



Capture Your Organization's Performance...
and Take It to a Higher Level



QPR

Quality Processes. Results.

QPR ScoreCard: Performance as a Collaborative Exercise



Improving your organization's performance requires providing your employees with timely, accurate and relevant information about the factors that influence it. QPR ScoreCard is helping hundreds of enterprises and government organizations to overcome the complexities normally encountered with performance management, allowing them to communicate, consolidate and integrate performance data effectively and orchestrate efforts to improve performance.

QPR ScoreCard provides a robust performance management tool that helps your organization plan, implement, communicate and assess strategy, commit your people to objectives, improve performance and foster a collaborative management environment that will help you lead your organization to success. Focused at the business user, QPR ScoreCard is easy to use and quick to master with an easy to understand, intuitive user interface. Its top-down approach speeds implementing your performance management system and because it is web-enabled, it ensures that rolling out performance management in your organization towards an enterprise-wide exercise will be swift, easy and convenient.

QPR ScoreCard is flexible, allowing you to decide on the perspectives for organizing business performance, targets, as well as the drivers for achieving your targets. QPR ScoreCard supports all performance management methodologies (BAM, EFQM, Malcolm Baldrige, Balanced Scorecard etc.), yours included.

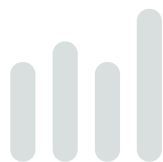
Get rid of the hassle of managing performance with in-house developed or spreadsheet-based solutions. With QPR ScoreCard you raise Performance Management to an enterprise-wide level and ensure you get to enjoy the benefits faster than with any other performance management tool!



Create Strategy Awareness

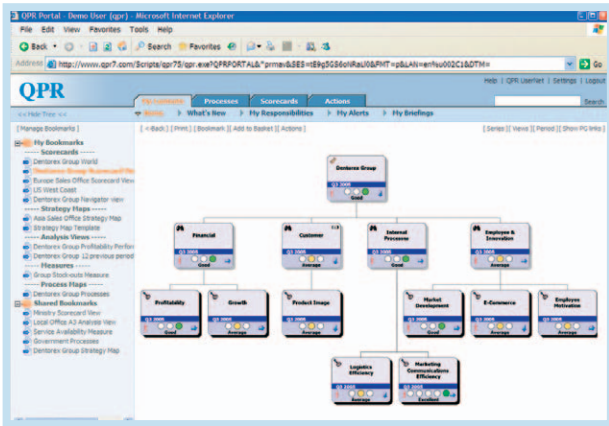
Via the QPR Portal, QPR ScoreCard provides you with a web-based, quick and easy way to communicate your strategy as well as personal objectives derived from it to all your employees from the very beginning of the implementation process. In addition to communicating measures and objectives, you can attach information items such as documents, web pages, text files or pictures to performance elements that will help you clarify and optimize your message.

No other tool enables you to communicate and assess your strategy better than the strategy map, which illustrates the cause and effect assumptions you make when defining your strategy. QPR ScoreCard allows you to cascade it from the corporate level all the way down to unit, team or individual levels, allowing employees to see how their individual objectives and actions contribute to the overall goals of your organization. QPR ScoreCard automatically shows the historical correlation between the key objectives on your strategy map, providing you with a valuable assessment about the validity of your strategic assumptions.

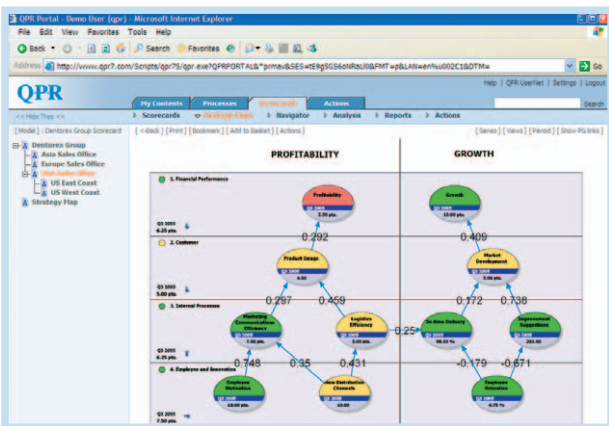


The graphical scorecard view offers a simple but complete overview of your organization's performance status by adding traffic lights, gauges or any desired indicator of your choice (such as a happy or sad face) to performance elements. Warning symbols furthermore alert you of exceptional performance on lower levels of the measure hierarchy, while detailed performance data is only a mouse click away.





Web portal-based access to performance information in scorecards



Communicate and assess your strategy with strategy maps

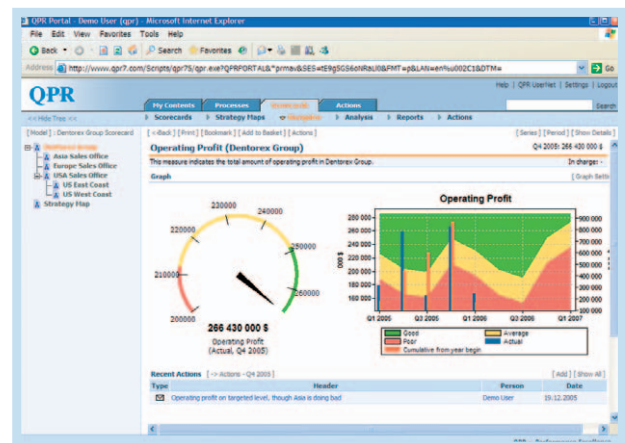
Commitment to Reach Objectives

Improving organizational performance requires more than communicating your strategy, derived objectives and performance drivers. QPR ScoreCard enables you to engage your employees and obtain their commitment towards achieving the objectives you communicate to them. This process starts with setting clear targets and assigning accountability for reaching objectives, and continues with providing complete and up-to-date performance data about the measures involved. With QPR ScoreCard you can set multiple periodic targets, which provides you with a means to monitor incremental progress toward defined milestones. The ability to agree with the responsible employee on how the road towards the end result will be traveled will help you obtain and maintain their commitment. After all, a performance indicator that is always red is likely to de-motivate employees. Any QPR ScoreCard view enables users to drill down to measure details, which provide them with an up-to-date performance indicator, a history chart and detailed historic performance data. They can add comments, which clarify the cause of deviations and initiate action plans that involve all who are needed to get back on track.

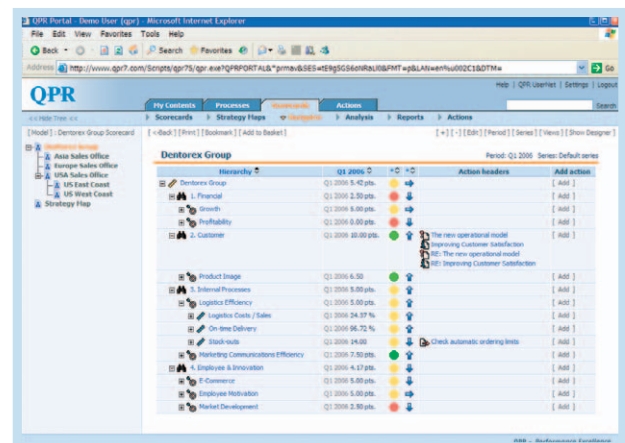
Monitor, Analyze and Benchmark Performance

A complete, real-time overview of your company's health, where performance information is provided in an intuitive and easy to understand format will help you react faster to problems by giving attention to the areas that need it the most. QPR ScoreCard integrates information from multiple sources to turn masses of data into powerful management information, distilled into dynamic, readily available reports and graphs. This means you no longer have to search multiple systems, spreadsheets and reports to find the cause of a problem, QPR ScoreCard has already done this for you!

In order to simplify problem identification further, QPR ScoreCard comes with powerful alerting functionality that notifies the right people on exceptional performance and missing values via their personal portal pages or email. An alert leads them directly to the problem area, where they can drill down and analyze the root cause of the problem in order to come up with informed decisions on how to solve it. In addition to email alerts, also the graphical scorecard view warns you in case of exceptional performance on a lower level scorecard, making a high-level view still a complete one.



Up to date information on current performance and benchmarks

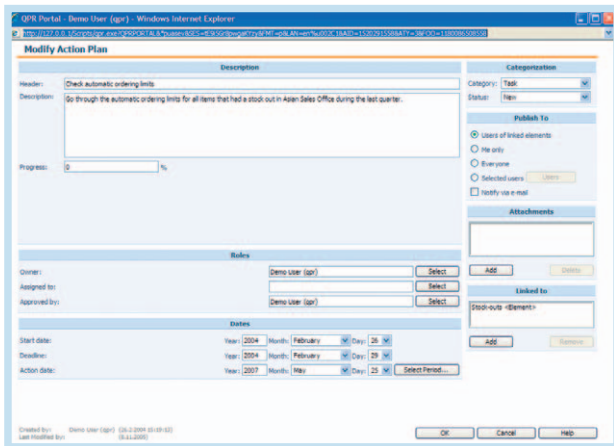


Drill down and analyze the root causes of performance problems

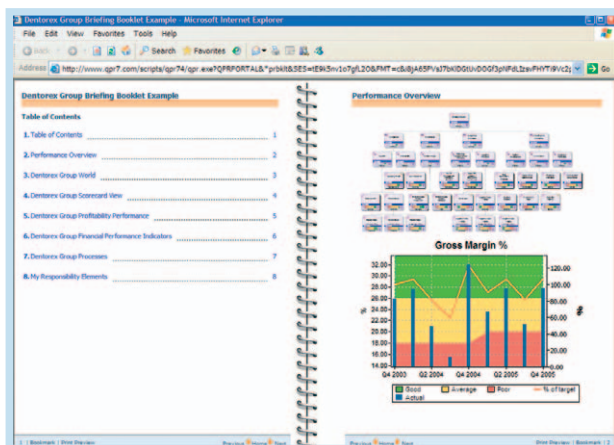
Orchestrate Initiatives Towards Improved Performance

Monitoring and analyzing performance are powerful means to help you identify problems. Solving them involves launching initiatives that often involve multiple people. The QPR Portal includes extensive support for online action planning where action plans can be linked to any level of the performance management system. An action plan will provide your task force with all relevant planning information, a possibility to assign responsibilities and deadlines, and allow task force members to attach additional information and be notified via email.

Performance will be a regular topic in your review meetings. To facilitate effective meetings, the QPR Portal provides you with powerful reporting capabilities via Briefing Booklets and Reports. Briefing Booklets are a perfect medium to schedule and distribute your periodical performance reviews, informative agendas or workflow documents. Users can create booklets online simply by picking up the relevant web views into a "shopping basket", choose a booklet layout, add comments or content from other systems and documents and distribute them to selected users via email or directly via the portal.



Initiate action plans to get performance back on track



Simplify report creation and distribution with Briefing Booklets

Get Results Fast

Many Performance Management initiatives that use in-house developed systems fail as soon as more users or information from multiple systems get involved. Information is either lacking or outdated, there is no possibility for drilling down to find the root cause of problems, alerting functionality is missing and alerts that miss context are only a few of the often cited problems. More often than not performance management initiatives turn into IT Projects. With QPR ScoreCard you avoid all these problems and you can rely on the fact that you will get results fast.

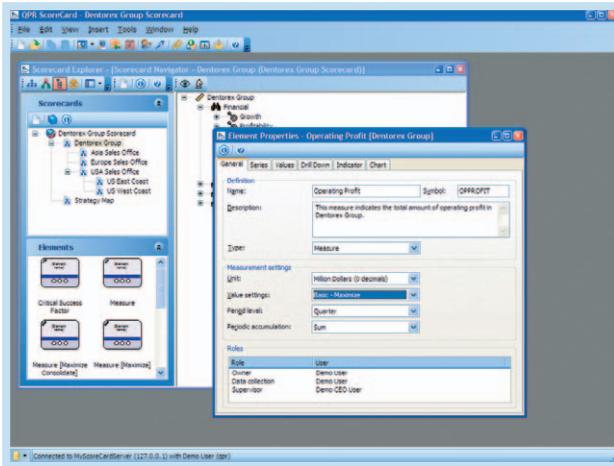
QPR ScoreCard provides you with a very convenient way to implement a complete and automated performance management solution that you can fully tailor to match your changing requirements. With minimal IT-administration required, there are virtually no maintenance costs. Because QPR ScoreCard takes care of information gathering and delivery as well as problem identification and alerting, you will have more time to analyze problems and come up with innovative ways to solve them.

Fast and Flexible Scorecard Modeling

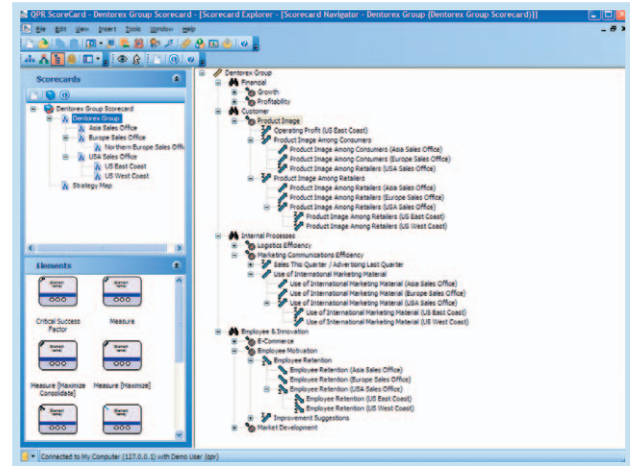
QPR ScoreCard allows you to tailor your performance measurement framework completely the way you want it. Included templates provide element types like "Critical Success Factor", "Strategic Objective" and "Perspective" that enable you to decide on the hierarchy of what you wish to measure, while adding new element types only requires filling out a simple form. This flexibility continues in the areas of how and when to measure with the ability to custom define ranges, value series, color indications, periods and numeric values or select them from a rich set of available templates.

The built-in calculation engine of QPR ScoreCard gives you the freedom to set up various types of consolidation formulas between measures or choose from over 40 built-in functions, providing you with speedy as well as flexible scorecard modeling.

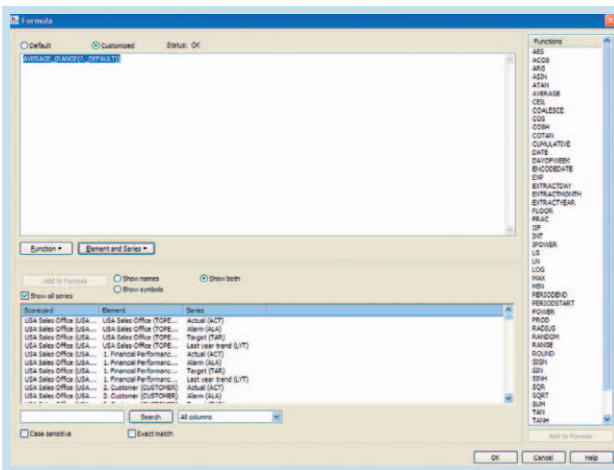
You put it all together with ScoreCard Explorer, a tool to construct and maintain your scorecards and strategy maps – as well as their appearance - simply by dragging and dropping elements in their correct place.



Fast, form-based scorecard modeling with the ScoreCard Explorer



Translate corporate objectives to unit-levels by cascading scorecards



Define or choose your consolidation formulas from a rich set of available functions.

Cascade and Personalize Scorecards

Your front-line employees are usually far removed from organizational strategy. A high-level scorecard will do little to drive their daily activities. In order to communicate and align the whole organization to your strategy, its derived objectives and performance indicators, your performance scorecard needs to be cascaded down to departmental, team and individual levels. With the ScoreCard Explorer you can create an unlimited number of scorecards that are connected via a cause-and-effect framework. You can consolidate the measurement information in each scorecard upward – thus changes in lower-level scorecards affect higher-level ones – and enable drill-down from corporate-level all the way down to individual-level scorecards. Unlike other performance management tools, QPR ScoreCard allows consolidating performance data from elements that mathematically do not roll up, providing you significantly more freedom in choosing your measures while ensuring completeness of your performance management framework. Strategy and corporate objectives will no longer be abstract and not-so-relevant concepts to your employees as they have been translated into clearly defined tasks and objectives that directly relate to them.

Always Up-to-Date Performance Information

In order for you to make well informed and timely decisions, your performance management system needs to provide you with the latest available performance data. QPR ScoreCard seamlessly integrates with your existing business systems such as CRM and ERP as well as databases like Oracle® and Microsoft® SQL Server™, allowing you to automatically update performance data. To further simplify the process of data input, QPR ScoreCard supports importing data from files, spreadsheets, SQL and OLAP databases, while the included Application Programming Interface (API based on Microsoft COM) facilitates the opportunity to integrate QPR ScoreCard with virtually any other third party solution.

Typically, not all performance information is updated automatically. QPR ScoreCard is the only scorecarding product that allows users to input data manually through the standard web user interface. To ensure that also manually entered performance data is up-to-date, QPR ScoreCard integrates seamlessly with email systems to allow automatic notifying the responsible people of the need to enter performance data whenever it is missing.

With QPR ScoreCard your performance management initiative is no longer a quarterly exercise that involves just your executive suite. Performance information is always up-to-date and accessible and everyone in your organization works toward improving performance continuously.

User Management

Providing your employees web-based access to your organization's performance data requires strict authentication. Furthermore, you may wish to grant different rights (administrator, viewing, updating etc.) to different employees while some performance information you may want accessible by only a small group of executives. QPR ScoreCard provides you with a wide variety of user authentication and access rights from high-level scorecards all the way down to single elements.

Deployment and Scalability

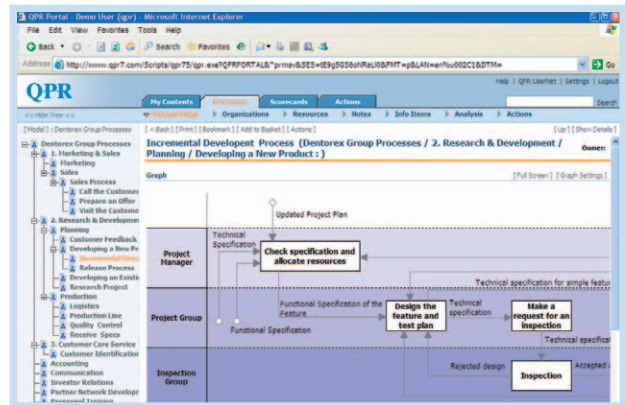
QPR ScoreCard provides you with two different ways to use your performance management system:

QPR ScoreCard Designer Client is an easy to use, Microsoft Windows-based application that normally a small group of scorecard owners will use to build and maintain the performance measurement framework. The development client is focused at the business user, meaning that unlike with most other performance management tools, you will not need to involve your IT-department or outside consultants to build and maintain the performance management system for you. The QPR Portal would normally be used by the large majority of your employees and allows them to utilize all the data in the performance management system in addition to adding data, providing feedback, receive and assign alerts and notifications, create and launch action plans as well as reports. The QPR Portal is a perfect tool for scorecard owners, interest groups and stakeholders who want access to all information but do not wish to develop scorecard structures. Being completely web-based, QPR Portal scales problem-free to support 1000s of users, making it virtually effort-free to roll-out your performance management system throughout your entire organization.

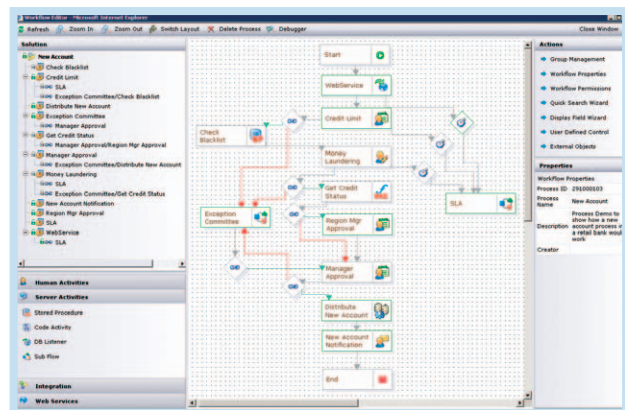
A Complete Performance Suite

The QPR ScoreCard product is part of a full suite of products aimed at companies and communities that seek to take business process and performance management to a higher level via improved collaboration, more powerful analysis and automation. With QPR ProcessGuide you can seamlessly integrate performance data with process design and analysis to inform you on the true performance of your processes and the impact of changes to them. QPR FactView takes business intelligence away from your IT department and places it firmly in the hands of your business users with self-service, ad-hoc and swift business intelligence that no longer limits your BI initiative to the limitations and restrictions associated with traditional OLAP-based approaches. QPR WorkFlow further adds to the agility of your enterprise by automating human-centric processes, improving the speed, quality and predictability of your business operations and allowing you to better leverage your human capital.

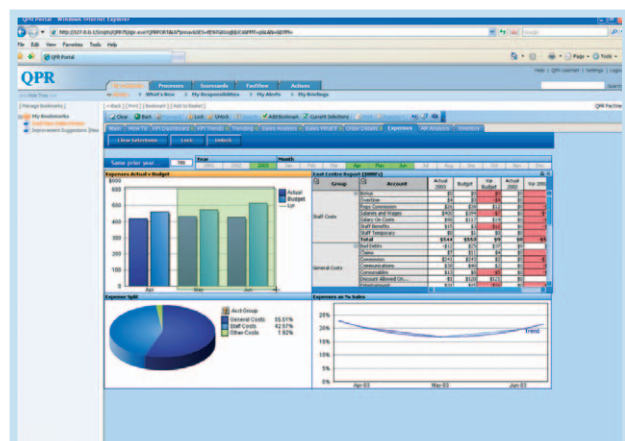
QPR helps people, communities and businesses achieve their goals. With QPR products we guarantee you will achieve yours.



QPR ProcessGuide



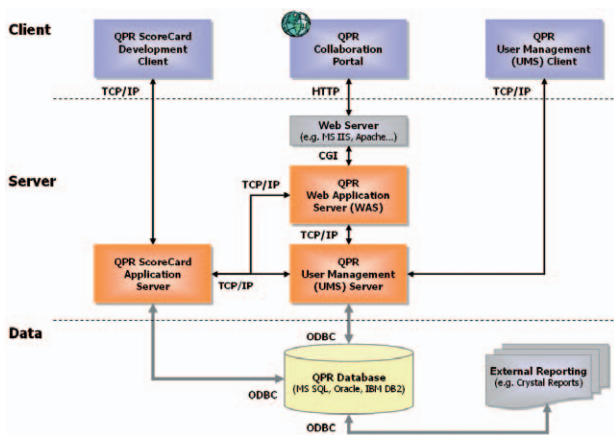
QPR WorkFlow



QPR FactView

System Architecture and Requirements

QPR ScoreCard's architecture leverages the power of the Internet and Intranet, providing a convenient medium for both internal as well as external communication. The distributed, multi-user system allows all authorized users within your organization to view the entire performance measurement model, discuss the measures and strategy and input performance data via their Internet browser (e.g. Microsoft® Internet Explorer or Mozilla Firefox). Information security is ensured by individual user rights and authentication.



QPR ScoreCard's advanced multi-tier architecture ensures a globally shared, fast and reliable operating environment, which enables various users to view and modify data simultaneously: Changes made to the data are updated to every user's desktop in real-time. The system components – server, clients and database – can all exist in distributed locations.

Supported Operating Systems:

- Windows 2000
- Windows 2003
- Windows XP
- Windows Vista
- Mac OS 10.2.x or later (Web Client Only)

Supported Web Browsers:

- Microsoft IE 6.0 – 7.0
- Netscape 8.0 (Windows)
- Netscape for Mac OS and Linux
- Mozilla Firefox 2.0 (Windows, Linux and Mac OS)

Supported Databases:

- IBM DB2 8.1
- MS Access 2000
- MS SQL Server 2000 / 2005
- Oracle 9i / 10g

Supported Web Servers:

- Apache 1.3.x
- IBM HTTP server 1.3.28.1 / 6.0
- Lotus Domino Server 6.5
- MS IIS 5.0 – 7.0

Please check the latest requirements at www.qpr.com/products/techinfo.html

Customer References

"This enables faster and better decision making."

- Tapio Santakivi, Stora Enso

"QPR ScoreCard meets all our strategy deployment requirements, it's easy to use and provides a value proposition unmatched by any other performance management vendor."

- Art Villa, National Technology Systems

QPR

Your Next Step

Find out how QPR ScoreCard can help you drive performance to a higher level in your organization. Contact a QPR Performance Management expert for a personal online demo or try out QPR ScoreCard with some of our online demonstration models. Contact: customer@qpr.com

QPR Software Plc

QPR Software Plc has specialized in building performance and process management systems since 1991. Our mission is to help people, communities and businesses achieve their goals. With QPR solutions you can execute better performing processes, get results fast and find out how QPR is easy to work with. QPR cooperates with an extensive network of talented partners in over 50 countries worldwide. QPR has its headquarters in Helsinki, Finland, has subsidiaries in South Africa and the USA, and is listed on the Helsinki Stock Exchange.

Web: www.qpr.com

QPR ScoreCard

Capture Your Organization's Performance...
and Take It to a Higher Level

QPR Software Plc
Huopalahdentie 24
FI-00350 Helsinki, Finland

Tel. +358 290 001 150
Fax +358 290 001 151

QPR Customer Care: +358 290 001 155
Email: customer care@qpr.com

www.qpr.com



Quality Processes. Results.