Robert Muller (robertm)	Q3 / 2010 83,00 KE	
1.1.1.3 Turnover mouthwash	1.1 Finland	Robert Muller (robertm)	Q3 / 2010 73,00 KE	
1.1.1.4 Turnover floss	1.1 Finland	Robert Muller (robertm)	Q3 / 2010 20,80 KE	

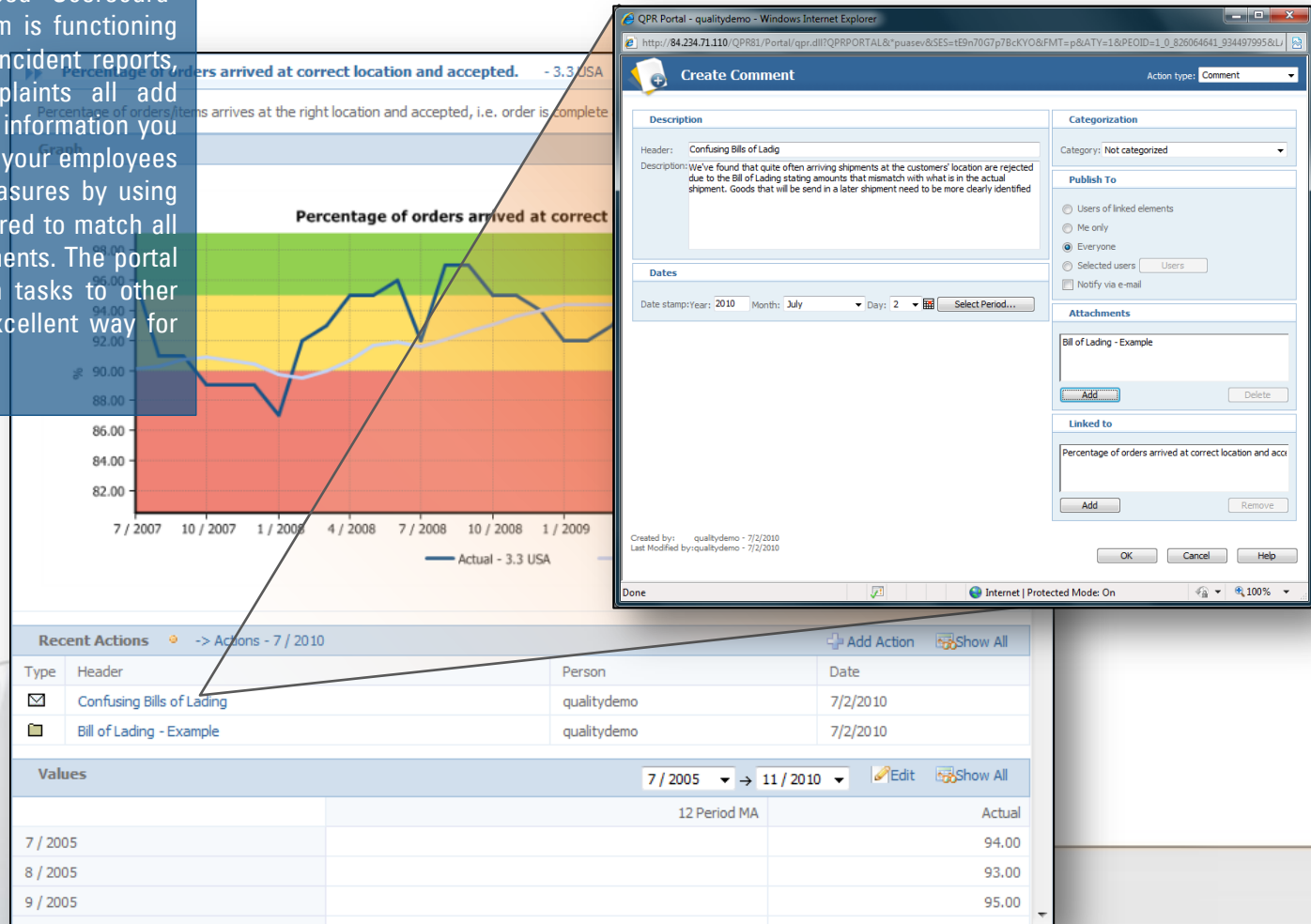
3. Quality Performance Management

Element	Scorecard	Value	Period	Previous Value
Accuracy of distributor forecasts	3.3 USA	79.67 %	H2 / 2010	80.00 %
Accuracy of distributor forecasts	3.2 Holland	66.33 %	H2 / 2010	64.33 %
Accuracy of distributor forecasts	3.1 Finland	77.50 %	H2 / 2010	
Average days of sick leave per employee in the period	3.1 Finland	1.67 Days	Q3 / 2010	1.56 Days
Average days of sick leave per employee in the period	3.2 Holland	1.14 Days	Q3 / 2010	1.22 Days
Average days of sick leave per employee in the period	3.3 USA	0.55 Days	Q3 / 2010	0.55 Days
Average number of prototypes per new product	3.1 Finland	No. 9	11 / 2010	No. 10
Average number of supplier improvement targets achieved in period	3.3 USA	No. 78	H2 / 2010	No. 71
Average number of supplier improvement targets achieved in period	3.1 Finland	56.00 %	H2 / 2010	48.00 %
Average order processing time	3.1 Finland	4.61 h	11 / 2010	4.35 h
Average order processing time	3.2 Holland	2.95 h	11 / 2010	2.92 h
Average order processing time	3.3 USA	4.42 h	11 / 2010	4.92 h
Average span of control	3.1 Finland	No. 26	11 / 2010	No. 22
Average span of control	3.3 USA	11.00	11 / 2010	10.00
Average span of control	3.2 Holland	18.00	11 / 2010	19.00
Average time to update employee records	3.1 Finland	16.17 Days	Q4 / 2010	15.92 Days
Average time to update employee records	3.3 USA	13.07 Days	Q4 / 2010	13.68 Days
Average time to update employee records	3.2 Holland	6.83 Days	Q4 / 2010	6.92 Days
Awareness growth percentage following campaign	3.2 Holland	2.55 %	H1 / 2010	3.01 %
Awareness growth percentage following campaign	3.1 Finland	0.72 %	H1 / 2010	1.22 %
Awareness growth percentage following campaign	3.3 USA	2.12 %	H1 / 2010	2.22 %
Cycle time from job acceptance until job start	3.1 Finland	16.08 Days	Q4 / 2010	16.79 Days
Cycle time from job acceptance until job start	3.3 USA	12.31 Days	11 / 2010	11.40 Days
Cycle time from job acceptance until job start	3.2 Holland	19.17 Days	11 / 2010	19.44 Days
Damages as percentage of throughput	3.3 USA	3.76 %	10 / 2010	3.48 %
Damages as percentage of throughput	3.1 Finland	6.89 %	10 / 2010	6.40 %
Defects per million tubes	3.1 Finland	No. 24	10 / 2010	No. 26
Defects per million tubes	3.3 USA	91.00	10 / 2010	97.00

Unlike Navigator Views that display performance measures from one scorecard, the Analysis View supports analyzing of measures from all available scorecards. Powerful but easy-to-use filtering functionality enable each user to define their own overviews of performance measures, bookmark these views for future use and share them with colleagues inside the portal or export them to Microsoft Excel for further analysis and distribution.

Your people will learn the full story behind performance - not just numbers - to base their decisions and actions on...

Performance data alone is not enough to understand whether your Balanced Scorecard-based strategy management system is functioning properly. Comments, suggestions, incident reports, ideas, lessons learned and complaints all add context to this data and turn it into information you can act upon. With QPR you enable your employees to add context to performance measures by using online forms that are easily configured to match all your information capturing requirements. The portal actions also allow users to assign tasks to other users and follow progress – an excellent way for taking action to fix problems.

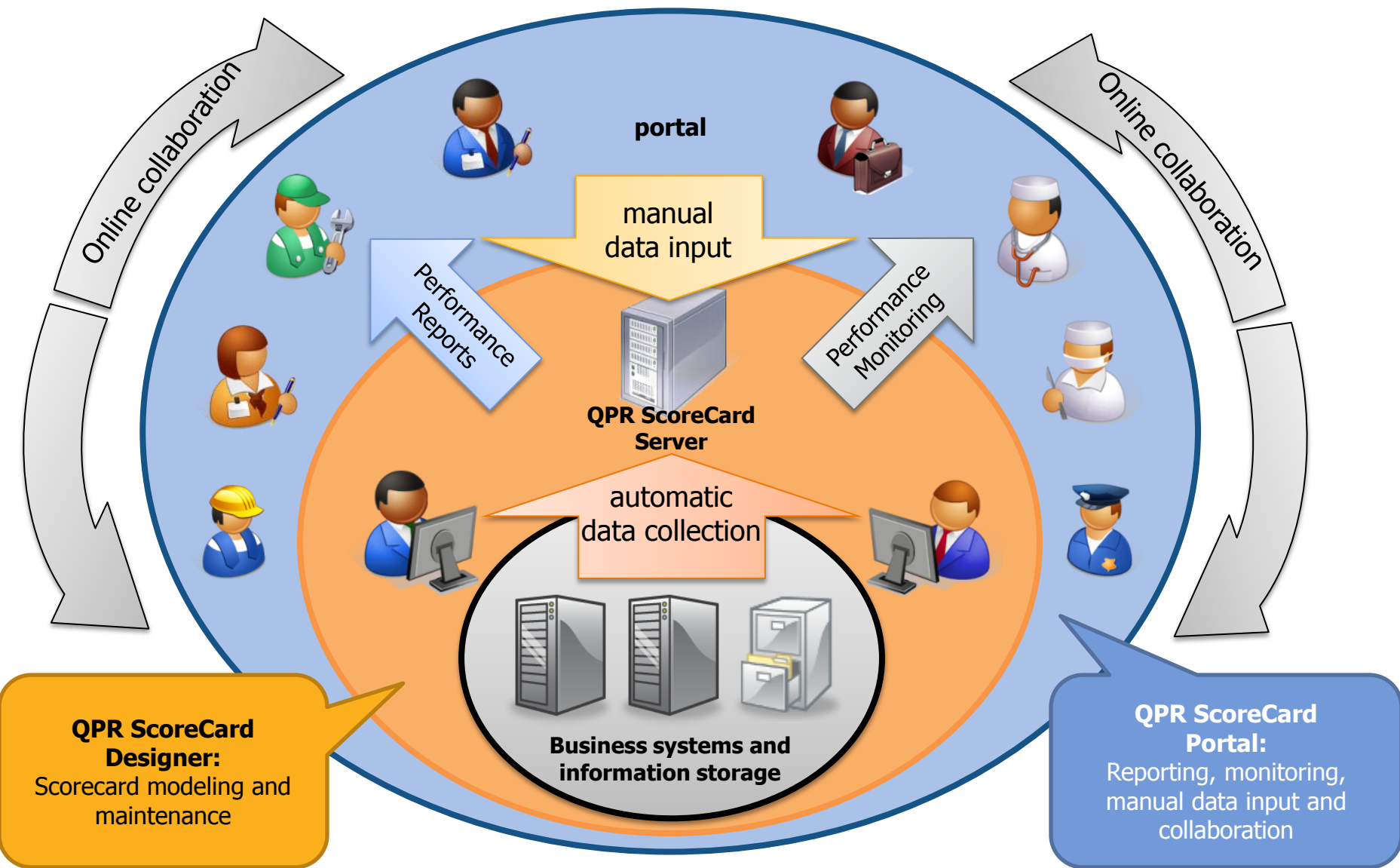


...that are easily communicated and followed online to provide clear insight in all past, current and planned improvement activities!

Hierarchy ▾	Type name ▾	Status ▾	Creator ▾	Last modified ▾	Category ▾	Attachments
❗ Incorrect RMA requests causing delays	Non-conformance	In progress	qualitydemo	8/6/2010		
⊖ ❗ Production batch quality fail due to operating error	Non-conformance	In progress	qualitydemo	8/6/2010		
⊖ 📄 RE: Production batch quality fail due to operating error	Action Plan	Waiting for approval	qualitydemo	8/6/2010	Task	
☑ RE: RE: Production batch quality fail due to operating error	Comment		qualitydemo	8/6/2010	Not categorized	
❗ Workers not using protective gloves	Non-conformance	In progress	qualitydemo	8/6/2010		
❗ Employment contracts without Recruitment Team involvement	Non-conformance	In progress	qualitydemo	8/6/2010		
⊖ ☑ Incorrect return shipments received	Comment		qualitydemo	5/31/2010	Not categorized	
📄 RE: Incorrect return shipments received	Action Plan	Approved	qualitydemo	5/31/2010	Task	
❗ Outdated work instructions	Non-conformance	In progress	qualitydemo	5/31/2010		
☑ Improvement suggestion	Comment		tero	5/31/2009	Not categorized	
☑ Improvement suggestion	Comment		tero	5/31/2009	Not categorized	
☑ Improvement suggestion	Comment		tero	5/31/2009	Not categorized	
☑ Safety observation	Comment		tero	5/31/2009	Not categorized	
☑ Safety observation	Comment		tero	5/31/2009	Not categorized	
☑ Safety observation	Comment		tero	5/31/2009	Not categorized	
<div>❗ Production batch quality fail due to operating error - qualitydemo - 8/6/2010 11:35:47 AM</div> <div>Upon quality testing an entire production batch of mint-flavored extra whitening tooth past failed the test due to too high level of abrasives: The tooth past will damage customers' teeth.</div> <div><div>🗨 Reply</div><div>✎ Edit</div><div>✖ Delete</div></div>						
Aproval date		8/6/2010				
Classification		Major				
Deadline		8/6/2010				
Description		Upon quality testing an entire production batch of mint-flavored extra whitening tooth past failed the test due to too high level of abrasives: The tooth past will damage customers' teeth.				
		The machine operator was unaware of the correct level-setting of abrasives and had not yet been certified to operate the machine.				
Description		Process to be adapted to include early and instant testing of production samples prior to production runs are started for the whole batch.				
Id		1689573225				
Name		Production batch quality fail due to operating error - qualitydemo - 8/6/2010 11:35:47 AM				
Responsible		eetu				
Status		In progress				
Type		Non-conformance				
Type		Quality				
<div>Quick properties</div> <div><div>⌵ All properties</div><div>Description</div><div>Corrective Action</div><div>Linked to</div></div>						

The QPR system will allow you to capture all identified non-conformances, risks, occupational hazards, customer complaints, projects, tasks and actions, and link these to the processes and performance measures they relate to. Analysis Views such as the one displayed will provide your managers with an overall view of ongoing activities, assign tasks and responsibilities and monitor progress in improving your organizations' management system. Importantly, all information is logged centrally to assist you during (internal) audits.

A typical system implementation looks like this...



It introduces several user types...

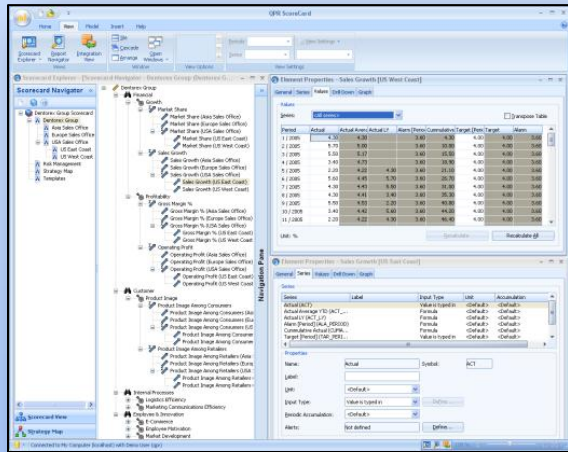
Designers



QPR Windows Clients

They can:

- Analyze and simulate processes
- Create strategy maps and scorecards
- Define measures
- Manage users rights



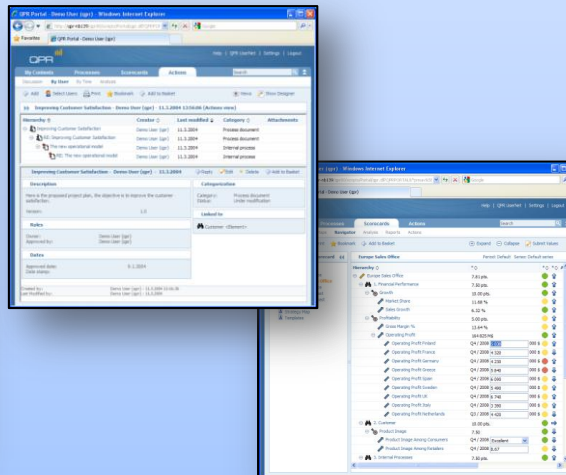
Communicators



QPR Web Portal

They can:

- Update values
- Create comments
- Create action plans
- Upload documents
- Create Best Practices



Viewers



QPR Web Portal

They can:

- Review performance
- Analyze strategy
- See strategy in action
- Analyze processes



And has a technical architecture like this...

QPR Clients



QPR Viewer /
QPR Communicator



QPR Designer



QPR Web Service
Consumer



QPR Add-In for
Microsoft Office



QPR Solution
Package for MOSS

TCP / IP

QPR Server System



QPR
Application
Server



Web
Server



Database
Management
System

Integration



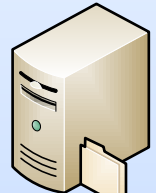
User Directory
Server



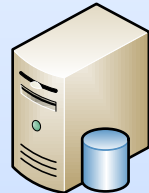
Database
Server



MS Office
SharePoint Server



File Server



MS Analysis
Services



Legacy Systems
(ERP, CRM, ...)

TCP / IP

Delivery



Windows Terminal
Services



Citrix Delivery
Center



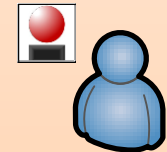
VPN Gateway

TCP / IP - Firewall

Remote Access



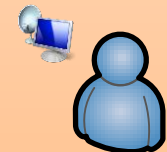
Web Browser



Citrix XenApp



Mobile VPN



MS Remote
Desktop



Additional information

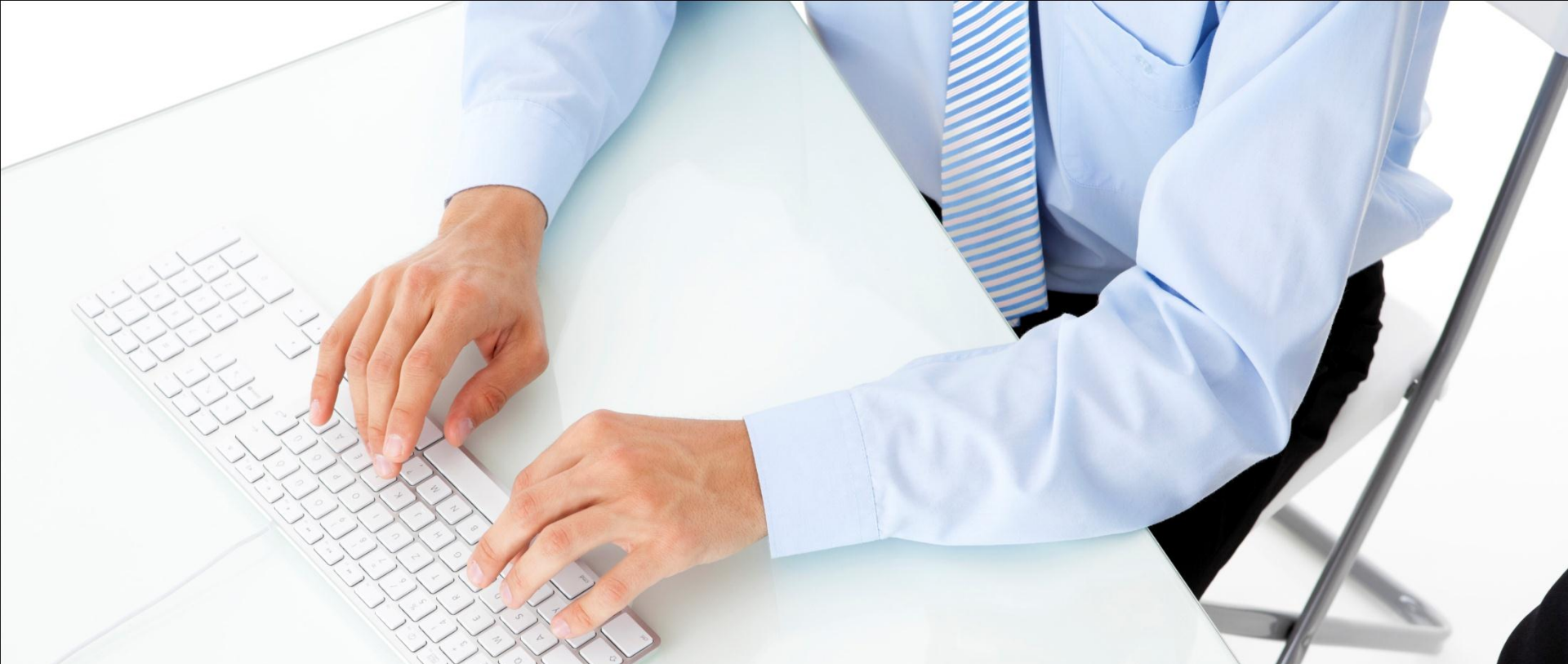
Our product that provides complete support for your Balanced Scorecard initiative is:

Performance Management Software QPR ScoreCard

Performance Management Software QPR ScoreCard provides organizations with a fast upgrade path from manually maintained and in-house built performance reporting solutions.

For more technical information about QPR ScoreCard please consult:

<http://www.qpr.com/qpr-scorecard.html>



Your Next Step

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