




Balanced ScoreCard



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What is BSC?

- } The balanced scorecard (BSC) is a strategic performance management tool - a semi-standard structured report supported by proven design methods and automation tools that can be used by managers to keep track of the execution of activities by staff within their control and monitor the consequences arising from these actions

The Four Perspectives



Financial: encourages the identification of a few relevant high-level financial measures. In particular, designers were encouraged to choose measures that helped inform the answer to the question "How do we look to shareholders?"



Customer: encourages the identification of measures that answer the question "How do customers see us?"

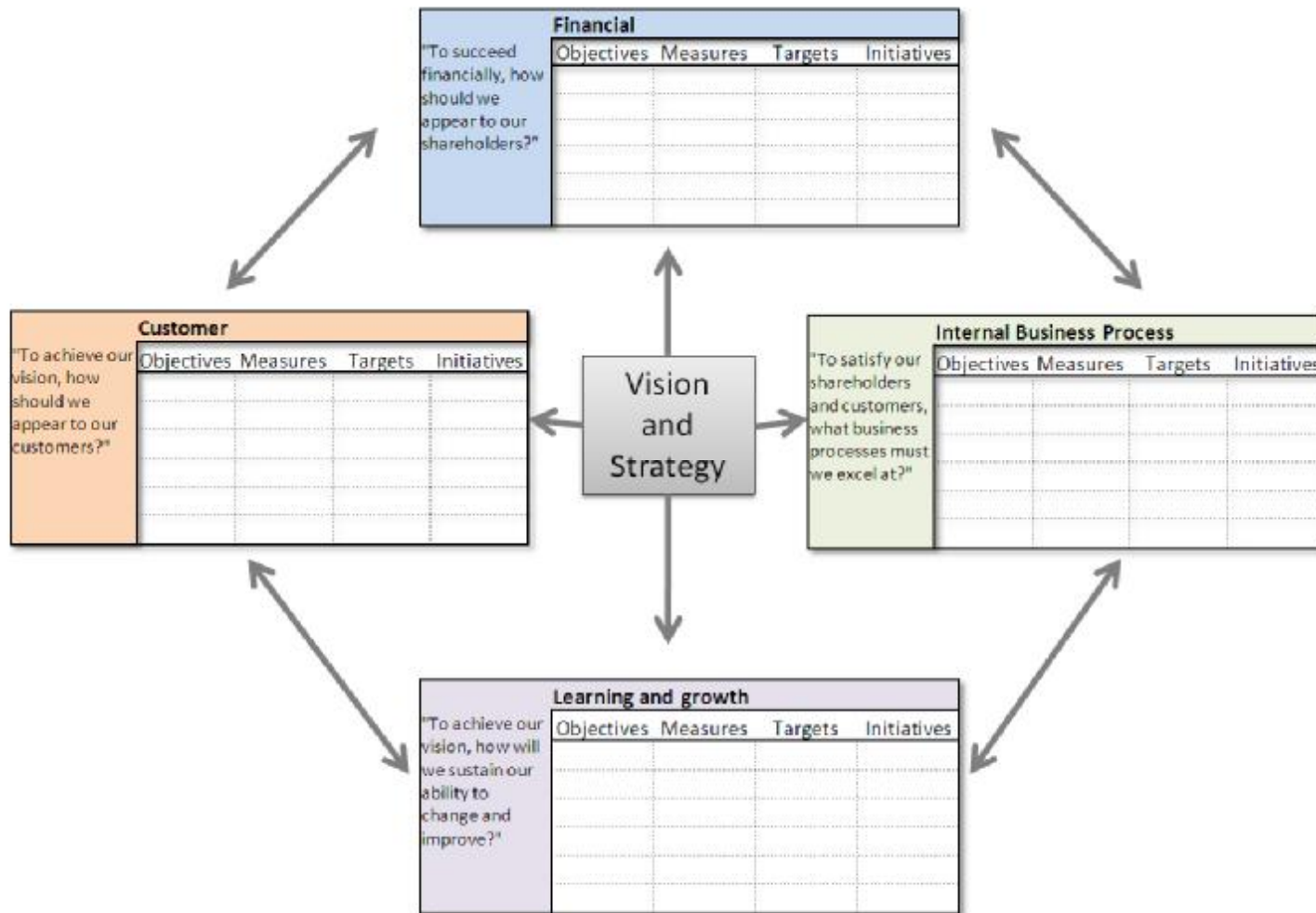


Internal Business Processes: encourages the identification of measures that answer the question "What must we excel at?"



Learning and Growth: encourages the identification of measures that answer the question "Can we continue to improve and create value?".

BSC concepts



Key Benefits of Strategy Maps

Articulates how the organization creates **value** for its constituents and legitimizing authority

Displays key priorities and **relationships** between outcomes (the "what") and performance enablers or drivers (the "how")

Provides a clear view of "how I **fit** in" for sub-organizations, teams, and individuals

Cascading the scorecard throughout the organization, and clearly mapping the various units and functions back to the organization or agency-wide map is critical to leveraging and ensuring **alignment**

Alignment of Scorecard Components

Make sure the components of your scorecard fit together. We want to create a tight model for driving execution of your strategy.

Goal	Objective	Measurement	Target	Initiative
Achieve Agency operational efficiencies with best practices in the private sector	Reduce Operational Service Costs by 50% over the next 5 years	Cost per Outlet Office, Cost per Region, Cost per FTE	5% - Year 1 10% - Year 2 15% - Year 3	Activity Based Costing / Management
	Reduce identified re-activities within primary processes by 80% over the next 3 years	Waste Volume Charts, Rework Tracking, Cycle Time End to End in S-LX (5 of 7 Regions)	Waste stream reductions of 5% each year, Reworks cut in half for next 3 years, cycle time cut by 75%	Lean / Six Sigma

Examples of Measurements by Perspective

Stakeholder / Customer

- Current customer satisfaction level
- Improvement in customer satisfaction
- Customer retention rate
- Frequency of customer contact by customer service
- Average time to resolve a customer inquiry
- Number of customer complaints

Internal Processes

- Number of unscheduled maintenance calls
- Production time lost because of maintenance problems
- Percentage of equipment maintained on schedule
- Average number of monthly unscheduled outages
- Mean time between failures

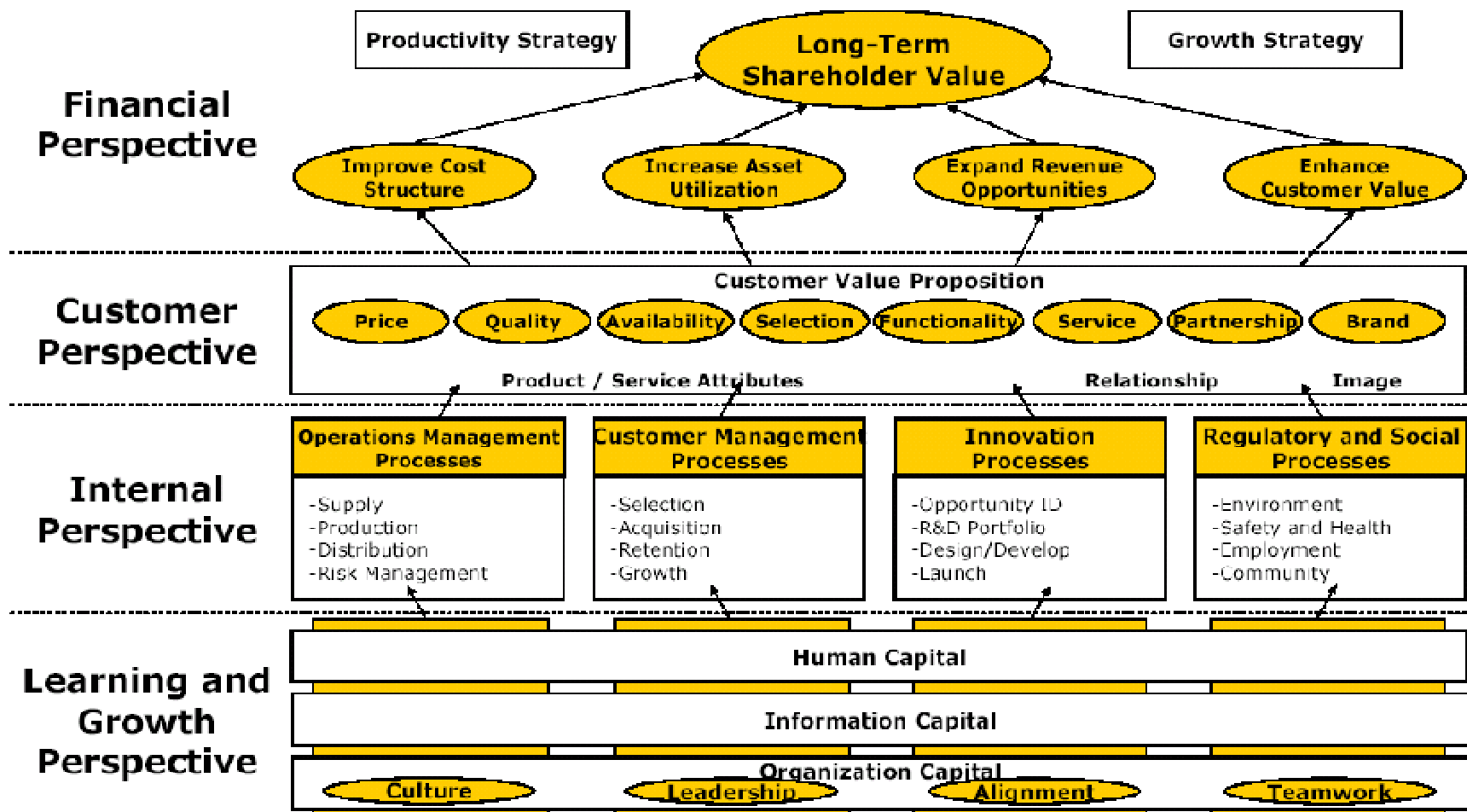
Learning and Growth

- Percentage employee absenteeism
- Hours of absenteeism
- Job posting response rate
- Personnel turnover rate
- Ratio of acceptances to offers
- Time to fill vacancy

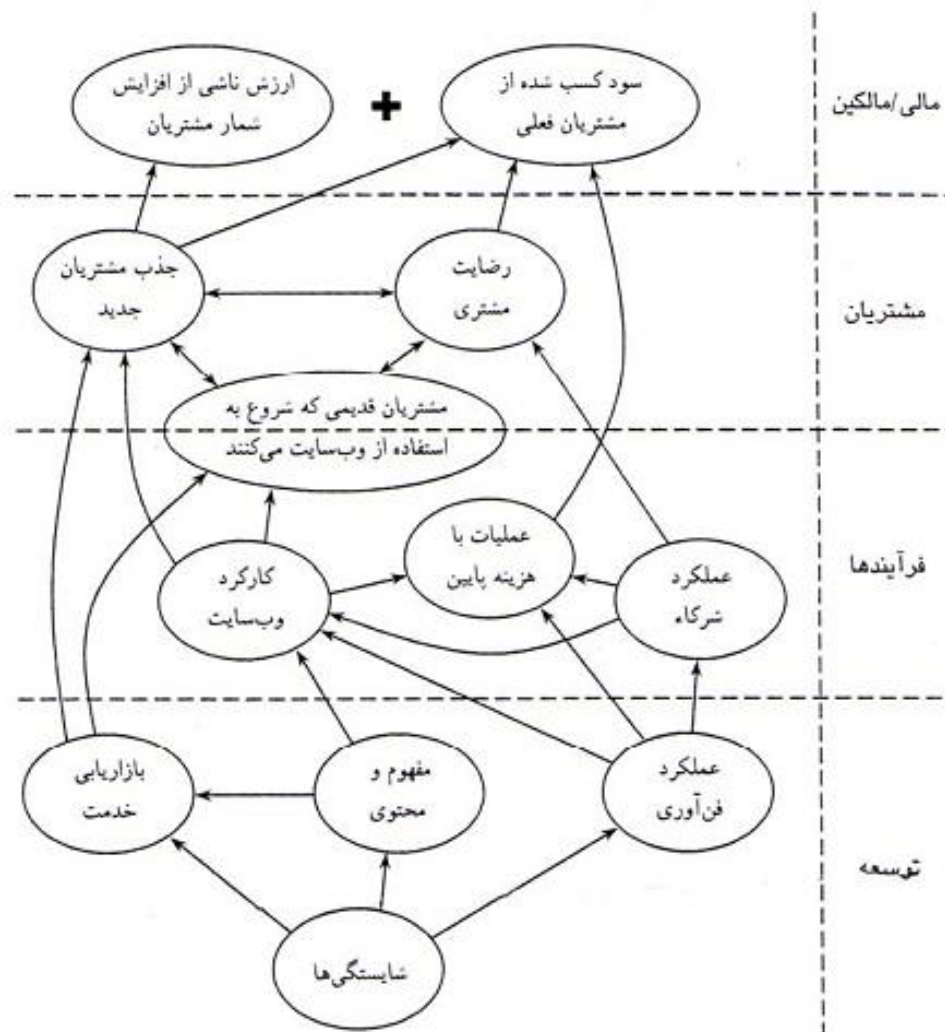
Investments

- % of facility assets fully funded for upgrading
- % of IT infrastructure investments approved
- # of new hire positions authorized for filling
- % of required contracts awarded and in place

Starategy Map



Sample strategy map for startup e-Business



Startegy implementation (based on BSC)

کنترل	پروژه ها	بودجه	برنامه عملیاتی	اهداف کلی	شاخص اندازه گیری	اهداف اصلی	ابعاد تفکیکی	وجه اصلی
کنترل استقرار CRM	استقرار CRM	۸۰۰ واحد هزینه و میزان سود خالص ۵۰۰	کاهش دارایی های زاید و برون سپاری	افزایش ۳٪ در نرخ بازده دارایی سال قبل	نرخ بازده دارایی	سودآوری	برگشت سرمایه + + کاهش هزینه رشد درآمد	مالی
کنترل زمانی استقرار سیستم	سیستم اینترنتی دریافت شکایات	۲۰۰ واحد	اخذ بازخورد و استقرار سیستم شکایات مشتریان	افزایش ۱۰ درصدی فروش تکراری	خرید مجدد و بیشتر	افزایش رضایت مشتریان موجود	رضایت مشتری + + صمیمیت مشتری برتری عملیاتی + برتری تکنولوژیکی	مشتری

Startegy implementation (based on BSC) cont.

کنترل	پروژه ها	بودجه	برنامه عملیاتی	اهداف کلی	شاخص اندازه گیری	اهداف اصلی	ابعاد تفکیکی	وجه اصلی
کنترل فرایند مذکور	تعیین نقاط بحرانی و حساس	۱۰۰۰	استفاده از شش سیگما	کاهش میزان ۰/۰۰۵	عیوب داخلی	کارایی عملیات	فرایندهای ارزش آفرین =====	فرایندهای داخلی
							+ + + نوآوری مشتری بازار عملیات	
ارزیابی دوره ها با معیار تغییر دانش و رفتار	برگزاری کارگروه لیفای نقش	۲۰۰۰ واحد	دوره های آموزش به میزان ۲۰ نفر ساعت	کسب ۳۰ مشتری جدید در هر ماه	میزان فروش	افزایش توان فروش فروشندگان	داراییها =====	رشد و یادگیری
							+ + + سرمایه سرمایه سرمایه سازمانی اطلاعاتی انسانی	