

# INSPIRING PERFORMANCE

## Strategy & Process Mapping – Connecting Strategy to Reality

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Nimbus

# Agenda

Introduction & context

Strategy maps & scorecards – what are they and why are they useful?

Discussion of best-practice / pitfalls to avoid

Strategy maps & scorecards in Nimbus Control

Linking strategy to process and to people

Integration with other tools to further enrich content

Summary & Q&A

# The APQC Seven Tenets of Process Management

1. Strategic alignment
2. Governance
3. Process models
4. Change management
5. Performance and maturity
6. Process improvement
7. Tools and technology

The foundation for successful process management programs and initiatives

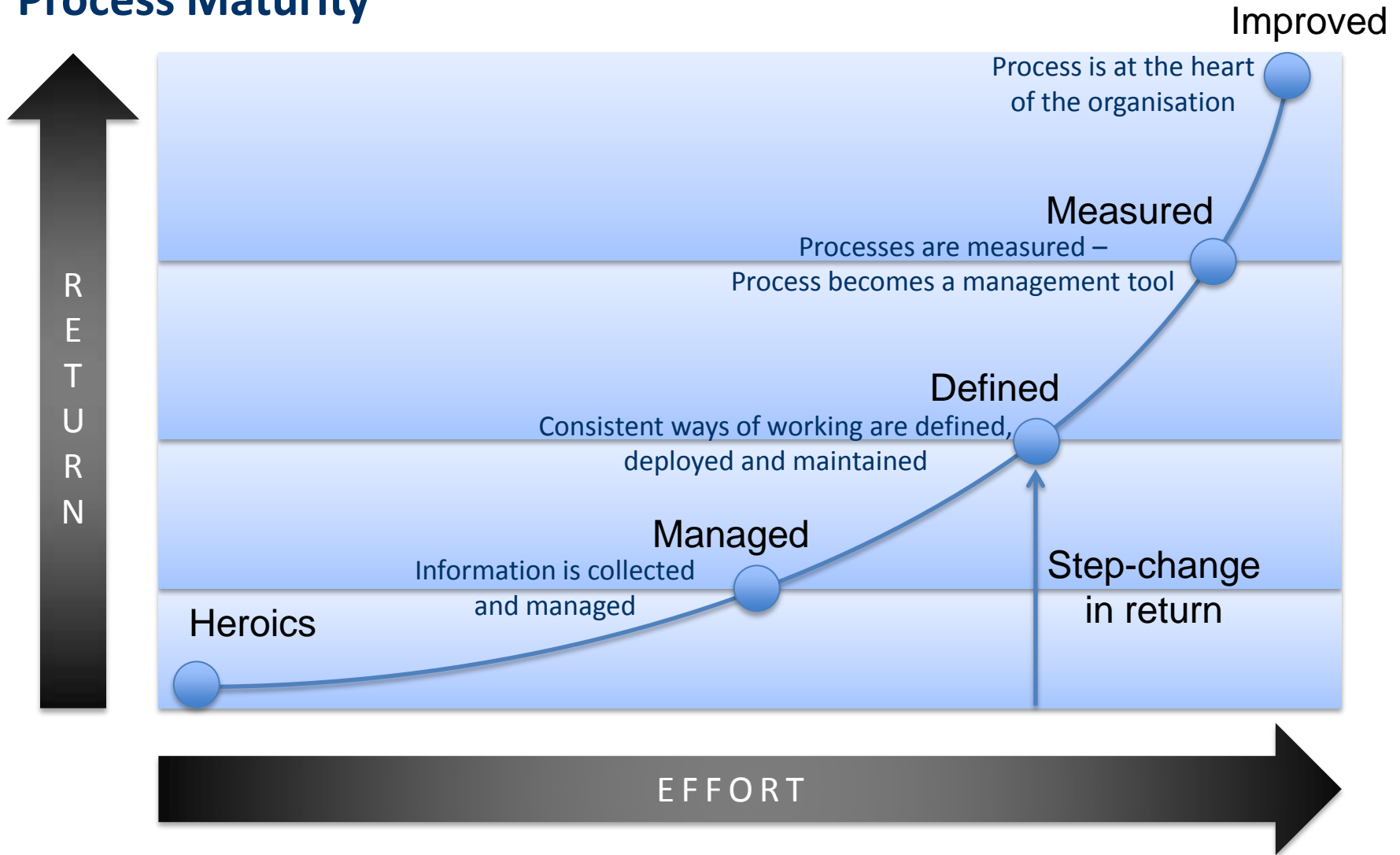


# Key Steps in Connecting Strategy to Reality



Adapted from Kaplan & Norton 2004, HBR

# Process Maturity



# What are Balanced Scorecards?

Designed to address weaknesses in how organisations measure performance

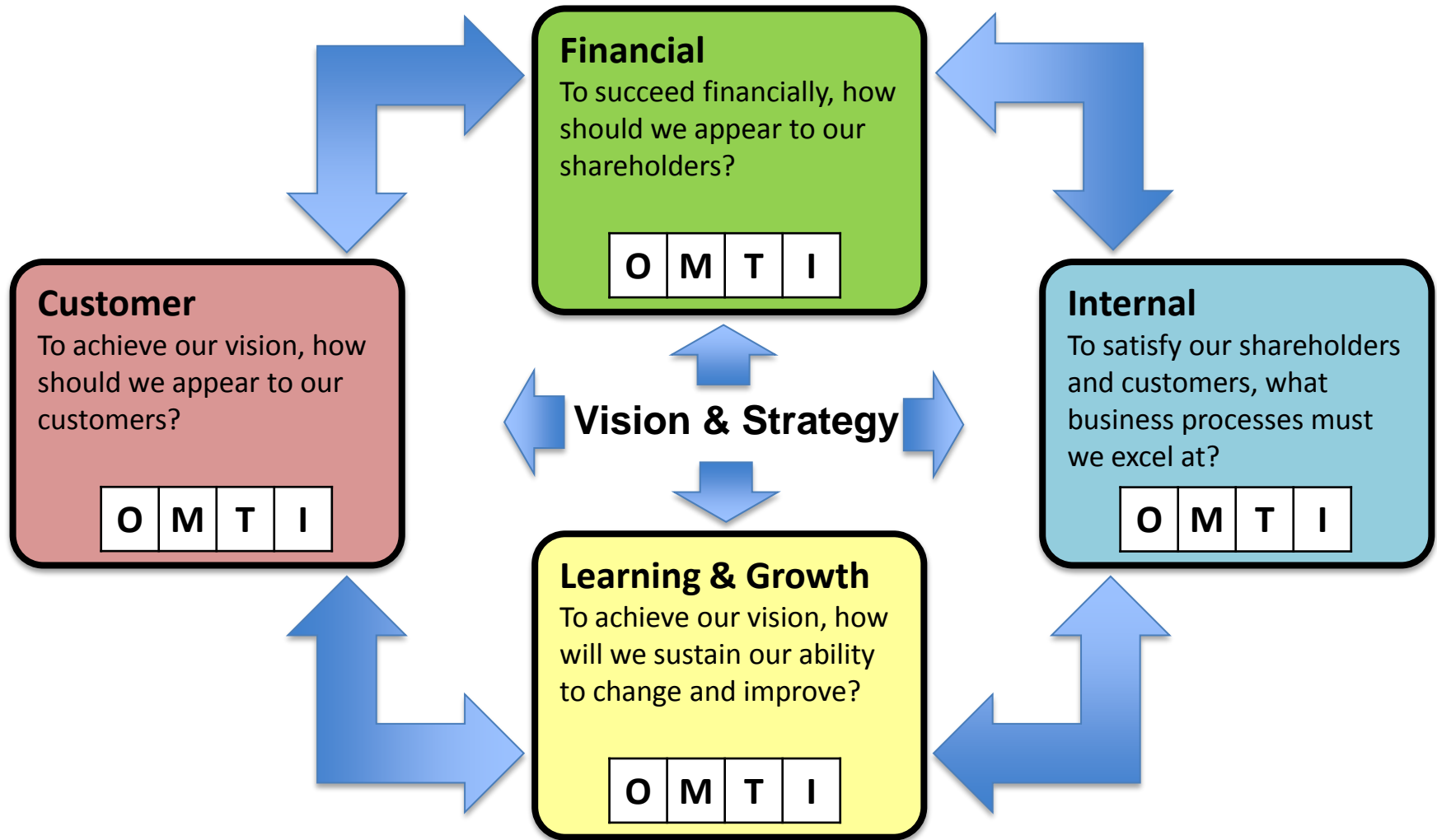
- Use of knowledge assets (IT and people)
- Short-term financial measures
- Intangible assets
- Tendency to get what you measure

Identify objectives and measures in each of four perspectives

- Finance
- Customer
- Internal business (process)
- Learning & growth (innovation)

Align hierarchical management objectives to focus on a balanced set of performance measures

# Template Balanced Scorecard



# What are Strategy Maps?

Balanced scorecard perspectives arranged hierarchically to show how the organisation creates value

Built top down, charting logical cause & effect routes to reach the destination goal

Each perspective includes a number of objectives & measures

## Financial Performance Outcomes

Productivity / Growth

## Customer Value Propositions

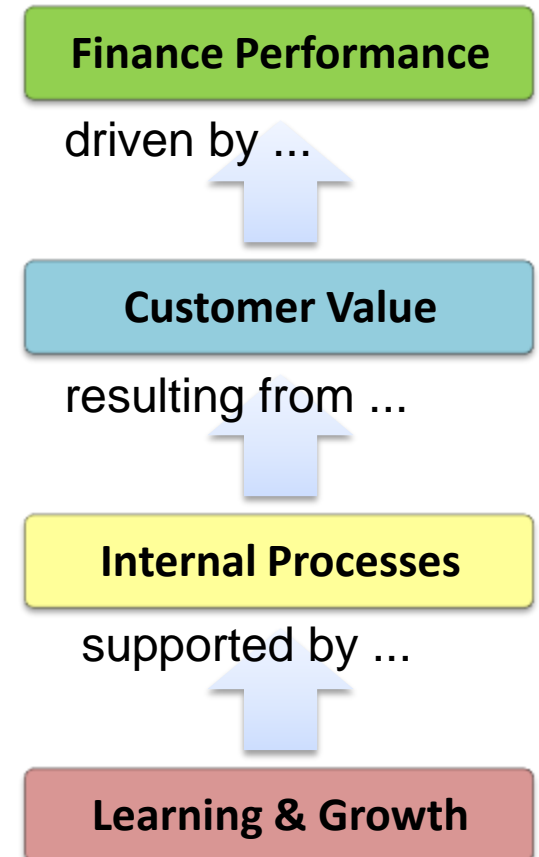
Operational excellence / Customer Intimacy / Product Leadership

## Internal Process Themes

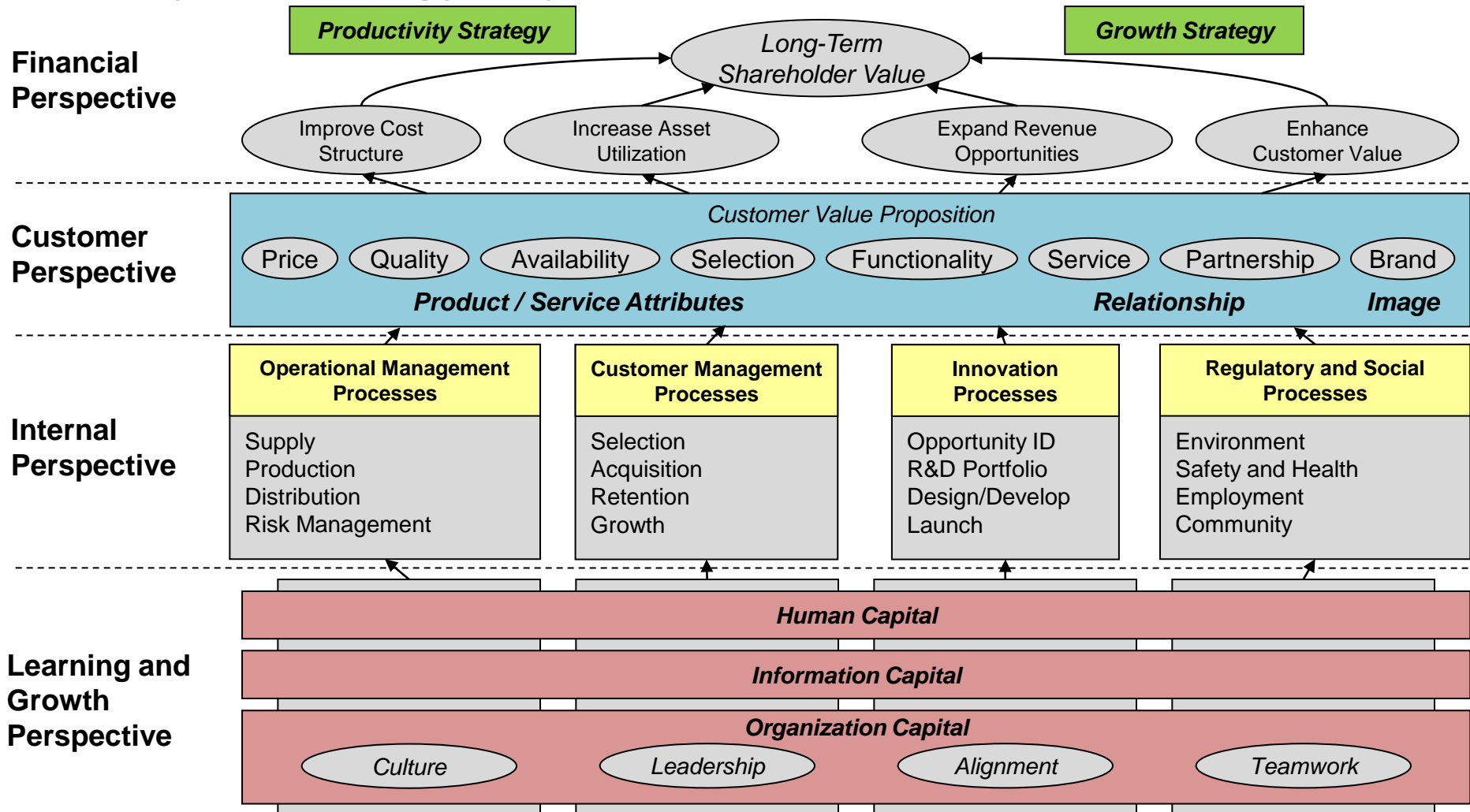
Supply Chain / CRM / Innovation / Regulatory & Social

## Learning & Growth Resources

People / Technology / Organisation Culture & Structure



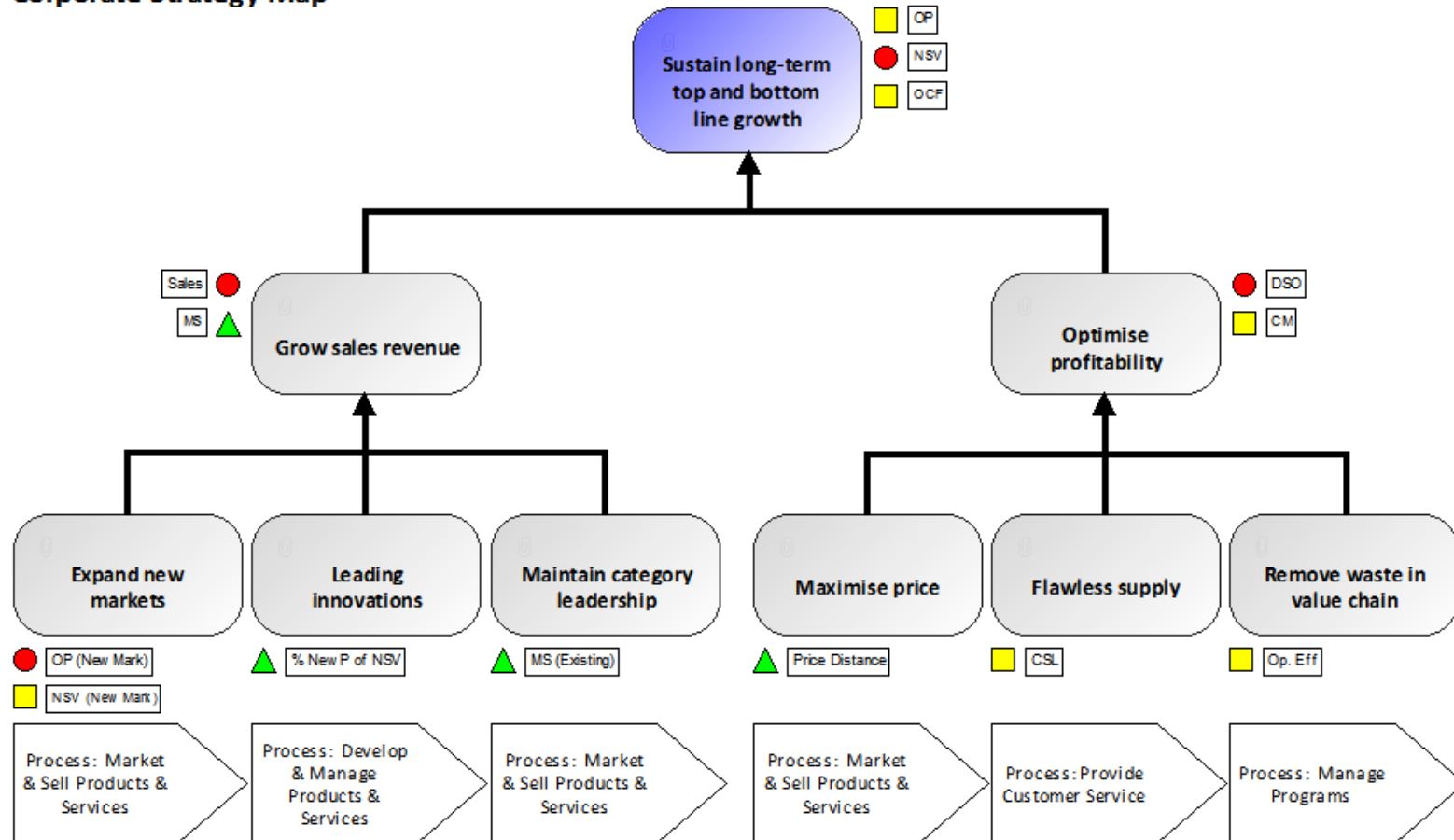
# Template Strategy Map



Source: Kaplan R. S. & Norton D. P., 2004, Strategy Maps: Converting intangible assets into tangible outcomes, HBR

# Strategy Map Example in Nimbus Control

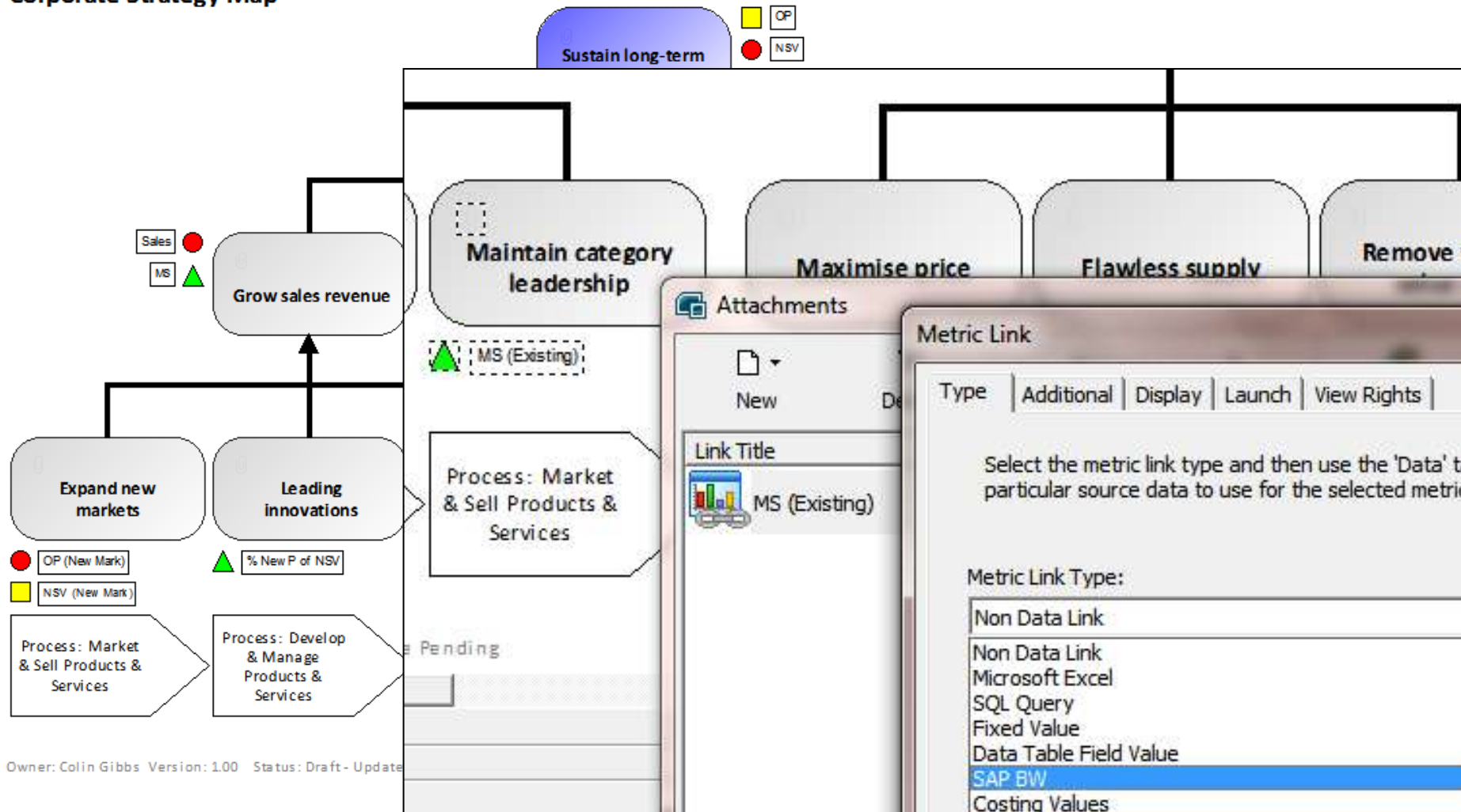
## Corporate Strategy Map



Owner: Colin Gibbs Version: 1.00 Status: Draft - Update Pending

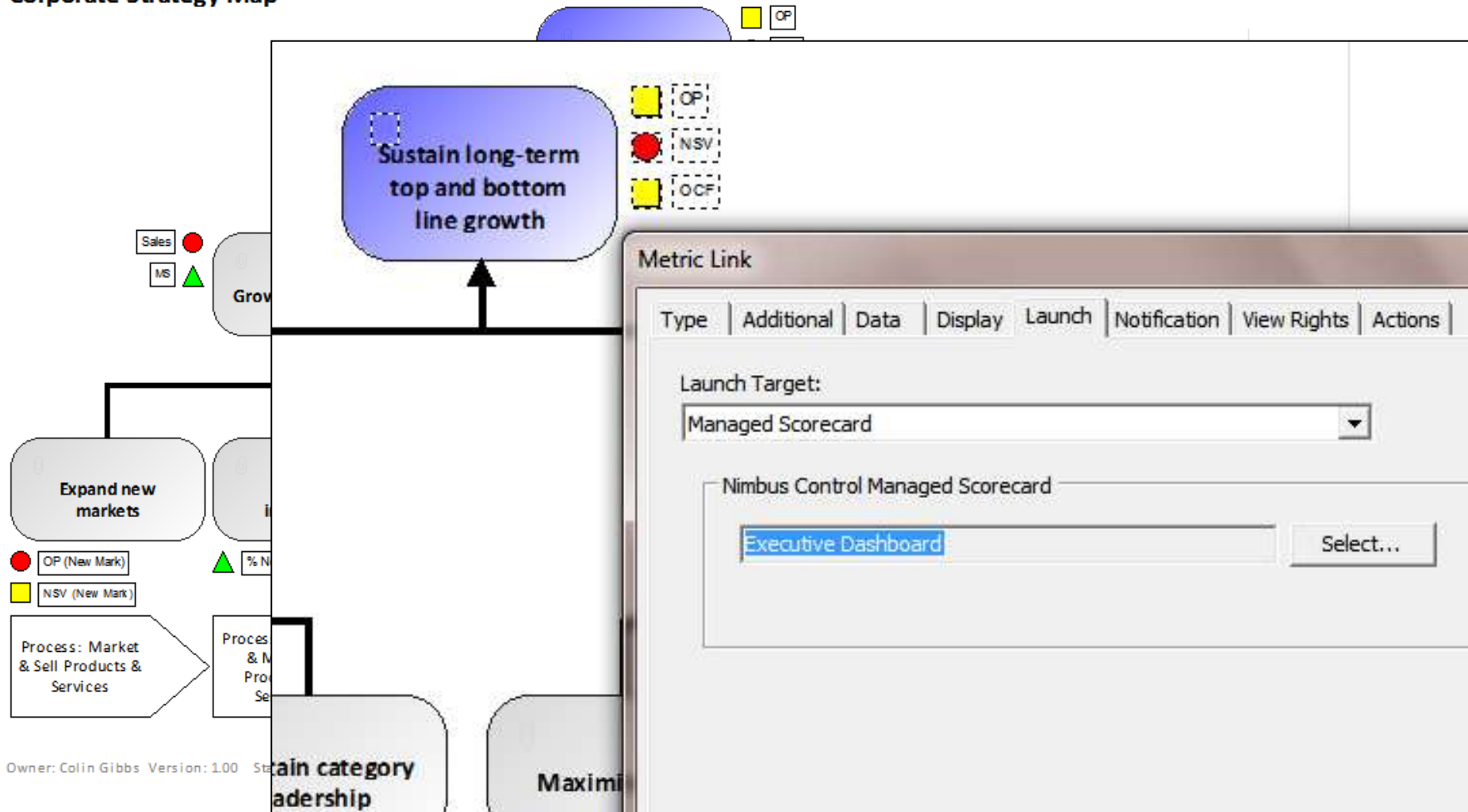
# Connecting Objectives to Measures

## Corporate Strategy Map



# Connecting Measures to Scorecards

## Corporate Strategy Map



# Scorecard Example 1 in Nimbus Control

## Executive Dashboard

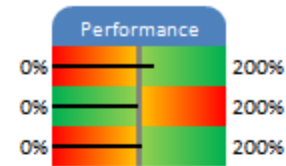
### Financial KPIs

EBIT (m\$)

Cost of Capital (%)

Gross Margin (%)

Trend	Value	%Target
↑	3,586	116.3
↑	7.3	98.7
↓	25.4	103.2



### Compliance KPIs

GRC Controls (%)

ISO 9001 (%)

ISO 22000 (%)

ISO 17025 (%)

ITIL (%)

Trend	Value	%Target
↑	94	117
↓	92	105
↓	94	94
↑	97	94
↑	85	98

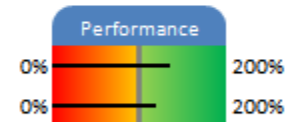


### Sales KPIs

Revenue Growth (%)

Growth vs Market Growth (%)

Trend	Value	%Target
↑	5.3	136
↓	104	120

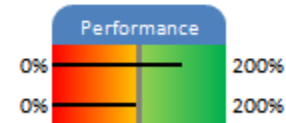


### Innovation & Marketing KPIs

NPDi Throughput (wks)

Media Hits (per wk)

Trend	Value	%Target
↑	34.6	148
↓	375	96

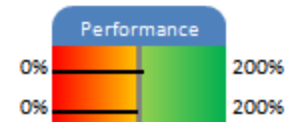


### Customer KPIs

New Customers (k/mnth)

Customer Satisfaction (%)

Trend	Value	%Target
↓	1.7	105
↑	92.4	98



### Top 10 Sales (k\$)

1	US	956,432
2	UK	876,532
3	China	862,342
4	Benelux	844,221
5	S Africa	753,262
6	France	653,221
7	Australia	623,411
8	Canada	532,321
9	Russia	489,221
10	Germany	309,812

### Bottom 10 Sales (k\$)

1	Ireland	53,221
2	Brazil	21,234
3	Argentina	21,497
4	Italy	10,323
5	Spain	10,287
6	Greece	9,853
7	Norway	6,501
8	New Zealand	4,902
9	Indonesia	3,719
10	Chile	1,293

## Scorecard Example 2 in Nimbus Control

Metric ID	Metric name	Actual	Target	Last updated	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Jan-10
1	Acceptance Rate	88%	96%	13/01/2010													
2	Average Cost per Hire	£1,450	£1,200	13/01/2010													
3	Time taken to fill vacancies	67	90	31/12/2009													
4	Job specifications and positions available	60%	100%	13/01/2010													
5	Succession effectiveness	78%	70%	31/12/2009													
6	Consultants promoted in the last 6 months	21%	20%	31/12/2009													
7	Absence Rate	5%	3.50%	31/12/2009													
8	Number of employees put through training	10	15	31/12/2009													
9	Training cost per employee	£800	£500	31/12/2009													
10	Staff turnover	11%	5%	31/12/2009													

# Scorecard Example 3 in Nimbus Control

**HowTo** Go To Edit Diagram Favourites Help Memos (0) CRs (0) Sub Man Auth

Home Maps Docs To-Dos (4) Diagram - Metrics Placeholder, Draft 1.1

Metrics Placeholder **NIMBUS** from strategy to reality

**ID001 - ID015**

**Process metrics**

- ID001 - ID015
- ID016 - ID030
- ID031 - ID045
- ID046 - ID060
- ID061 - ID075
- ID076 - ID090
- ID091 - ID105
- ID106 - ID120
- ID121 - ID135
- ID136 - ID150

**Refresh indicators**

<p> Vacancies filled on time</p> <p>Actual: 84.9%   Target: 80%   Last Update: 15 Jul 10</p> <p><b>001</b></p>	<p> Succession effectiveness</p> <p>Actual: 76.66%   Target: 76%   Last Update: 19 Jun 10</p> <p><b>006</b></p>	<p> OCF</p> <p>Actual: £78.5m   Target: £85m   Last Update: 18 Jul 10</p> <p><b>011</b></p>
<p> Diversity target achieved</p> <p>Actual: 97.3%   Target: 94%   Last Update: 4 Jun 10</p> <p><b>002</b></p>	<p> Pension fund surplus / deficit</p> <p>Actual: £33165   Target: £100000   Last Update: 14 Jul 10</p> <p><b>007</b></p>	<p> Sales</p> <p>Actual: £2546m   Target: £2800m   Last Update: 13 Jul 10</p> <p><b>012</b></p>
<p> Organisation structure aligned with strategy</p> <p>Actual: 91%   Target: 91%   Last Update: 18 Jul 10</p> <p><b>003</b></p>	<p> Staff turnover</p> <p>Actual: 20.53%   Target: 23%   Last Update: 23 Jun 10</p> <p><b>008</b></p>	<p> MS</p> <p>Actual: 28.7%   Target: 27%   Last Update: 19 Jun 10</p> <p><b>013</b></p>
<p> Job specifications and positions available</p> <p>Actual: 87.8%   Target: 76%   Last Update: 13 Jul 10</p> <p><b>004</b></p>	<p> OP</p> <p>Actual: £234m   Target: £300m   Last Update: 15 Jul 10</p> <p><b>009</b></p>	<p> DSO</p> <p>Actual: 25   Target: 22   Last Update: 19 Jun 10</p> <p><b>014</b></p>
<p> Training effectiveness level</p> <p>Actual: 2.6   Target: 3.2   Last Update: 19 Jun 10</p> <p><b>005</b></p>	<p> NSV</p> <p>Actual: £1957m   Target: £2500m   Last Update: 4 Jun 10</p> <p><b>010</b></p>	<p> CM</p> <p>Actual: 56.3%   Target: 59.3%   Last Update: 14 Jul 10</p> <p><b>015</b></p>

# Current Metric & Scorecard Integration with Other Tools

- Salesforce.com dashboards (Scorecards)
- URLs... (Scorecards)
- Excel (Scorecards & Metric data)
- SAP BW (Metrics & Reports)
- SQL (Metric data)
- Nimbus Control metric data (costing, data table, static)
- Nimbus Control scorecard diagrams (or as URL)
- Cognos (Metrics Manager & ReportNet)
- ActiveStrategy (Metric data)
- MS PerformancePoint (Scorecards)
- MS Office Business Scorecards Server (Scorecards)

# Example Scorecard Registered as URL - TIBCO Spotfire

TIBCO Silver Spotfire Create interactive dashboards like this in minutes - try it for free today! [Try Silver Spotfire](#) Like 2

Power Outage History Analysis - publisher, Modified 29/09/2010 14:25:06 Help About Close

Home **Outage Summary** **Six Sigma Analysis**

**Mark outages in scatter plot for further analysis!**

Select outlining points on the scatterplot to examine the underlying causes in the next page. Use the controls here to adjust sensitivity and how the results are segmented.

**Set Std. Deviation Sensitivity:**

3

**Select Table Row Parent:**

**Six Sigma Analysis**

CUSTOMERS

DURATION

Avg(X)

Avg(Y)

$Avg(Y) + (3 * StdDev(Y))$

$Avg(Y) - (3 * StdDev(Y))$

**Filters**

Type to search filters

Division Name

- Central
- East
- North Central
- West

OUTAGE\_DATE

01/01/2007 ... 14/08/2009

**Cross Table**

GROUP1	Division Name	Customers		# of Outages	
		Authorized	Unauthorized	Authorized	Unauthori
Authorized	Central	11070.00	---	23	---
	East	25334.00	---	37	---
	North Central	31701.00	---	76	---
	West	25016.00	---	38	---
Unauthorized	Central	---	43954.00	---	---
	East	---	52395.00	---	---

**Details-on-Demand**

Division Name	OUTAGE_DAT
West	08/01/2007 04:1
Central	09/01/2007 09:3
West	24/01/2007 02:1
North Central	26/01/2007 19:0
East	14/02/2007 06:5
West	16/02/2007 01:0
East	21/02/2007 02:1
West	26/02/2007 09:3

# Example Scorecards from Salesforce.com Dashboards



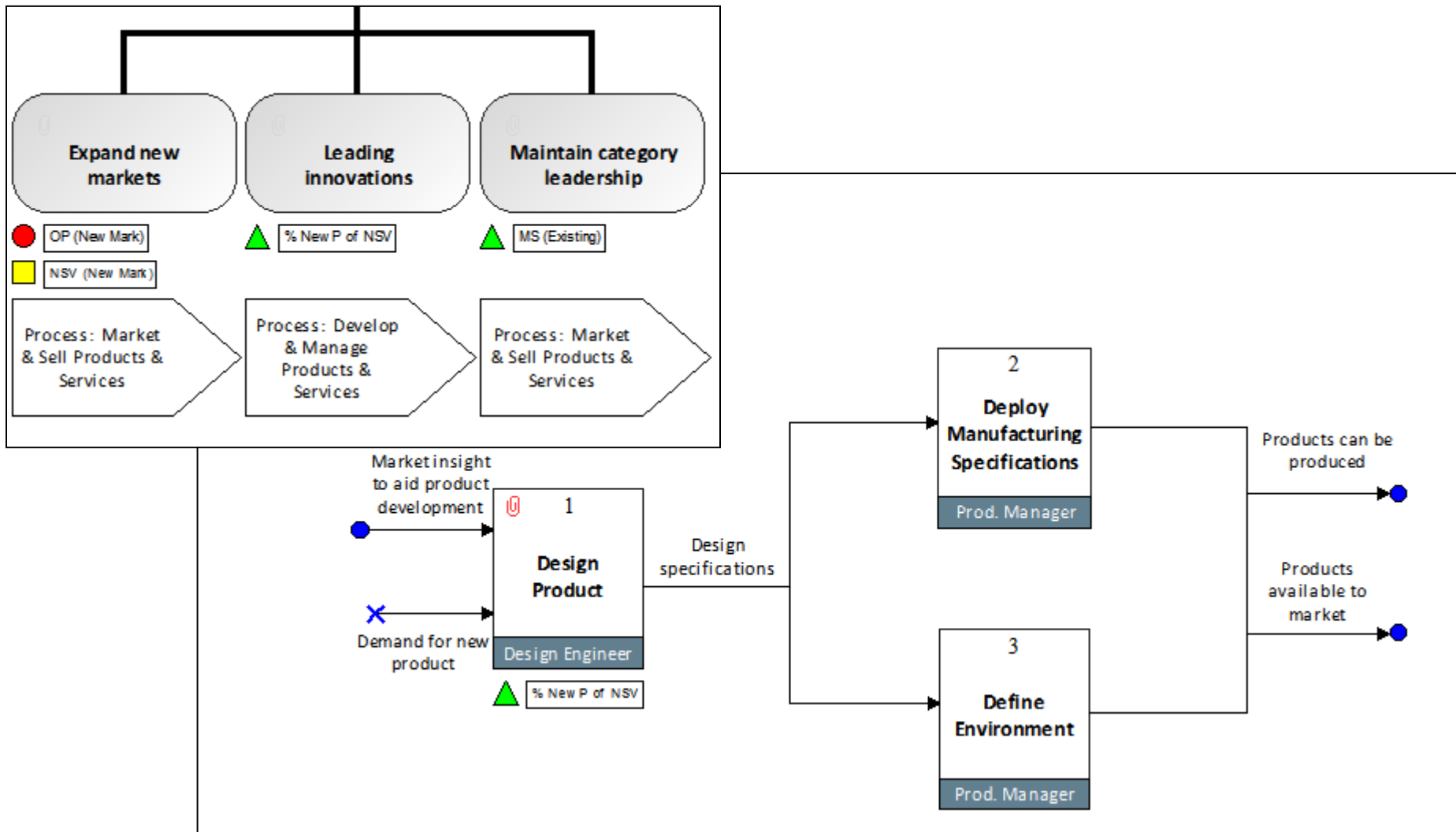
This screenshot shows the 'Scorecard Management' application window, which includes a menu bar (File, Edit, View, Help) and a toolbar with icons for Close, New, Edit, and Delete. The main content area displays a folder structure:

- Folder: Scorecard
  - Scorecards
  - Executive Dashboard

The 'Scorecard Properties' window is open, showing the following details:

- Scorecard: Salesforce.com Dashboard
- Dashboard URL: <https://www.nimbus.salesforce.com/npsdashboard>

# Linking Strategy to Process - Connecting Objectives & Measures to Process




# Linking Strategy to People - Connecting Measures, Scorecards & Process to People

HowTo
Go To Edit Favourites Help

Home | Maps | Docs | To-Dos (4)
Home - Sue Clark

My Workspace
My Searches
My Roles



**Capture, analyse and communicate business processes easily with Control software**

Understanding the end-to-end processes of an organisation is at the heart of delivering high performance, compliance and robust operations.

Control enables organisations to capture, analyse and communicate a common set of processes that can be used to manage and transform your business.

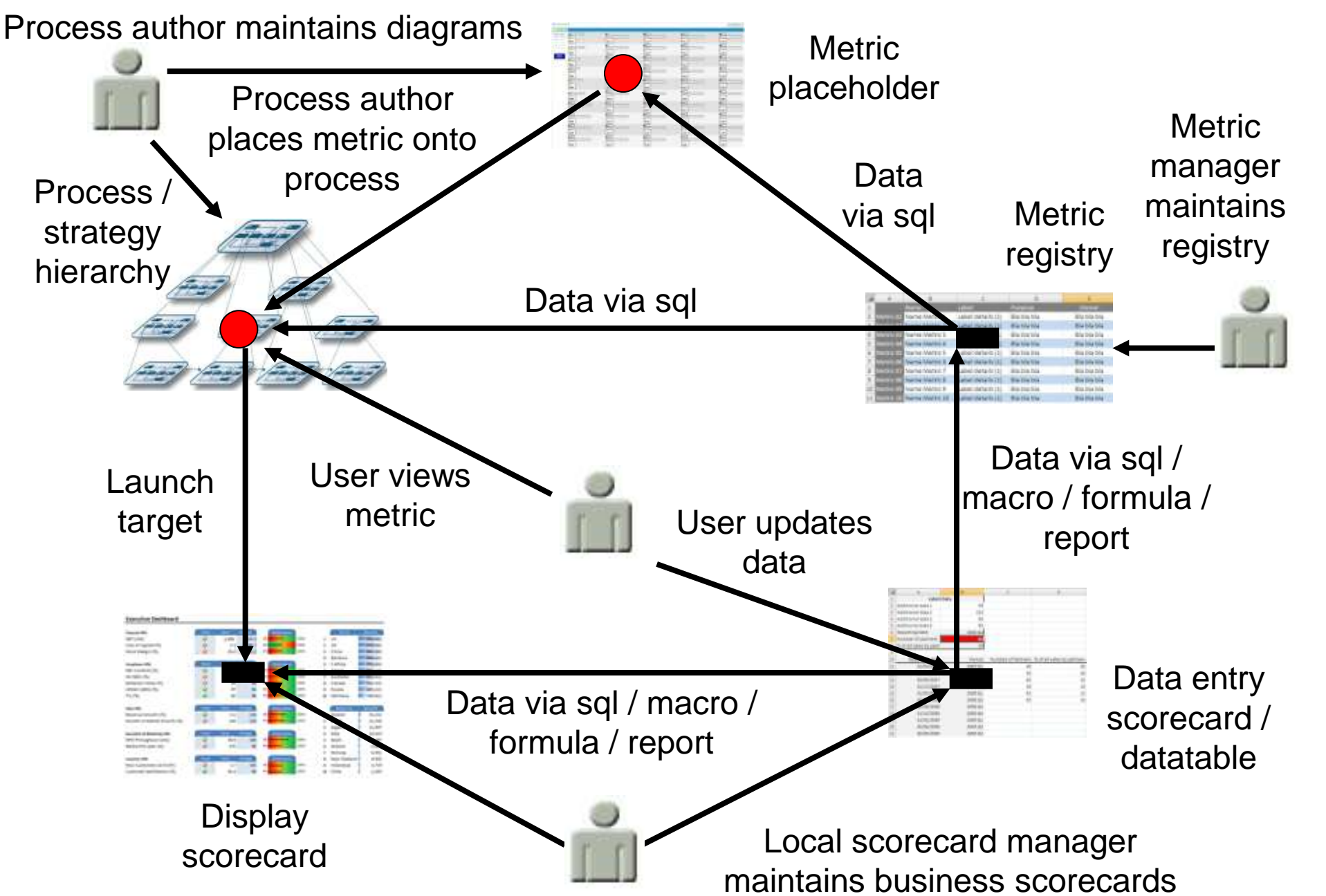
The use of Control dramatically reduces the time, effort and cost required to deliver effective process management.

[Find out more](#)

Processes	↕	Documents	↕
MY HR	🗑️ ⬆️ ⬇️ ⬆️	New Credit Account Application Form - UK - Direct	🗑️ ⬆️ ⬇️ ⬆️
Order to Cash Accelerator	🗑️ ⬆️ ⬇️ ⬆️	Health & Safety Presentation	🗑️ ⬆️ ⬇️ ⬆️
Enterprise Overview - Graphical View	🗑️ ⬆️ ⬇️ ⬆️	Expense Claim Sheet Template	🗑️ ⬆️ ⬇️ ⬆️
Order To Cash Process	🗑️ ⬆️ ⬇️ ⬆️	Employee Performance Appraisal Form	🗑️ ⬆️ ⬇️ ⬆️
Set-up Customers	🗑️ ⬆️ ⬇️ ⬆️	Transaction training example - Oracle	🗑️ ⬆️ ⬇️ ⬆️
Collect Customer Info. & Perform Checks	🗑️ ⬆️ ⬇️ ⬆️	Transaction training example - SAP	🗑️ ⬆️ ⬇️ ⬆️
Intelligent Operations Manual (APQC)	🗑️ ⬆️ ⬇️ ⬆️	Internet / Intranet / Web-based system	🗑️ ⬆️ ⬇️ ⬆️
Visio Conversion Example	🗑️ ⬆️ ⬇️ ⬆️	SalesForce Integration Demo	🗑️ ⬆️ ⬇️ ⬆️
Country Variance Example	🗑️ ⬆️ ⬇️ ⬆️	<b>Transactions</b>	↕
Manage Programme Project Spend Example	🗑️ ⬆️ ⬇️ ⬆️	VA11 (Create Inquiry)	🗑️ ⬆️ ⬇️ ⬆️
Operational Risk Management (TCF)	🗑️ ⬆️ ⬇️ ⬆️	VA01N (Create Sales Order)	🗑️ ⬆️ ⬇️ ⬆️
Business to Employee example	🗑️ ⬆️ ⬇️ ⬆️	V.23 (Release Orders for Billing)	🗑️ ⬆️ ⬇️ ⬆️
Record to Report Example	🗑️ ⬆️ ⬇️ ⬆️	PC00_M99_PA03_CHECK (Check results)	🗑️ ⬆️ ⬇️ ⬆️
Projects Overview	🗑️ ⬆️ ⬇️ ⬆️	VF01 (Create Billing Document)	🗑️ ⬆️ ⬇️ ⬆️
Non-Inventory Procurement Example	🗑️ ⬆️ ⬇️ ⬆️	<b>Measures</b>	↕
SAP Solution Manager Integration Demo	🗑️ ⬆️ ⬇️ ⬆️	Cost per hire	🗑️ ⬆️ ⬇️ ⬆️
SAP ERP - Business Scenarios	🗑️ ⬆️ ⬇️ ⬆️	Time taken to fill vacancy	🗑️ ⬆️ ⬇️ ⬆️
Utility Company Process Infrastructure	🗑️ ⬆️ ⬇️ ⬆️		▲
Retail Example - Standard Operating Platform	🗑️ ⬆️ ⬇️ ⬆️	<b>Scorecards</b>	↕
Finance Example - Manage Programme Project Spend	🗑️ ⬆️ ⬇️ ⬆️	Executive Dashboard	🗑️ ⬆️ ⬇️ ⬆️
Demo process mapped today	🗑️ ⬆️ ⬇️ ⬆️	Projects Summary Dashboard	🗑️ ⬆️ ⬇️ ⬆️
		Marketing Overview	🗑️ ⬆️ ⬇️ ⬆️

# Linking Multiple Stakeholders to Strategy & Scorecards

Please see full page diagram on next slide



## Summary

Nimbus Control provides the capabilities needed to articulate your organization's strategy, decide how to monitor and manage performance towards those objectives and deploy this information in a targeted way to all stakeholders

Thanks to the content management capabilities it's also easier to keep the information up-to-date. Nimbus Control is very fast and pragmatic, delivering results in days rather than months

This capability is primarily used by 'C' Level executives, Business unit managers, enterprise architects and generally those focussed on organizational objectives and performance

# Capability to Create Strategy Maps, Metrics & Scorecards

Strategy Maps: Model the Strategy Map from mission & strategy to financial and customer objectives to processes & outcomes

Hierarchy of metrics: Establish relevant KPIs. Manage metrics centrally, display metrics in the content of the Strategy map diagrams and process diagrams

Link Strategy to execution: Link and model the business processes which contribute to the objectives

Scorecards: Create scorecards in a familiar way (Excel etc.). Draw on information from a wide variety of enterprise data sources. Link the scorecards to relevant metrics in the context of the strategy map

Reports: Customize reports which interrogate the strategy, processes and related resources

# Capability to Deploy to all Stakeholders via Personalized, Collaborative Portal

Easy for people to find role-based:

- Strategy diagrams
- Metrics
- Scorecards
- Reports
- Process information

and interact with content owners and peers

# Capability to Drive Business Excellence and Agility

Once you've created great content, to drive business excellence and ongoing agility you have to ensure "adoption". To do this Nimbus Control supports the following lifecycle capabilities

Operate:

- Understand objectives, performance and processes
- Threshold alerts
- Performance Management not just performance reporting

Update:

- Collaborative content review leads to improvement suggestions
- Controlled, collaborative change

Inform:

- Relevant stakeholders are automatically informed when content relevant to their role is updated.

# THANK YOU!

For more information please contact:

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or see our website: [www.nimbuspartners.com](http://www.nimbuspartners.com)