



QPR ScoreCard

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

Performance Management

- Benefits
- Tool support

QPR ScoreCard

- Creating strategy awareness
- Committing your organization to success
- Monitoring, analyzing and benchmarking performance
- Orchestrating initiatives towards improved performance
- Fast and flexible scorecard modeling
- Having always up-to-date performance information
- Key benefits

Performance Management

How do you communicate and assess your business strategy?

- Objectives and tasks on organizational, departmental and personal level
- Periodic assessment of strategic assumptions

Are all your employees aware of, and committed to strategy?

- Insight as to how individual objectives support the big picture
- Accountability and empowerment

How do you measure the performance of your operations?

- Leading or lagging measures?
- You can manage what you measure
- Strategic relevance of measures







How to foster collaboration for improving performance?

- Managing cross-organizational initiatives to mend performance gaps

→ Provides organizations with complete picture of where they have been, where they are and where they are going

→ Helps organizations achieve their strategic goals better, by ensuring that data works in support of those goals!

Performance Management Benefits

-  **Goal alignment**
 - Performance Management enforces a strategy focus
-  **Business agility via improved decision making**
 - By providing decision makers immediate access to mission-critical information
-  **Comprehensive regulatory compliance**
 - By linking operational statements to business plans, streamlining the verification process, highlighting anomalies and providing audit trails
-  **Improved information consolidation process**
 - By accessing and combining all corporate data regardless of source for an enterprise-wide snapshot of performance across multiple departments and business units
-  **Streamlined reporting**
 - By minimizing the problems normally associated with reporting detailed financial and operational data from multiple applications, databases and legacy systems
-  **Collaborative Management**
 - By synchronizing the communication of goals, strategies and metrics across broad geographic areas and allowing users to view, update, share and work simultaneously on common information

Tool support: Often Seen Problems

- ||| Scalability: Only the "executive suite", difficult to roll-out
 - Most employees are not aware of strategy or their role in it
 - ||| Out-of-date information & quality
 - Poor basis for decision making
 - ||| Lack of alerting functionality & drill-down
 - Difficult to pinpoint problems quickly
 - ||| Inflexible (measure definition, methodology support, data aggregation)
 - You measure what you can vs. what you should
 - Limits scorecard evolution
 - ||| Lack of collaboration functionality
 - Ineffective mending of performance gaps
- Performance Management becomes an IT-Project
- Effective Performance Management requires more than a dashboard that sits on top of Microsoft Excel

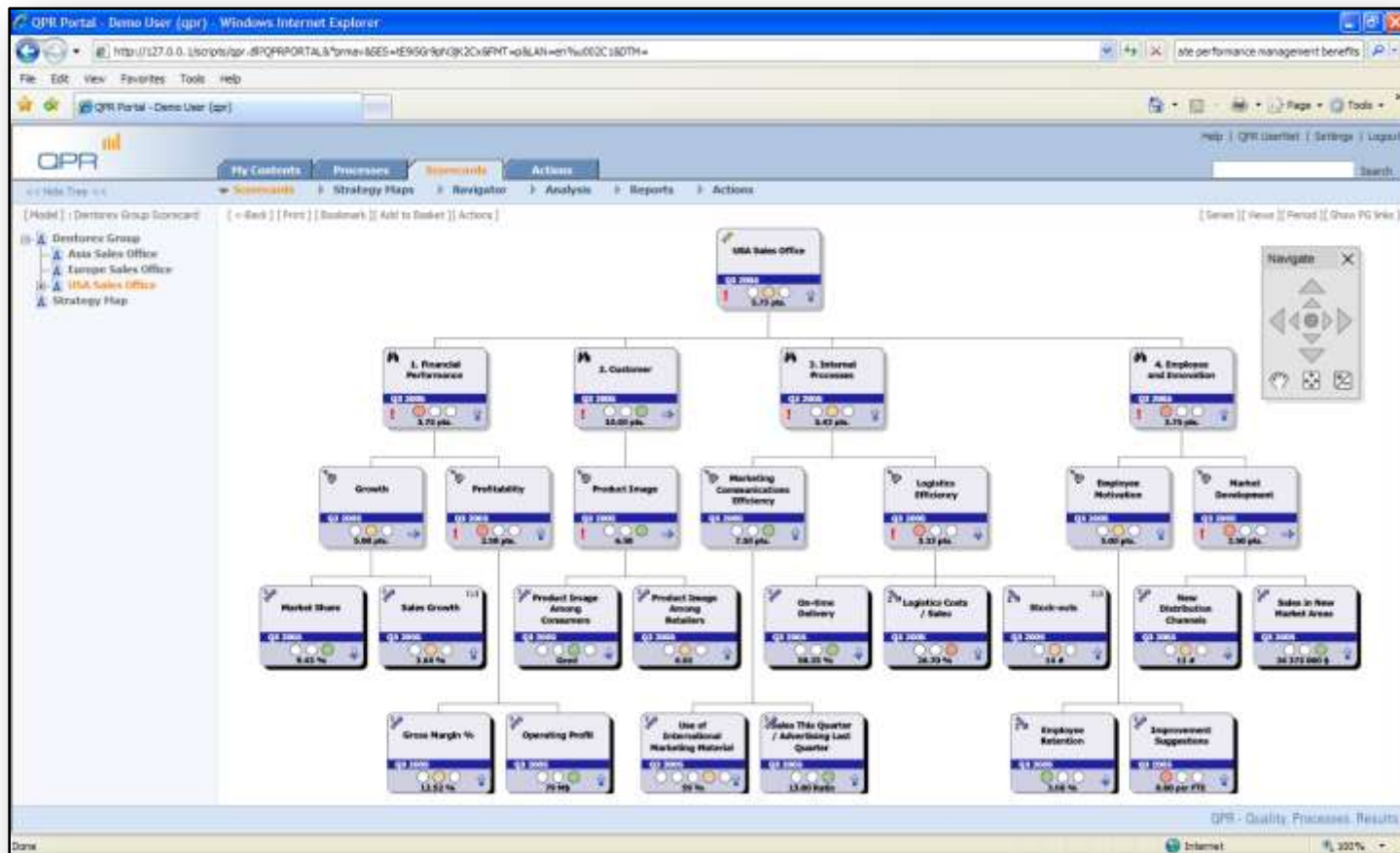
QPR ScoreCard



Create Strategy Awareness

Communicate strategy and Performance

- Web portal: Easy, personalized access for everyone
- Department / personal views (perspective, level of detail-based etc.)



Strategy Maps

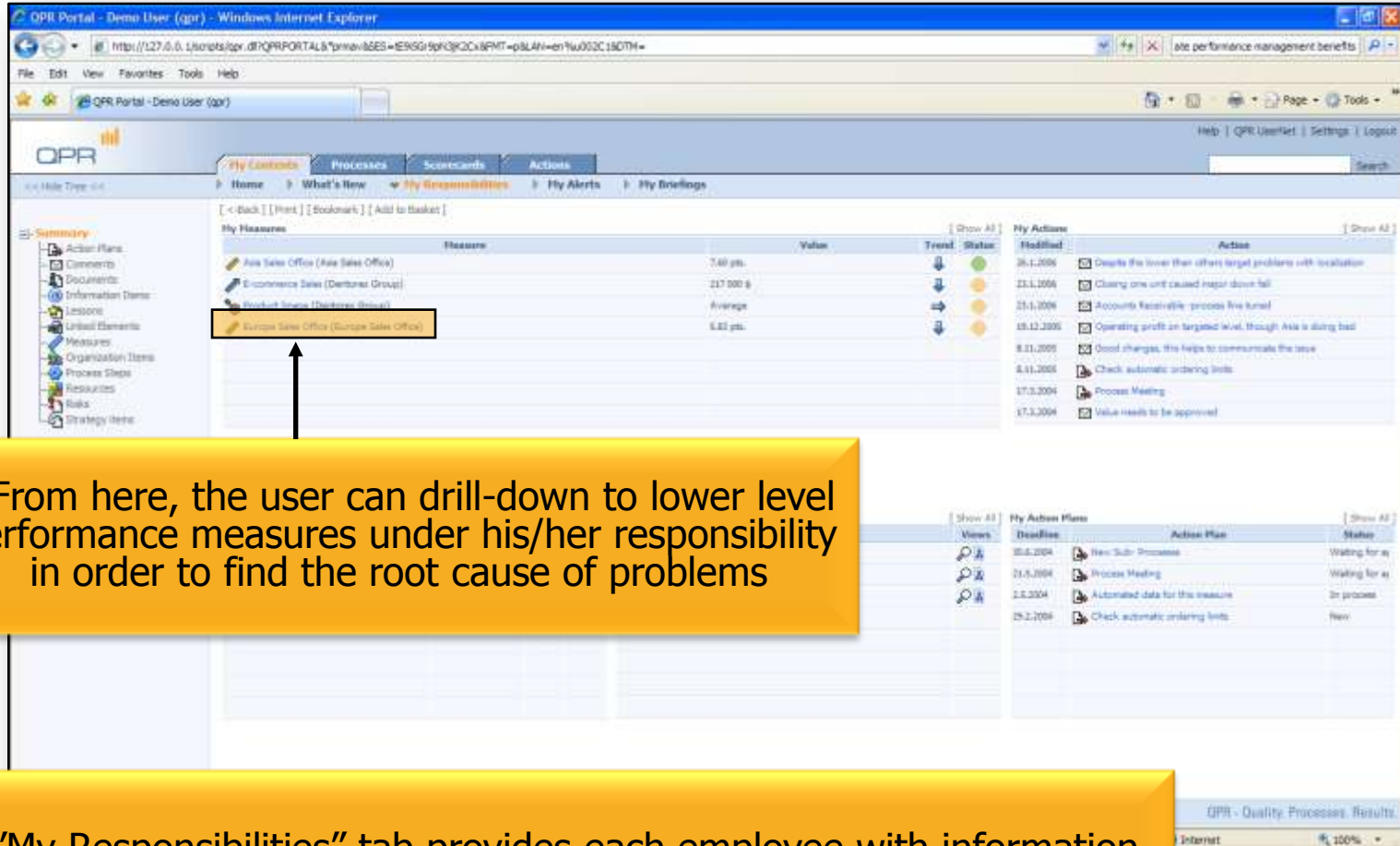
- Communicate your strategy
- Assess its performance





Commit Your Organization to Success

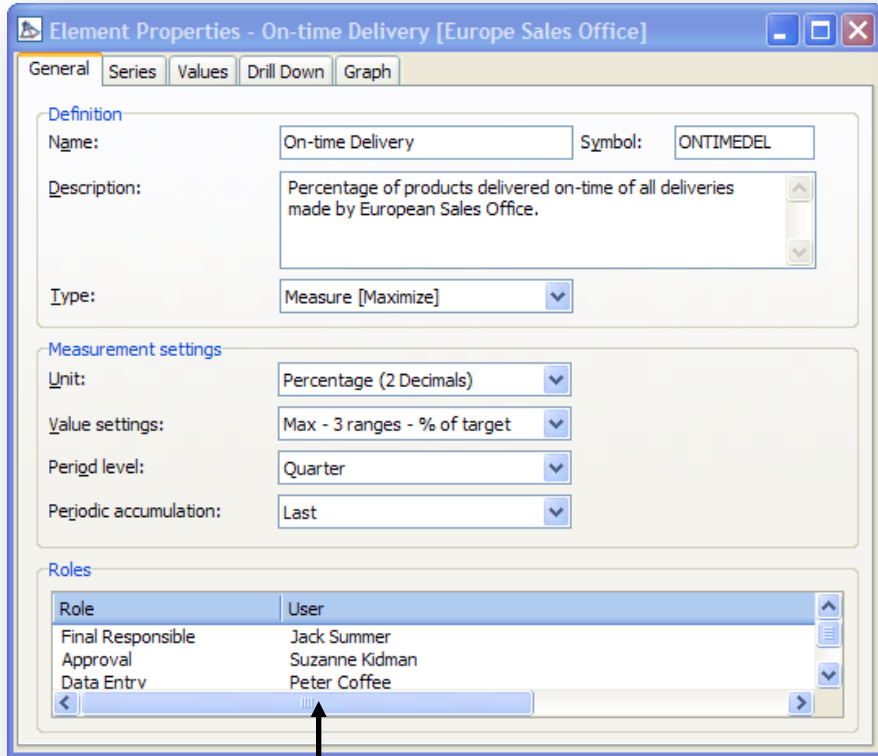
Directly Access Relevant Information



From here, the user can drill-down to lower level performance measures under his/her responsibility in order to find the root cause of problems

"My Responsibilities" tab provides each employee with information, tasks, messages and actions relevant to his/her job

Assign Accountability



Element Properties - On-time Delivery [Europe Sales Office]

General Series Values Drill Down Graph

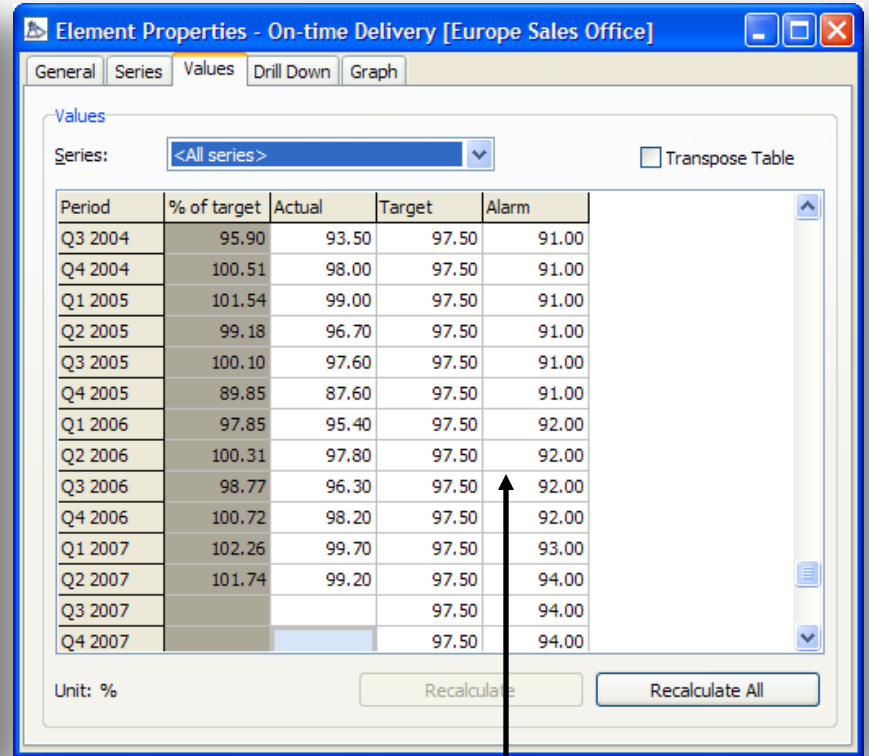
Definition
 Name: On-time Delivery Symbol: ONTIMEDEL
 Description: Percentage of products delivered on-time of all deliveries made by European Sales Office.
 Type: Measure [Maximize]

Measurement settings
 Unit: Percentage (2 Decimals)
 Value settings: Max - 3 ranges - % of target
 Period level: Quarter
 Periodic accumulation: Last

Roles

Role	User
Final Responsible	Jack Summer
Approval	Suzanne Kidman
Data Entry	Peter Coffee

Assign accountability for measures and define different roles for accountability



Element Properties - On-time Delivery [Europe Sales Office]

General Series Values Drill Down Graph

Values
 Series: <All series> Transpose Table

Period	% of target	Actual	Target	Alarm
Q3 2004	95.90	93.50	97.50	91.00
Q4 2004	100.51	98.00	97.50	91.00
Q1 2005	101.54	99.00	97.50	91.00
Q2 2005	99.18	96.70	97.50	91.00
Q3 2005	100.10	97.60	97.50	91.00
Q4 2005	89.85	87.60	97.50	91.00
Q1 2006	97.85	95.40	97.50	92.00
Q2 2006	100.31	97.80	97.50	92.00
Q3 2006	98.77	96.30	97.50	92.00
Q4 2006	100.72	98.20	97.50	92.00
Q1 2007	102.26	99.70	97.50	93.00
Q2 2007	101.74	99.20	97.50	94.00
Q3 2007			97.50	94.00
Q4 2007			97.50	94.00

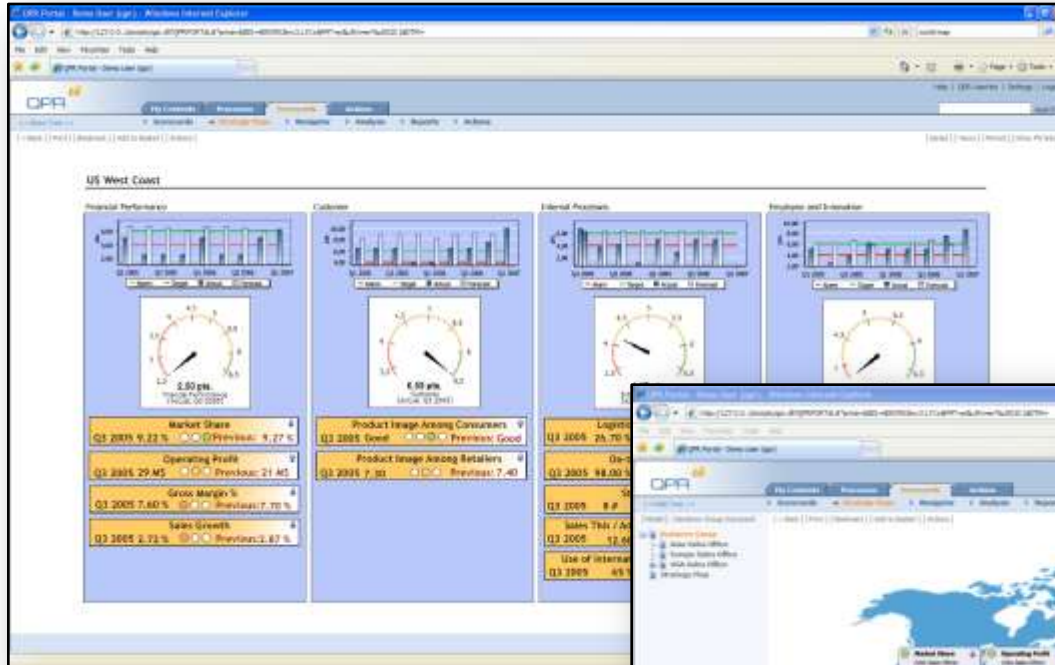
Unit: % Recalculate Recalculate All

Agree on how the road towards the goal will be travelled



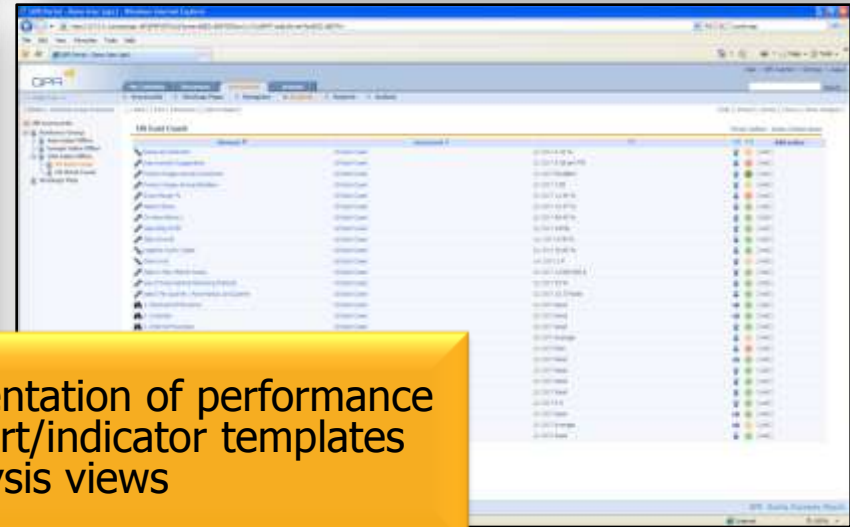
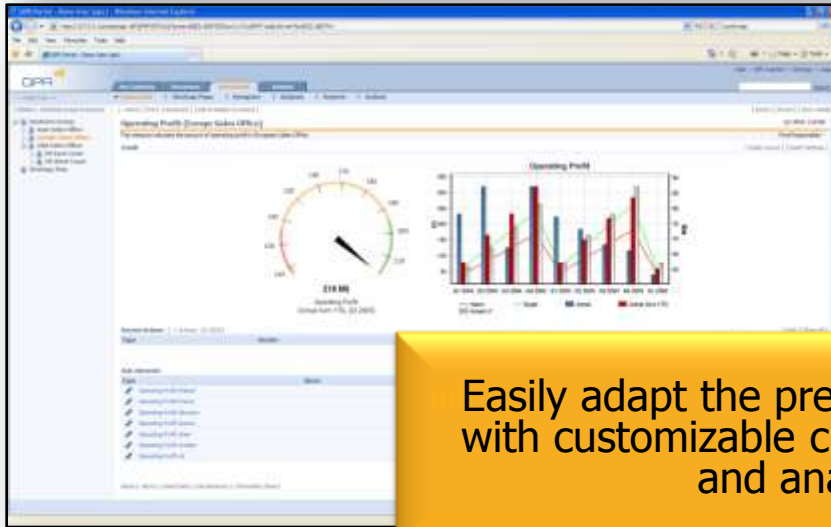
Monitor, Analyze and Benchmark Performance

Monitor The Big Picture...



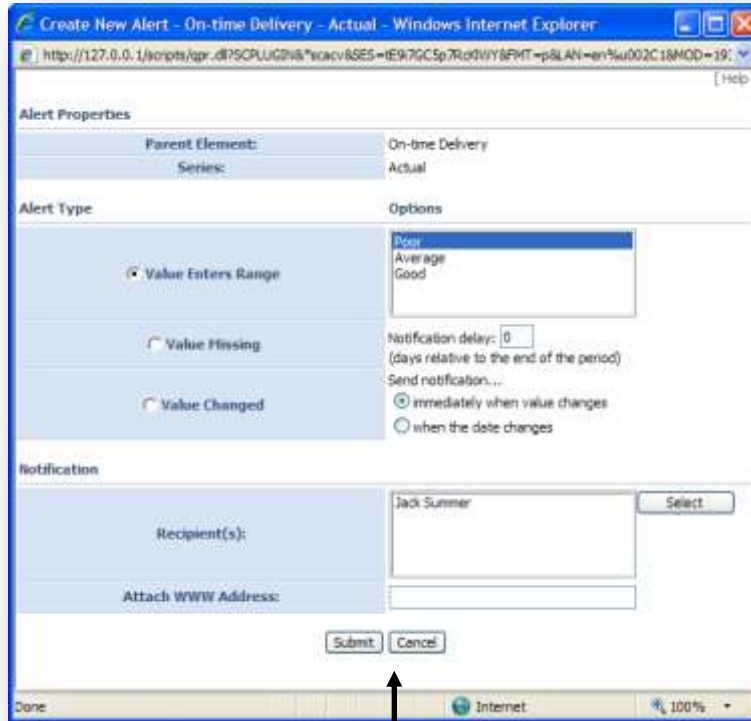
Easily customize dashboards and performance views

As Well As The Details



Easily adapt the presentation of performance with customizable chart/indicator templates and analysis views

Identify Problems Timely



Create New Alert - On-time Delivery - Actual - Windows Internet Explorer

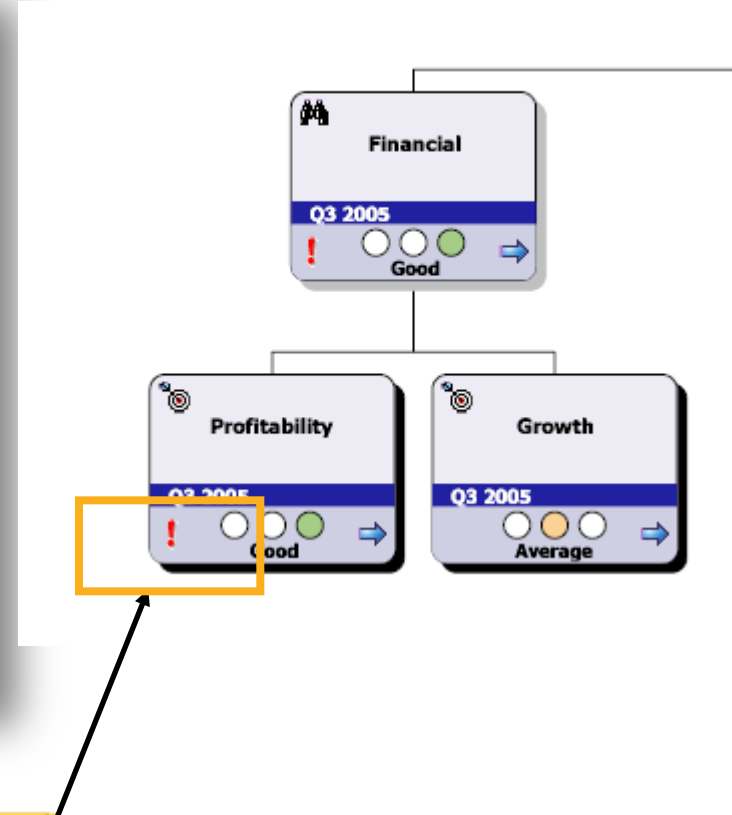
Alert Properties

Parent Element: On-time Delivery
Series: Actual

Alert Type: Value Enters Range

Options: Poor, Average, Good

Notification: Recipient(s): Jack Summer

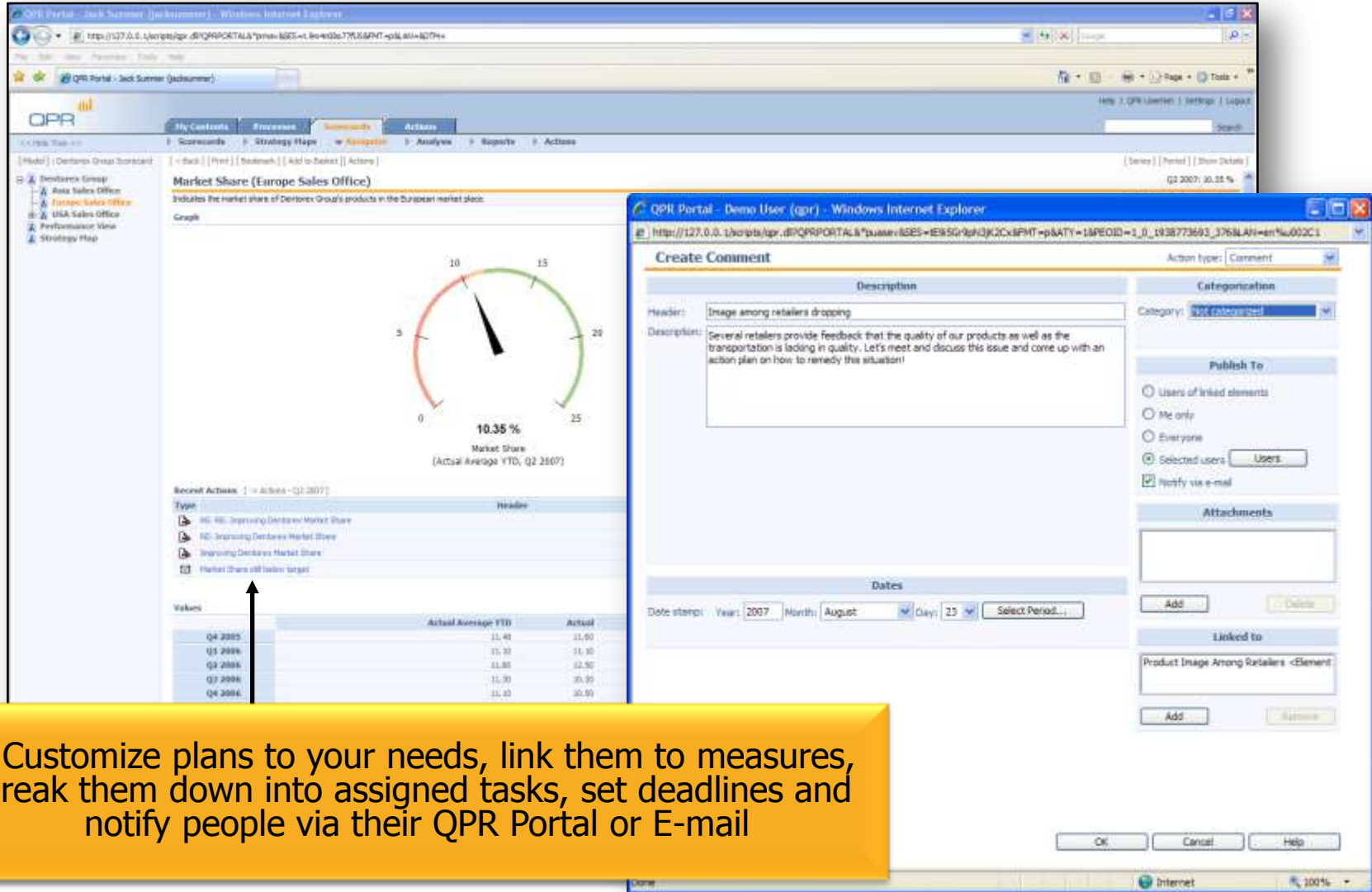


...while Scorecard Views alert the viewer visually of exceptional performance on lower level measures



Orchestrate Initiatives Towards Improved Performance

Empower Your Employees



The screenshot displays two overlapping browser windows from the QPR Portal. The background window shows a dashboard for 'Market Share (Europe Sales Office)' with a gauge chart indicating a current market share of 10.35% against a target of 15%. Below the chart is a table of values for various quarters.

Values	Actual Average YTD	Actual
Q4 2005	11.40	11.60
Q1 2006	11.50	11.30
Q2 2006	11.80	12.50
Q3 2006	11.30	10.30
Q4 2006	11.50	10.90

The foreground window shows a 'Create Comment' form with the following details:

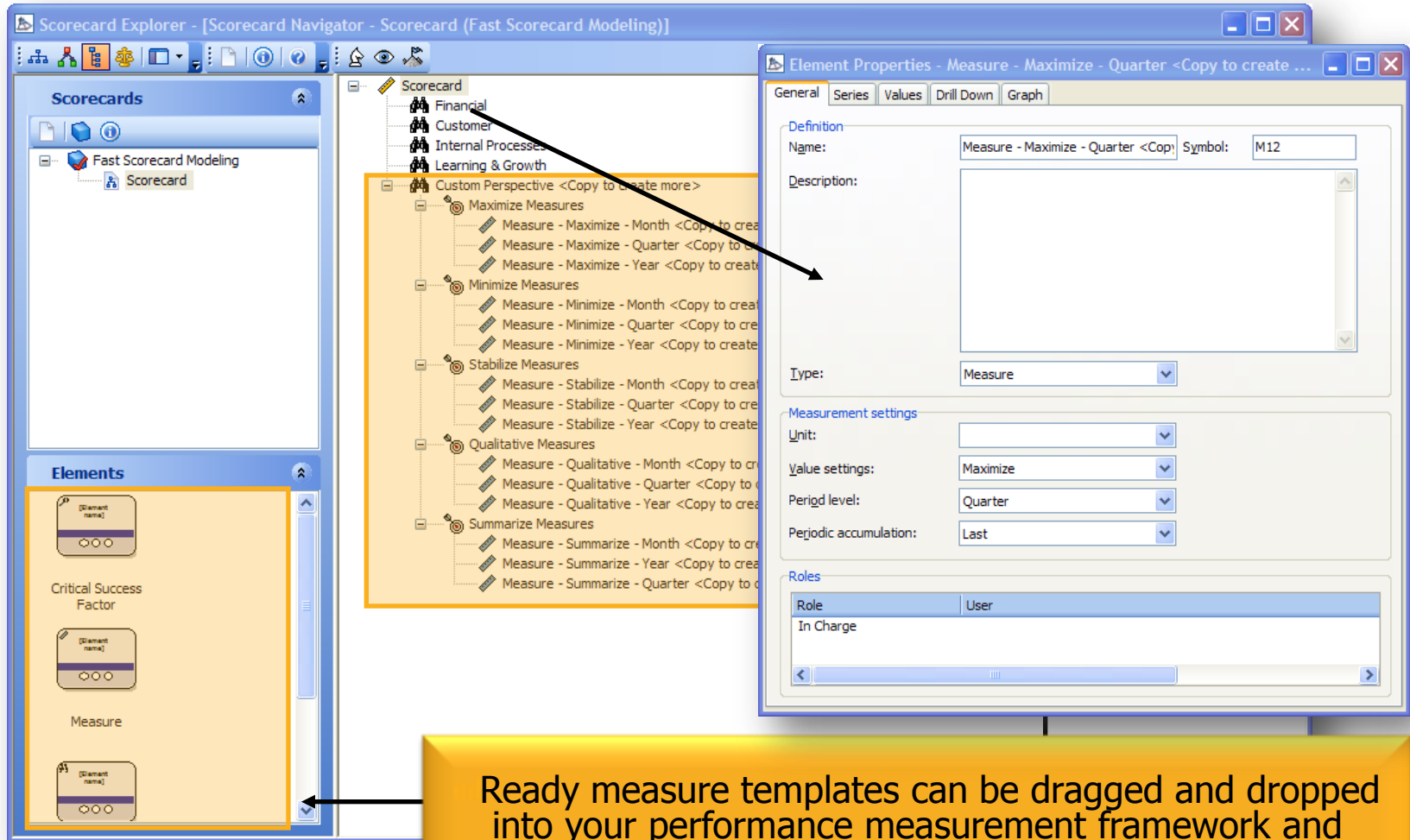
- Header:** Image among retailers dropping
- Description:** Several retailers provide feedback that the quality of our products as well as the transportation is lacking in quality. Let's meet and discuss this issue and come up with an action plan on how to remedy this situation!
- Category:** Not categorized
- Publish To:** Selected users (Users)
- Notify via e-mail:**
- Attachments:** (Empty field)
- Linked to:** Product Image Among Retailers (Element)
- Dates:** Year: 2007, Month: August, Day: 25

Customize plans to your needs, link them to measures, break them down into assigned tasks, set deadlines and notify people via their QPR Portal or E-mail



Fast and Flexible Scorecard Modeling



Easy Scorecard Development

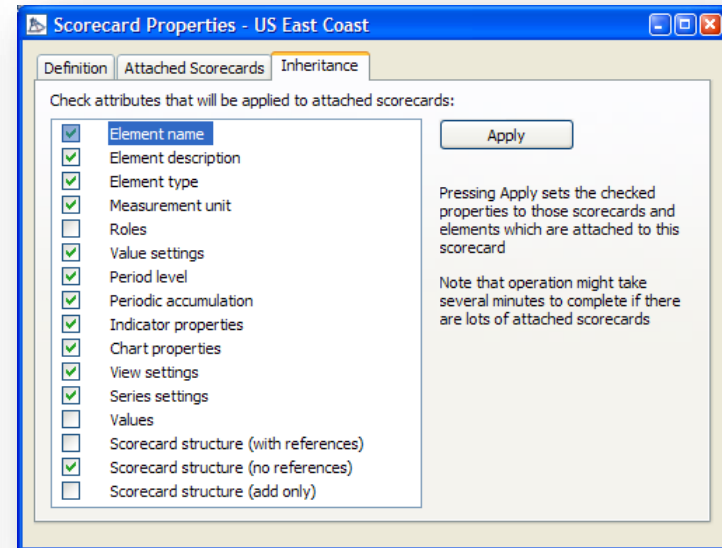
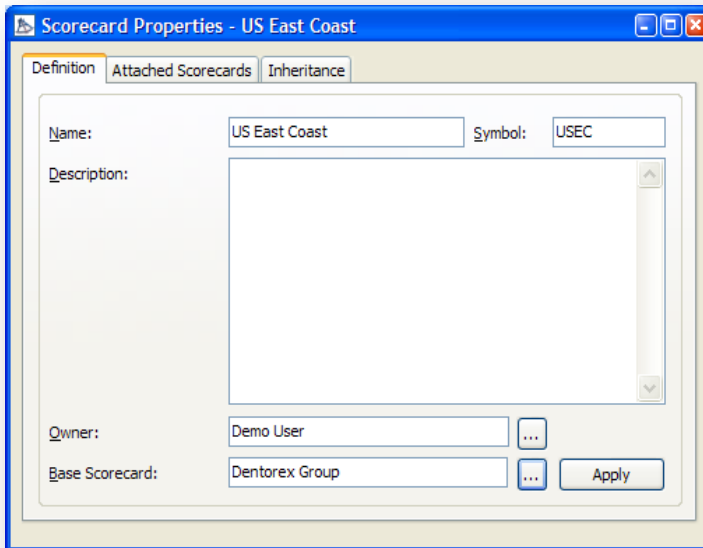


The screenshot displays the QPR Scorecard Explorer interface. On the left, the 'Scorecards' pane shows a project named 'Fast Scorecard Modeling'. Below it, the 'Elements' pane contains three templates: 'Critical Success Factor', 'Measure', and another 'Measure' template. The main workspace shows a hierarchical tree of a scorecard with categories like Financial, Customer, Internal Processes, and Learning & Growth. A 'Custom Perspective' is expanded to show sub-categories: Maximize Measures, Minimize Measures, Stabilize Measures, Qualitative Measures, and Summarize Measures. Each sub-category contains several measure templates. An 'Element Properties' dialog is open on the right, showing configuration options for a selected measure: 'Measure - Maximize - Quarter <Copy to create...>'. The dialog includes fields for Name, Description, Symbol (M12), Type (Measure), Unit, Value settings (Maximize), Period level (Quarter), Periodic accumulation (Last), and Roles (User, In Charge).

Ready measure templates can be dragged and dropped into your performance measurement framework and customized further to match your needs

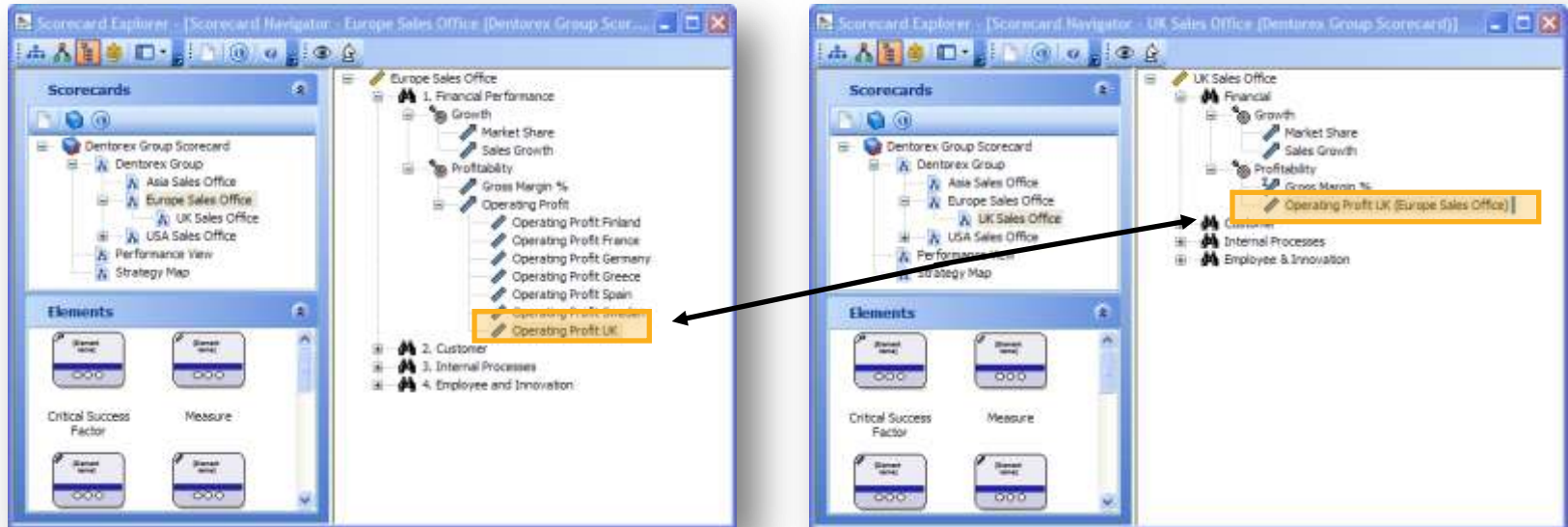
Create Strategy Alignment with Scorecard Templates

-  Strategy alignment throughout the organization
-  Fast deployment and maintenance of common scorecard structures.




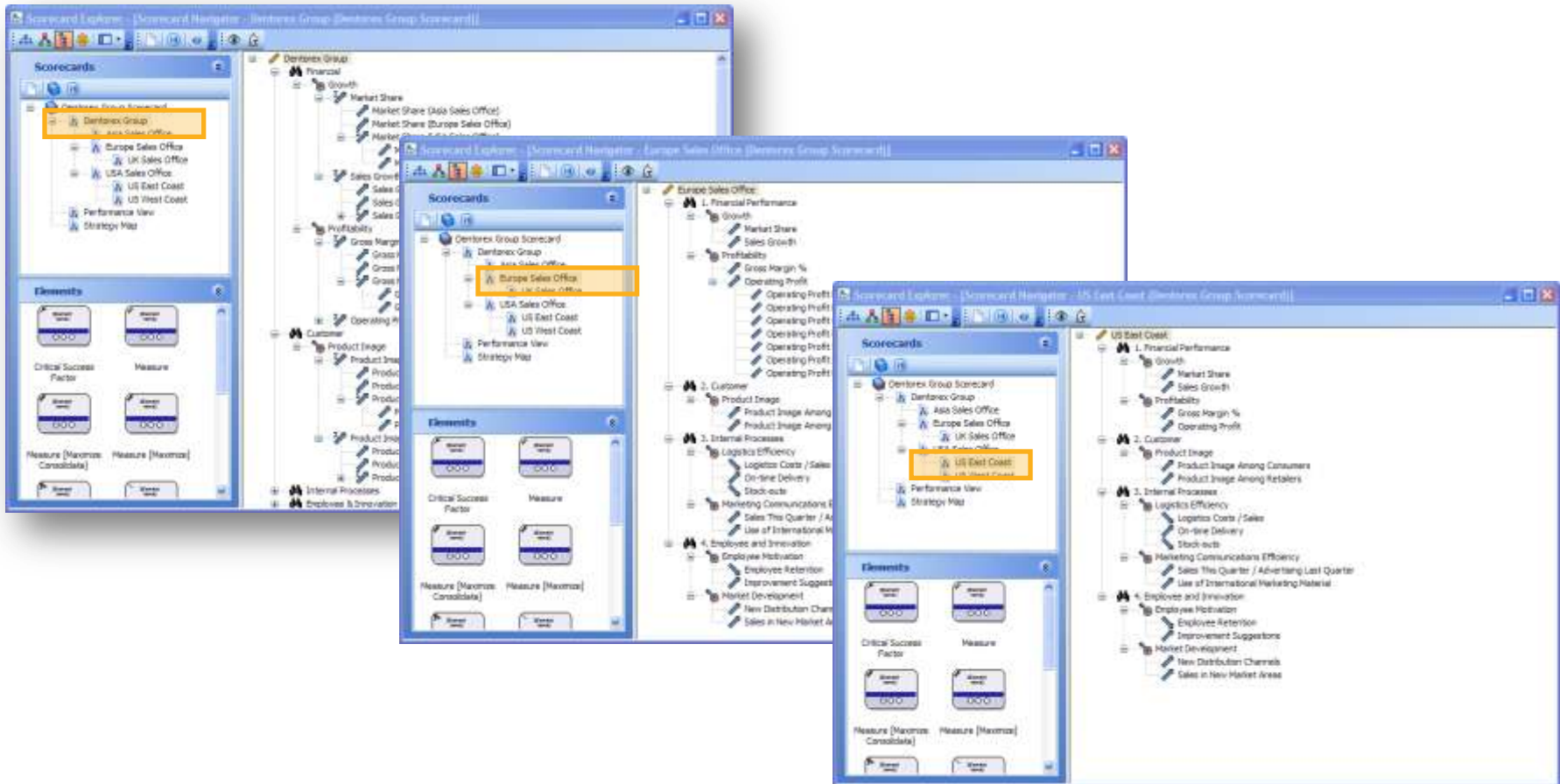
Referencing Measures

- Same measure on different scorecards
- Matrix view of organizational performance

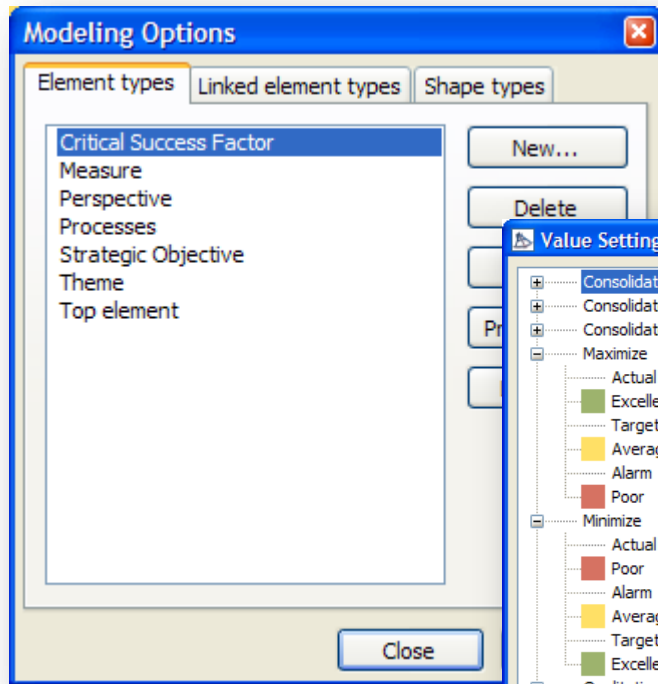


Cascading Scorecards

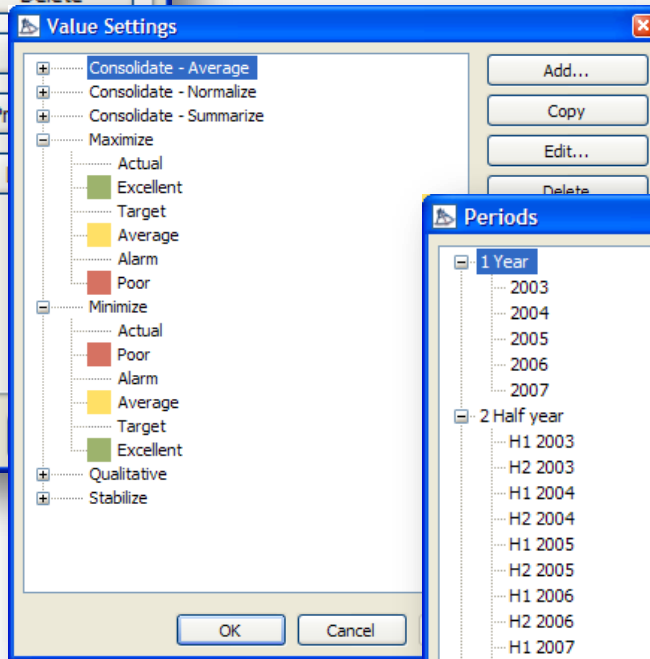
 Easily cascade scorecards down from enterprise to business unit, departmental, team and individual level



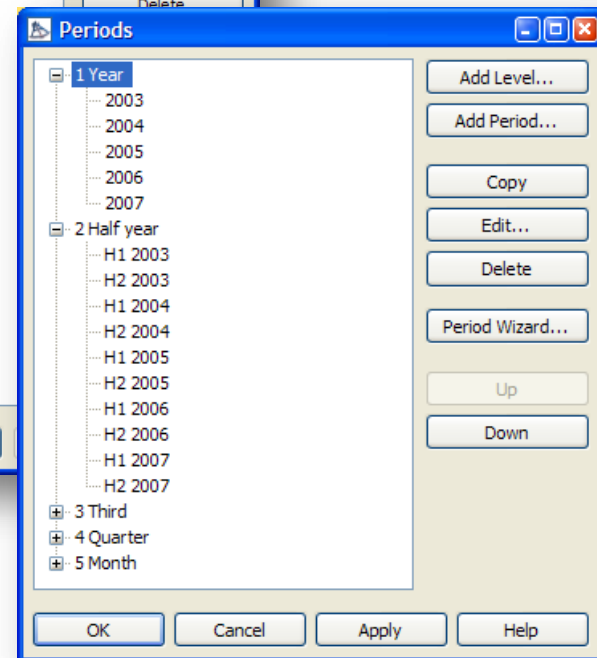
Fully Customizable Measurement



What to measure?



How to measure?



How often?

QPR ScoreCard



**Always Up-to-Date
Performance Information**

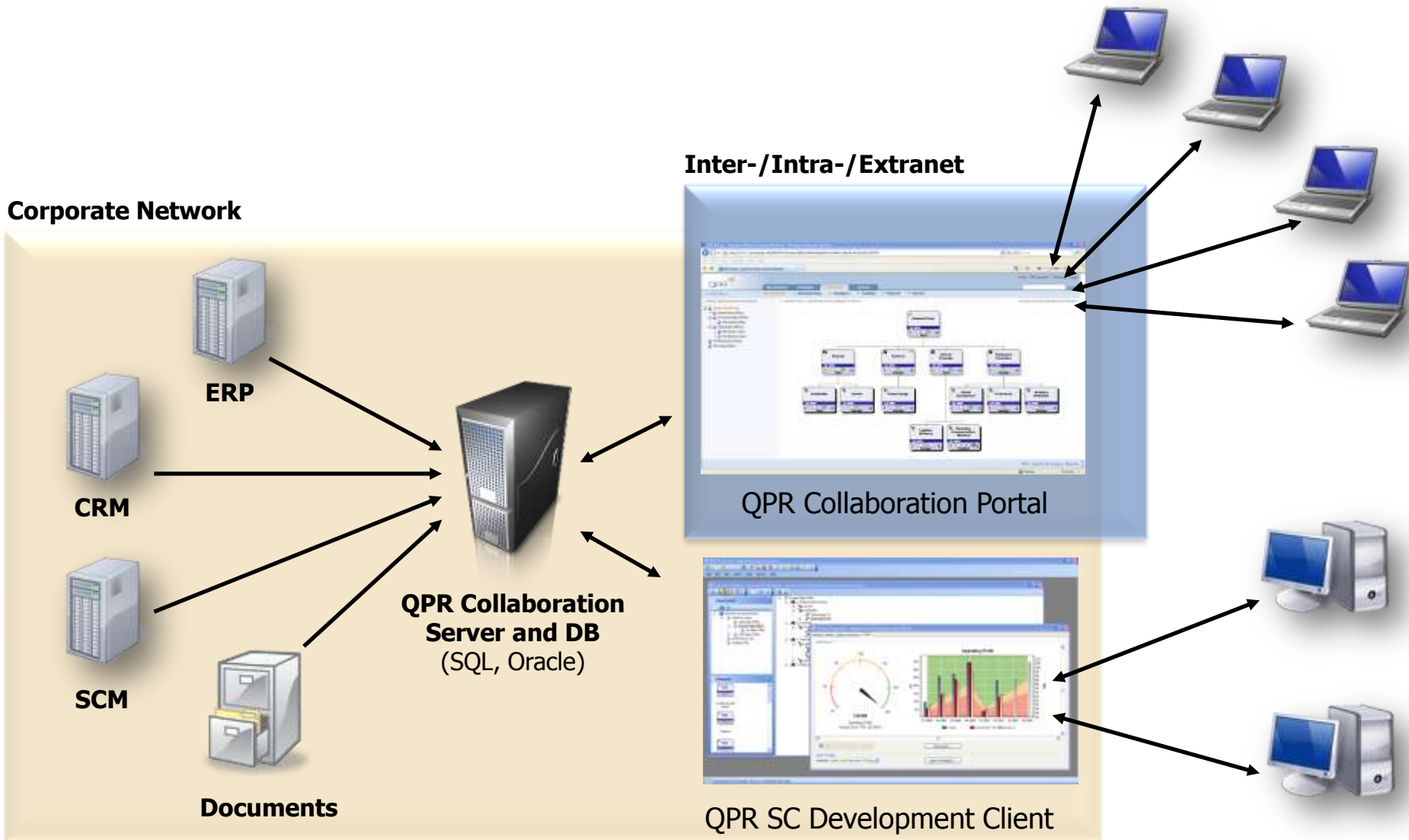
Automatic: Seamless integration with existing business systems

- CRM, ERP, Databases (Oracle, Microsoft SQL Server etc.)
- All major databases (ODBC – SQL)
- OLAP Cubes (MDX queries)
- Files (.txt, .csv, .xls)
- Integration via QPR API (based on Microsoft COM)

Manual: QPR Portal

- More flexibility in measurement choices
- Automatic alerts for missing values
- Approve/Reject by superiors

→ Your decisions will always be well-informed ones!



Deploying QPR ScoreCard

BSC Developer



- Create strategy maps
- Create scorecards
- Define measures
- Set up consolidations
- Manage Users rights



QPR ScoreCard Developer-Client

BSC Owner



- View and analyze
- Update values
- Create comments
- Create action plans
- Upload Documents



QPR Collaboration Portal

Interest Group / Stakeholder



- Review performance
- Analyze strategy
- Create action plans
- See strategy in action



QPR Collaboration Portal

QPR ScoreCard: Key Benefits

Collaborative – Engage People to Reach Business Objectives

- Strategy aligned, measurable objectives
- Make strategy and processes thinking everybody's job
- Personalized and proactive delivery of information
- Two-way communication through action planning and commenting

Flexible – Meets Your Needs

- Customizable modeling framework and notation
- Scalable from a standalone tool to an enterprise-wide management system
- Graphical appearance of web portal aligned with corporate image

Agile - Get Results Fast (over and over again)

- Easy to deploy, learn and use
- Quick modeling of scorecards and processes
- Visual and clear presentation of performance and process information
- Quick reaction with warnings and e-mail alerts

Cost Effective – Enjoy Low TCO and Fast ROI

- Leverage on existing IT infrastructure
- Cost-effective web deployment
- Automatic data gathering from operational data sources
- Less reporting, more analysis, insight and action



QPR ScoreCard

Thank You!

For more information, a personal demonstration or evaluation visit www.qpr.com or www.qpr.com/contact-us.html