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Wissenschaft

Hannig

Corporate Performance
Management

Norton/Russell

Managing the Execution
of Strategy

Wissenstransfer

Mosimann/Mosimann/Dussault

The Investment Advisor
of the Business

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Best Practice: Mellon Europe

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Wissenswerkzeuge

Sexl

Microsoft belebt
den Markt für CPM

Findeisen

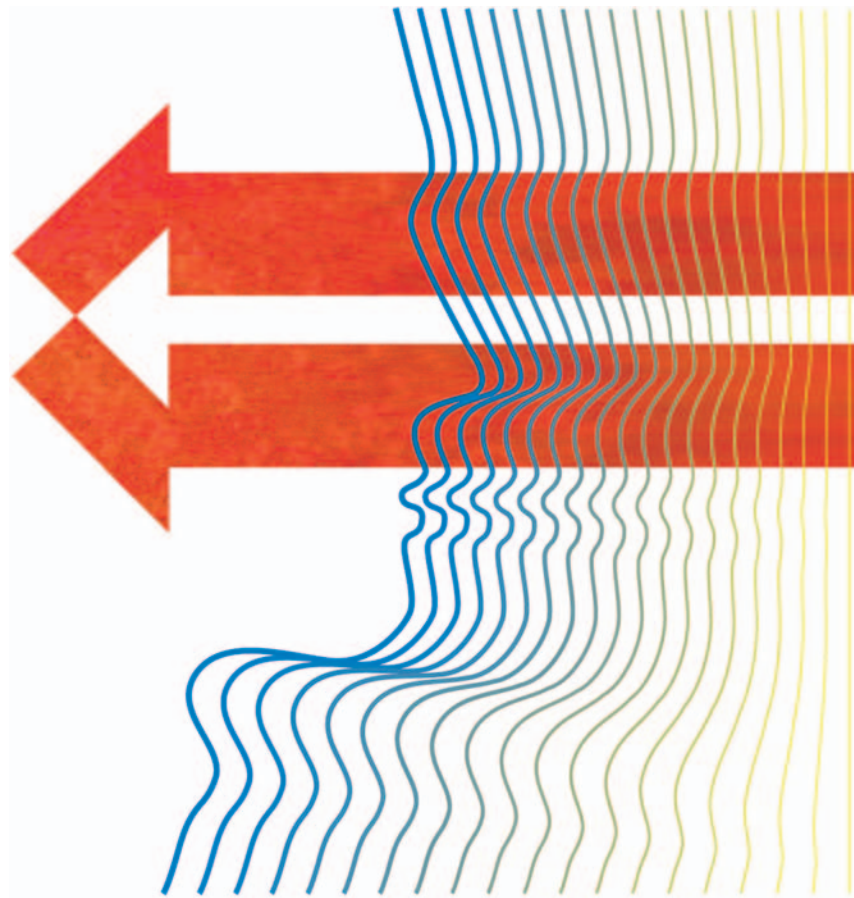
Microsoft und CPM

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Dear reader,

Strategy management is a hot topic worldwide. So many organizations have failed in implementing their strategies over time. Our recent survey shows that there is a strong correlation between having a defined process for strategy management and breakthrough results. The study shows that 54% of organizations surveyed have a formal strategy execution process in place and 78% of these organizations have shown better results than their peers.

A recent study developed by Monitor shows that for upper executives the most important issue of interest is 'executing strategy'. With this said we have to admit that best practices have been recognized and implemented by many organizations throughout the world and incorporating them into organizations have demonstrated high returns.

Magazines like the Journal of Performance Management have a major role in presenting and discussing these practices from a theoretical but most importantly also from a practical way. I am very enthusiastic to see that also in all the German speaking countries this has driven much attention and so many success stories.

Collaborating with the Journal of Performance Management through the Balanced Scorecard Collaborative CEE located in Munich is for us a big honour and we are committed to bring to the readers throughout the various editions excellent case studies and best practices that have been driving the breakthrough results through a thorough strategy execution process. I thank for this opportunity to share with you our findings over the next issues.

I wish all readers excellent insights. Bring your strategies into actions and I look forward in having the opportunity in the near future during our European Summit 2007 to hand over to German, Austrian and Swiss organizations the Hall of Fame Award in Strategy Execution through the Balanced Scorecard.

Regards,

Prof. Dr. David P. Norton

Liebe Leser,

jeder Manager kann nachvollziehen, dass ein Atomreaktor als Folge weniger Wenn-Dann-Regeln automatisch abgeschaltet wird, um eine Kernschmelze zu verhindern. Kaum ein Unternehmen handelt jedoch so konsequent, wenn es um die Implementierung der Unternehmensstrategie geht.

Das Treffen strategischer Entscheidungen ist gerade in Deutschland häufig kein klar definierter Akt, sondern das Ergebnis einer Mischung aus Gefühl, Kreativität und Erfahrungswissen der Entscheider. Und dies, obwohl empirische Studien belegen, dass Unternehmen mit einem formalisierten Strategieumsetzungsprozess erfolgreicher sind. Der Grund hierfür ist, dass gerade mittelständische Unternehmer ihre Berechtigung zur Unternehmensführung aus ihrer als einzigartig wahrgenommenen Fähigkeit, die richtige Schlussfolgerung zu ziehen, ableiten.

Die Folge inkonsequenter Strategieumsetzung oder zu später Anpassung des Geschäftsmodells an Umweltveränderungen ist ein Verlust der Wettbewerbsfähigkeit. Hoffen kann niemals Handeln ersetzen. Denn Zögern und Zaudern führt zur Handlungsunfähigkeit.

Die Zeitschrift für leistungsorientierte Unternehmensführung unterstützt den Transfer der wissenschaftlich gewonnenen und empirisch belegten Erkenntnisse in die Unternehmenspraxis. Dazu werden Theorie und Methodenwissen ebenso vermittelt wie Handlungsleitfäden und Best Practice Beispiele aus der ganzen Welt vorgestellt.

Das Institut für Managementinformationssysteme hat seinen Fokus ganz auf die Unterstützung des Managements bei strategischen Entscheidungen gerichtet. IT-Systeme sind in diesem Kontext reine, wenn auch wichtige Hilfsmittel. Entscheidend für deren erfolgreichen Einsatz wird in Zukunft ein Paradigmenwechsel von der ex post orientierten Business Intelligence-Welt zur ex ante zentrierten Performance Management-Sicht sein. Ich freue mich darauf, hierzu einen Beitrag leisten zu dürfen.

Eine nutzenstiftende Lektüre wünscht Ihnen

Prof. Dr. Uwe Hannig



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Corporate Performance Management

Prof. Dr. Uwe Hannig

Die leistungsorientierte Unternehmensführung ist die zentrale Aufgabe des Topmanagements. Ein Corporate Performance Management (CPM) System verknüpft Ziele, Strategien und Ergebnisse und unterstützt so den Entscheider bei der konsequenten Umsetzung der gewählten Strategie ebenso wie bei ihrer durch Umweltveränderungen erzwungenen Anpassung. Dazu bedarf es eines formalisierten auf Prozessinformationen aufbauenden IT-Systems, das Daten in handlungsrelevante Informationen transformiert und diese zur richtigen Zeit in der richtigen Form an den jeweils richtigen Personenkreis verteilt. Performance Management Systeme stellen in diesem Sinne die Nachfolger der ursprünglichen Managementinformationssysteme dar, bieten aber einen deutlich größeren Nutzen.

Die ersten Versuche zur Entwicklung von Managementinformationssystemen (MIS) in den sechziger und siebziger Jahren des letzten Jahrhunderts scheiterten aus technischen Gründen. Dasselbe traf auf die im Rahmen des Durchbruchs des Operation Research in den 70er Jahren realisierten Decision Support Systeme bzw. Entscheidungsunterstützungssysteme zu. Als in den achtziger Jahren der zweite Anlauf zur Implementierung von MIS ge-

startet wurde, bevorzugten die Anbieter die Bezeichnungen Führungsinformationssystem oder Executive Information System (vgl. Abb 1).

Die Erkenntnis, dass ein MIS einzig dann sinnvolle und zuverlässige Ergebnisse liefert, wenn eine vollständige und konsistente Datenbasis vorhanden ist, führte zum Data Warehouse (DW) als für Analysezwecken nutzbarem Datenlager. Etwa zur gleichen Zeit verbreitete sich der 1993 von der

Gartner Group geprägte Begriff Business Intelligence (BI).

Beyond BI

Unter Business Intelligence versteht man die Analyse bzw. Nutzung der in einem Data Warehouse oder Data Mart gespeicherten Daten durch die Anwender. Es handelt sich also um das informationstechnische Instrumentarium zur Auswertung von unternehmensweit verfügbaren Daten. Die Sichtweise ist dabei

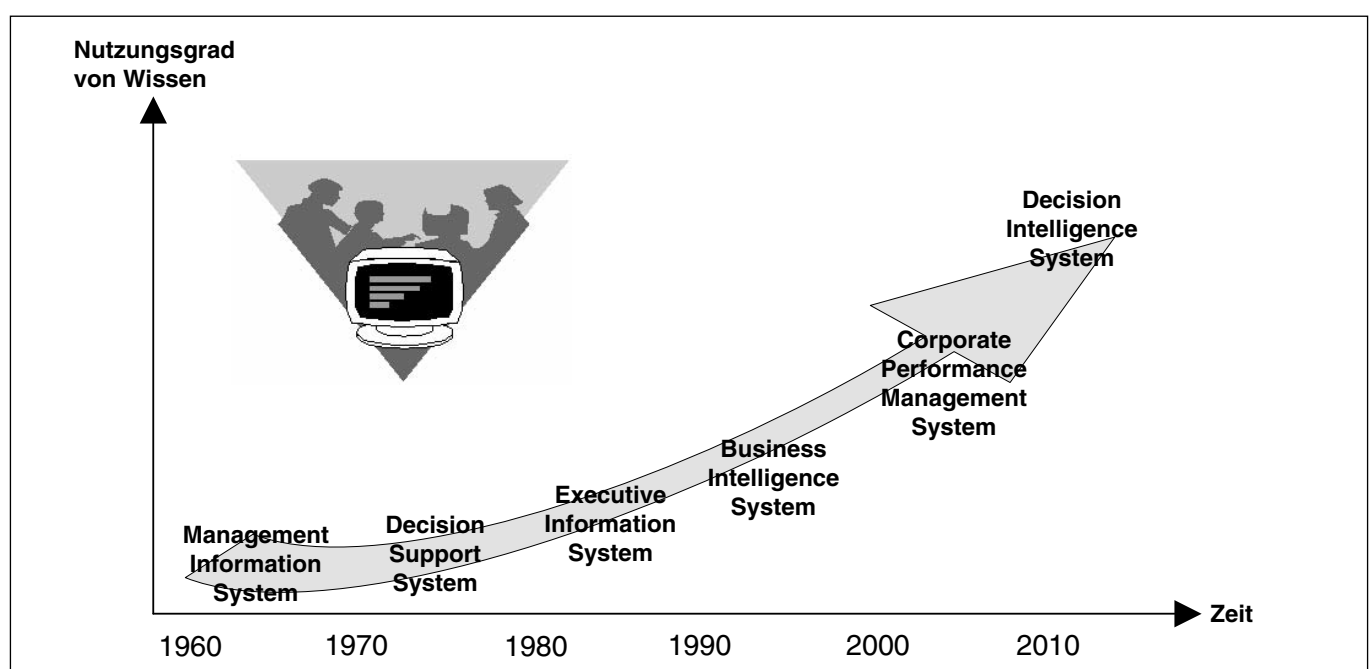
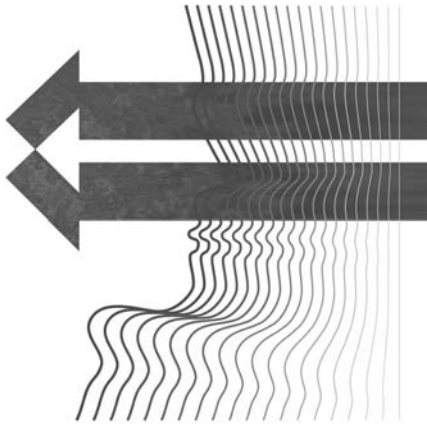


Abb. 1: Vom Management Information System zum Performance Management System

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ex post auf die Analyse der Ergebnisse interner Prozesse konzentriert.

Der wirtschaftliche Erfolg des Data Warehousing erklärt sich daraus, dass die IT-Abteilungen nach Jahren der Rechtfertigung endlich wieder einen vom Management nachvollziehbaren Grund für Investitionen hatten und ihre Existenzberechtigung nachweisen konnten. Ähnlich erging es den Controllern, deren Tätigkeit dadurch aufgewertet wurde, dass sie nun die Analysen durchführten, die dem Topmanagement zuvor von den Tool-Herstellern zugedacht worden war. Doch die Vorstellung, dass Unternehmensführer durch Datenmeere navigieren, um die Ursachen von Planabweichungen zu finden, hatte sich schnell als Illusion erwiesen.

Dies verwundert wenig, wenn man bedenkt, dass die zentrale Aufgabe des Unternehmensführers nicht die Fehlersuche und das Finden von Versagensmustern ist, sondern das frühzeitige Antizipieren von Trends und das zielgerichtete Einleiten von Maßnahmen zur Verbesserung der Wettbewerbsfähigkeit, womit zukunftsgerichtete Aktivitäten in seinem Interessensfokus stehen. Dabei helfen IT-lastige Business Intelligence Systeme mit ihrer vorwiegend auf unternehmensinternen Daten basierenden Einsichten und der vergangenheitsgerichteten Betrachtungsweise wenig. Da sie dem deutschen Wesen entgegenkommen, dessen Kernkompetenz immer stärker auf dem Verwalten und Überprüfen liegt, finden Instrumente zur Suche nach den Gründen von Fehl-

abweichungen und damit Schuldigen hierzulande einen fruchtbareren Boden als in Ländern, in denen man nach Innovation, Fortschritt und positivem Wandel strebt.

Die IT-Branche war deshalb, trotz der wirtschaftlichen Erfolge schlecht beraten, sich durch das Hervorheben technischer Spezifika, wie z. B. von OLAP, zu weit von den Bedürfnissen der Topentscheider zu entfernen. Business Intelligence Systeme sind aus deren Sicht denn auch Instrumente für Controller.

Kurz nach der Jahrtausendwende tauchte der Begriff Corporate Performance Management vermehrt in Europa auf. Synonym verwendet wurden Enterprise Performance Management (EPM) und Business Performance Management (BPM), was sich aber nicht durchsetzen konnte, da die Abkürzung BPM bereits von Business Process Management besetzt war.

Im folgenden wird nur noch von CPM oder der Einfachheit halber Performance Management (PM) gesprochen. Denn wie das Grundprinzip des Scoring-Modells, das bei der Wahl des richtigen Standorts ebenso verwendbar ist wie bei der Partnersuche im Internet, kann PM auch im privaten Sektor, z. B. im Sport, eingesetzt werden. In der Wirtschaft hat sich der Terminus Corporate Performance Management bereits durchgesetzt.

Die Sprachverwirrung führte, wie üblich bei Innovationen im IT-Sektor, zur Frage, ob es sich nicht um alten Wein in neuen Schläuchen handelt und Busi-

ness Intelligence nur ein neues Label erhalten hat. Das ist eindeutig nicht der Fall, wenngleich BI-Systeme für das Performance Management eine wichtige Rolle spielen. Denn beim Performance Management geht es - wie einst bei der Urform der MIS - um viel mehr als die Datenanalyse. Im Mittelpunkt aller CPM-Anstrengungen steht die zielgerichtete Beeinflussung der Unternehmensleistung zur Verbesserung der Wettbewerbsposition, d. h. die leistungsorientierte Unternehmensführung. Performance ist in diesem Kontext als multidimensionaler Erfolgsbegriff zu betrachten.

Zum Performance Management gehört natürlich auch, alle internen und externen Abläufe zu formalisieren und die an den Prozessen beteiligten Personen zu koordinieren. Die laufende Überprüfung der Ergebniswirkung der Unternehmensaktivitäten mittels BI ist also nur ein Schritt im CPM-Prozess (vgl. Abb. 2).

Der gesamte Managementprozess, von der Vision bis hin zur u. U. notwendigen Veränderung des Geschäftsmodells, muss durch das Corporate Performance Management abgedeckt

werden. Dazu benötigt man natürlich deutlich mehr Wissen als bei der Datenanalyse mit BI-Werkzeugen. Ein entsprechendes IT-System muss unstrukturierte Daten integrieren und unscharfe Logik nutzen können. Das finale Ergebnis dieser Überlegungen ist letztendlich die Automatisierung von Geschäfts- und damit auch Entscheidungsprozessen mit Hilfe eines Decision Intelligence Systems.

Doch soweit sind wir noch nicht. Schon gar nicht in einer Zeit, in der sich viele Manager ohne Selbstzweifel einem Schachcomputer geschlagen geben und sich freuen, dass ein Expertensystem im Notfall ein Kernkraftwerk abschaltet, aber nur wenige von ihnen bereit sind, die Entscheidung auch nur über die Eliminierung eines Produkts aus dem Produktprogramm oder die Vornahme einer Erweiterungsinvestition an eine Maschine zu übertragen – selbst, wenn es sich dabei nur um das automatische Abarbeiten von Wenn-Dann-Folgen handelt.

Das rührt am Gefühl der Einzigartigkeit von Topmanagern und verhindert im Augenblick noch den Einsatz künstlicher Intelligenz, die in vielen anderen Le-

bensbereichen, wie z. B. bei der Steuerung des Verkehrs, längst akzeptiert wird, in CPM-Systemen.

Strategieimplementierung mit der Balanced Scorecard

Unterstützen durch CPM-Systeme lassen sich in einer immer dynamischer werdenden Umwelt allerdings immer mehr Entscheider. Denn treffen die Schätzungen von Marktforschungsinstituten zu, sind bereits heute nahezu alle größeren Unternehmen mit der Einführung von Methoden und Prozessen zur Überwachung und Steuerung der Unternehmensleistung beschäftigt. Und auch das bedeutet bereits einen wesentlichen Fortschritt gegenüber der jüngeren Vergangenheit.

Corporate Performance Management konzentriert sich heute vorrangig auf den Support des Managements bei der raschen und effektiven Strategieumsetzung. Am häufigsten wird weltweit die Anfang der 90er Jahre von den Harvard-Professoren Kaplan und Norton entwickelte Balanced Scorecard (BSC), deren gleichnamiger Bestseller „Translating Strategy to Action“ als Untertitel trug, für die Strategieimplementierung verwendet. Als Teil der

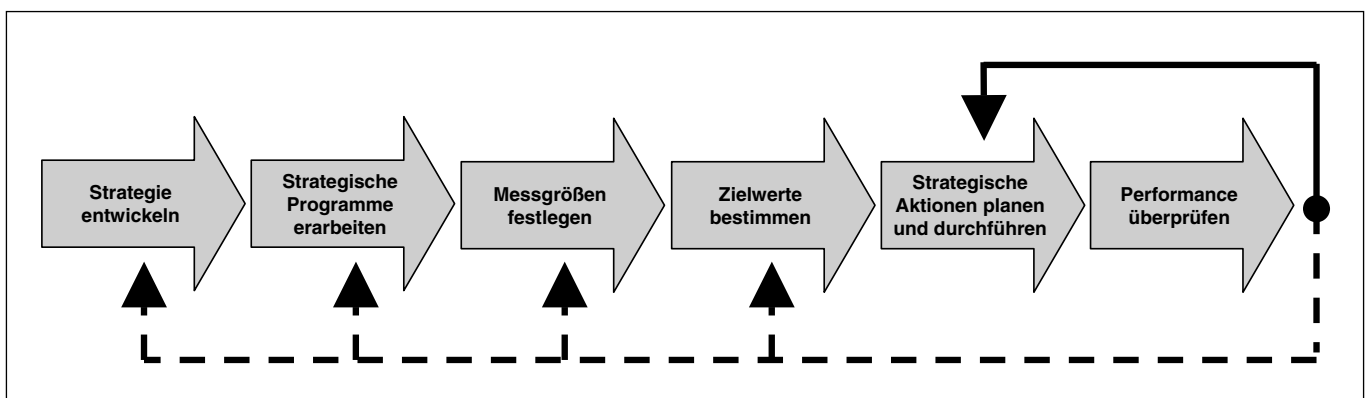


Abb. 2: Der CPM-Prozess

strategischen Planung geht ihr Nutzen weit über den eines Berichtssystems hinaus.

Denn klassische Berichtssysteme stellen den Entscheidern in der Regel für die Festlegung des künftigen Kurses nur wenig hilfreiche Informationen aus dem internen Rechnungswesen zur Verfügung. Ob und wie die Strategieumsetzung vorankommt, ist damit meist nicht überprüfbar.

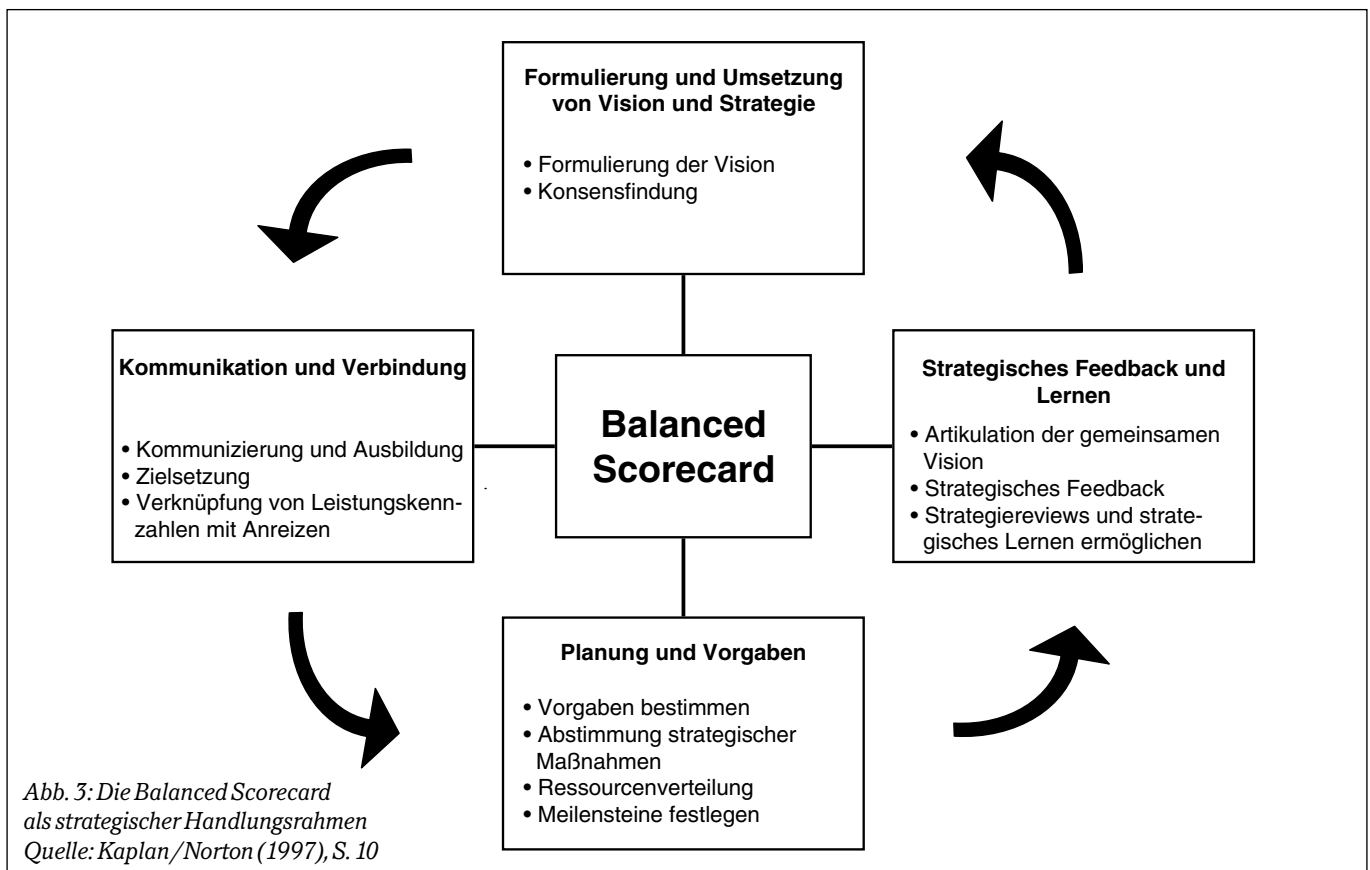
Ebenso wenig wird dem Unternehmen und seinen Organisationseinheiten eine ganzheitliche Ausrichtung ermöglicht. Häufig wissen die Mitarbeiter nicht, was sie tun müssen, um ihren Erfolgsbeitrag zu leisten. Der Link zwischen den angestrebten Zielen und den zu deren Erreichung notwendigen strategischen Maßnahmen ist für sie nicht zu erkennen. Hier hilft die

BSC, indem sie die Strategie konkretisiert und ihre Verfolgung transparent macht (vgl. Abb. 3). Die Balanced Scorecard setzt an einer Schwachstelle der klassischen ex-post-orientierten Berichtssysteme, der Fokussierung auf Finanzkennzahlen, an. Sie zielt deshalb auf die Zusammenstellung eines ausgewogenen Sets von finanziellen und nicht-finanziellen Messgrößen ab, das es erlaubt die Zielerreichung zu planen und zu verfolgen. Die BSC unterstützt damit das Management bei der Überführung der Strategie in strategische Aktionen. Für jede von diesen wird ein Verantwortlicher festgelegt, der für die Einhaltung der Termin- und Budgetvorgaben sorgt.

Die strategischen Aktionen werden jeweils einer sogenannten Perspektive zugeordnet. Aufgrund der Ergebnisse ihrer em-

pirischen Forschung schlagen Kaplan und Norton die gleichgewichtige Berücksichtigung der vier Perspektiven Finanzen, Kunden, Prozesse und Potenziale bei der Ableitung der strategischen Ziele vor. Dieses ausgewogene Zielsystem stellt die Balanced Scorecard (vgl. Abb. 4) dar. In der Praxis kann es durchaus sinnvoll sein, weitere Betrachtungsweisen, wie z. B. die Zuliefererperspektive, in die BSC mit aufzunehmen.

Eine BSC bildet das Zielsystem des Unternehmens oder – wie häufiger der Fall – einer strategischen Geschäftseinheit ab. Die Strategie legt fest, wie die einzelnen Unternehmensziele zu erreichen sind. Dafür müssen beim Einsatz der BSC zu jeder Perspektive Aussagen getroffen werden. So lässt sich verhindern, dass bei der Festlegung der strategischen



Maßnahmen beispielsweise zu sehr auf die Verfolgung der kurzfristigen finanzwirtschaftlichen Ziele abgestellt wird, was dem Unternehmen langfristig Wettbewerbsnachteile bringen kann, weil zuwenig in Prozesse und Potenziale investiert wurde.

Die Finanzperspektive beinhaltet die klassische Sichtweise ertragsorientierter Unternehmen, bei denen Rendite- und Wachstumsziele dominieren. Sie stellt deshalb in der Regel die Ausgangsperspektive dar und dokumentiert, ob der wirtschaftliche Erfolg aus Sicht der Kapitalgeber erreicht wird.

Finanziellen Erfolg wird ein Unternehmen nur haben, wenn es die Bedürfnisse der Nachfrager besser befriedigt als seine Wettbewerber. Die Kundenperspektive konzentriert sich deshalb

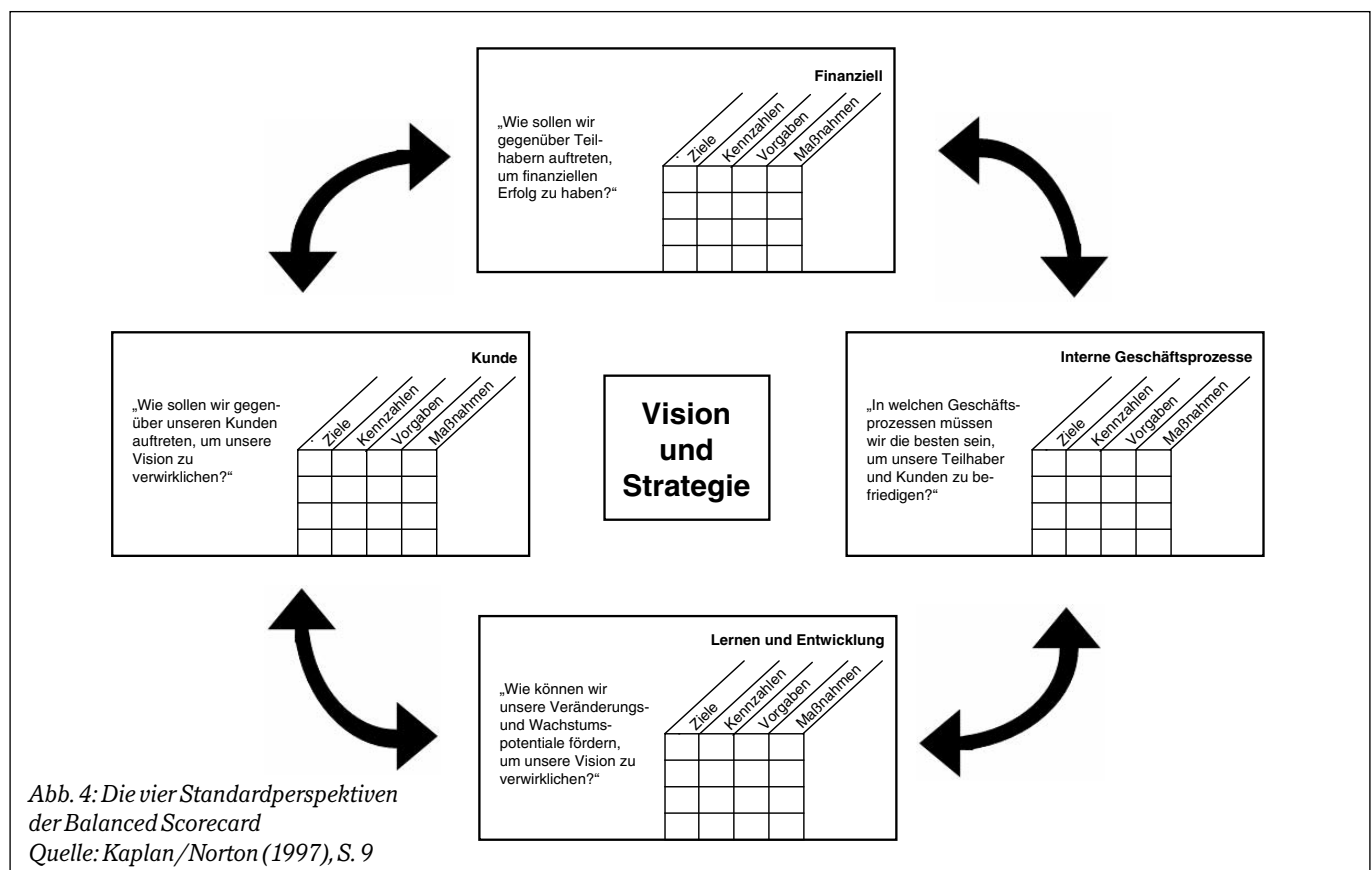
auf die Positionierung des Leistungsangebots im Markt.

Die Prozessperspektive fokussiert auf jene Prozesse, die für die Strategieumsetzung von besonderer Bedeutung sind. Denn nur wenn diese möglichst optimal funktionieren, können die Ziele der Finanz- und Kundenperspektive erreicht werden.

Die Zukunftsorientierung der BSC wird bei der Potenzialperspektive besonders deutlich. Ziel ist es, vor allem die Potenziale zu entwickeln, die es dem Unternehmen erlauben, Veränderungen am Markt erfolgreich zu nutzen und zukünftige Wettbewerbsvorteile zu erlangen. Dazu gilt es, das Wissen in der Organisation zu mehren und mittels Informationstechnologie dort zur Verfügung zu stellen, wo es benötigt wird.

In die BSC werden nur die Erfolgsfaktoren aufgenommen, die dem Unternehmen Wettbewerbsvorteile erbringen. Die zu diesen als Erfolgspotenziale bezeichneten Faktoren zugehörigen Ziele sind strategischer Art. Horváth und Partner schlagen im Durchschnitt 5 Ziele pro Perspektive und maximal 25 Ziele pro Balance Scorecard vor. Zu beachten ist, dass in der Praxis nicht nur eine BSC, sondern Hierarchien von Balanced Scorecards entstehen. Ändert sich die Strategie, müssen auch die Balanced Scorecards angepasst werden.

Eine Strategie muss verstanden werden können. Den Mitarbeitern muss einleuchten, warum bestimmte Ziele zu erreichen sind. In diesem Zusammenhang ist es natürlich wichtig zu wissen, wie die Zusammenhänge zwischen den einzelnen Zielen sind



und ob es Abhängigkeiten bzw. Ursache-Wirkungsketten gibt, die in einer Strategy Map abgebildet sind. Auf einem gemeinsamen Zielverständnis aufbauend kann die Durchgängigkeit der Ziele über die Hierarchieebenen hinweg gewährleistet werden.

Im nächsten Schritt müssen dann Messgrößen, sogenannte Key Performance Indikatoren (KPIs), festgelegt werden. Schlüsselindikatoren dienen der Konkretisierung der strategischen Ziele und der Verfolgung des Zielerreichungsgrads. Horváth und Partner empfehlen, die Anzahl der Messgrößen pro strategischem Ziel auf drei zu beschränken.

Auszuwählen sind nur Kennzahlen mit einem eindeutigen strategischen Bezug. Dabei spielt es keine Rolle, ob es sich um „harte“ Finanzkennzahlen oder „weiche“ Subjektivurteile handelt. Auch hier streben Kaplan und Norton Ausgewogenheit an; zum einen zwischen quantitativen und qualitativen Messgrößen und zum anderen zwischen Ergebniskennzahlen (Spätindikatoren) und Leistungstreibern (Frühindikatoren).

Damit Messgrößen einen Beitrag zur Unternehmenssteuerung

leisten können, benötigt man Zielwerte. Dies sind nur selten Minima oder Maxima. Um so schwieriger, sind sie in Abhängigkeit vom jeweiligen Anspruchsniveau zu bestimmen. Gute Dienste kann hier das Benchmarking leisten.

Zur Motivation der Mitarbeiter incentiviert man häufig das Erreichen der Zielwerte. Insbesondere bei der Gewährung monetärer Anreize konzentriert sich die Kreativität der Organisationsteilnehmer häufig völlig auf die Entdeckung von Wegen, die Zielwerte möglichst einfach zu erreichen. Dadurch kommt es zu einer Vernachlässigung anderer Aktivitäten und entsprechend negativen Folgen für die Gesamtzieelerreichung. Deshalb ist vor der Einführung von Incentivprogrammen sicherzustellen, dass die Ursache-Wirkungsketten möglichst umfassend bekannt sind.

Heute bleibt es häufig bei der Beobachtung der tendenziellen Entwicklung der KPIs zur Überprüfung der Performanceentwicklung. Ideal ist es natürlich, wenn auch festgelegt wird, welche strategische Maßnahmen angestoßen werden, sobald die Messwerte den Zielkor-

ridor verlassen. Je detaillierter die möglichen Abweichungsszenarien überdacht werden, desto schneller und problemadäquater kann reagiert werden, z. B. durch die zur Verfügungstellung zusätzlicher Ressourcen. Geschieht dies mehr oder weniger automatisch, befindet man sich auf dem Weg zur Decision Intelligence.

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Managing the Execution of Strategy

Prof. Dr. David P. Norton and Randall H. Russell

What separates successful users of the Balanced Scorecard (BSC) from others? That's a question we're frequently asked. Is BSC success an art or a science? Is it luck, or is it just that with so many BSC users, there are bound to be some successes? Over the past year, we have been engaged in a research study to help answer these questions. The results, while not surprising, provide insights from which all BSC users can benefit.

Through our research of hundreds of Balanced Scorecard users, we've discovered five important insights:

- Successful companies use the BSC as part of an overall approach to management. (We refer to this as "strategic management.")
- There is a consistent set of best practices that creates the core of this management approach.
- Most important: The higher the level of excellence in managing these best practices, the higher the level of benefits.
- These strategic management best practices represent a core competency for an organization. These practices can be identified, codified, and thus shared with others, helping to move strategic management from an art to a science.
- Organizations that want to reap the highest benefits of strategic management should benchmark themselves against these best practices and develop their own program to make strategic management a core competency.

Defining BSC Success

The point of departure for our investigation was to define a "successful" BSC. The purpose of a Balanced Scorecard is to help an organization successfully execute its strategy and reap the

breakthrough results that accompany that success. In our model, it is the benefits that define success: the higher the level of benefits, the greater the success. Using this scheme, we have created a four-level scale of success.

Group I: BSC Hall of Fame organizations

These organizations have been selected because their success is significant, and has been clearly documented, validated, and publicized.¹

Group II: "Breakthrough results" organizations

These organizations, while not in our Hall of Fame, claim to have results of that magnitude. These results are based on the users' perceptions and have not been validated.

Group III: "Operational results" organizations

These organizations have not seen dramatic breakthroughs in their bottom line and industry position, but do claim quantifiable benefits in such lead indicators as quality, cycle time, and on-time performance.

Group IV: "Organizational results" organizations

While they are not yet producing quantifiable results, these BSC users claim qualitative benefits in such areas as communications,

consensus building, teamwork, and focus.

For simplicity's sake, we refer to Groups I and II as high-benefit users (HIBUs) and Groups III and IV as low-benefit users (LOBUs). The second dimension of our research was to study the management practices used by BSC organizations. Our goal: to identify those practices employed by successful organizations, with the expectation that others could use these approaches to enhance their own chance of success.

The Principles of Strategy-Focused Organizations

Over the past decade, we have helped implement or have studied the strategic management programs of hundreds of organizations. In *The Strategy-Focused Organization*², we first identified five principles at work in successful BSC organizations, which we call the principles of the Strategy-Focused Organization (SFO):

- Mobilize change through executive leadership.
- Translate the strategy into operational terms.
- Align the organization to the strategy.
- Motivate to make strategy everyone's job.
- Govern to make strategy a continual process.

Through our ongoing fieldwork, we have identified a set of best practices that make up the SFO principles. These best practices are supported by a case library of more than 500 examples (documented stories and testimonials), all of which show how these practices, linked to the Balanced Scorecard, created results. These best practices will evolve over time as new management ideas emerge and develop. (The use of BSCs for board-level reporting is one such example. Though the approach is not yet widely used, we feel it is a best practice where it has been applied and is thus worth sharing with others.)

Each organization that participated in our research completed a survey, rating its perceived “level of practice excellence” relative to each of the SFO best practices on a five-point scale, where at this:

- 5 = We are a “best practice”.
- 4 = We are good.
- 3 = We are OK.
- 2 = We are not good.
- 1 = We are awful.

The level of benefits is directly proportional to the level of practice excellence. Figure 1 summarizes this major finding of our analysis: high levels of excellence in strategic management best practices correlate directly with a high level of organizational benefits.

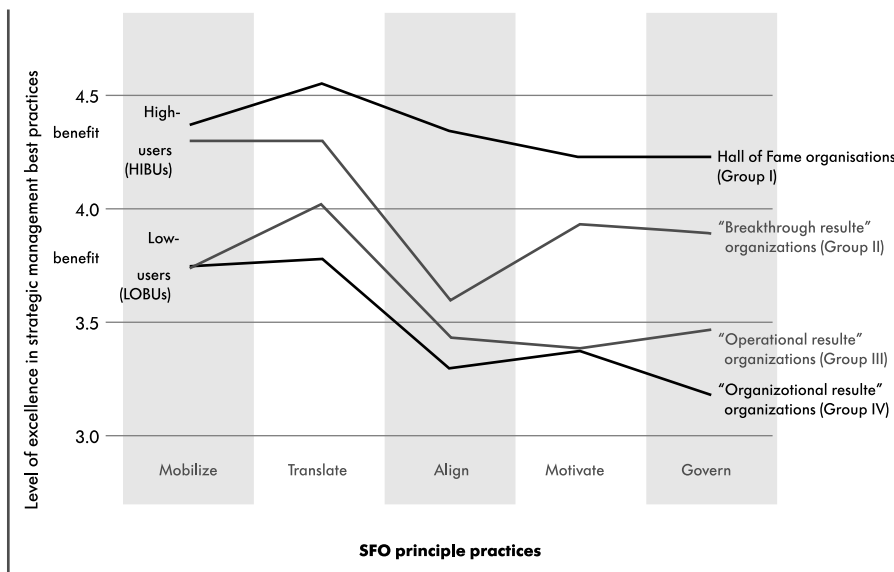
The level of excellence of Group I (Hall of Fame) organizations exceeds the levels of all other organizations (Groups II, III, and IV) in each of the five best practice areas. Group II (“breakthrough results”) organizations have higher excellence levels than Group III and IV organizations in all five best practice areas, but trail the higher-benefit Group I in all five areas. Group III (“operational results”) organizations trail the more successful Group I and II organizations in all five best practice areas, but lead the lower-performing Group IV organizations in all areas. Finally, Group IV (“organizational results”) organizations, the lowest-performing organizations, trail or tie all other organizations in each of the five best practice areas.

The message from these findings is clear. There is an identifiable set of practices, built around the Balanced Scorecard, that when implemented, lead to higher success levels. Because these practices are not unique to any company but are used by all or most of the organizations in Groups I and II of the study, they could be considered a prescription for other organizations as well.

Several other insights can be gained from the results depicted in Figure 1:

- The greatest gap between HIBUs and LOBUs occurs in Principle 1: Mobilize change through executive leadership. This reinforces our long-held position that the single most important success factor is a strongly committed and active management team.
- The smallest gap occurs in Principle 2: Translate the strategy into operational terms. There is a clear bias here because each participant was a Balanced Scorecard user. The finding illustrates, however, that it takes more than a Balanced Scorecard to be successful.
- The greatest gap between Hall of Fame organizations and all others occurs in Principle 3: Align the organization to the strategy. This demonstrates that effective organizational alignment, while difficult to achieve, has probably the highest payoff of any management practice.
- The low levels of practice excellence for Principles 4 (Motivate to make strategy everyone’s job) and 5 (Govern to make strategy a continual process) at the LOBUs illustrates their failure to institutionalize the BSC in the way the organiza-

Figure 1. Relationships Between Managerial Excellence and Levels of Benefits



tion is managed. LOBUs have not done a good job of aligning personal goals and incentives to the strategy, and thus miss the bottom-up benefits of the program, further explaining their lack of results.

There is a consistent set of best practices that represent the core of a successful management approach. Here, we identify the specific best practices associated with each SFO principle, illustrating them with a case study from our Hall of Fame files.

SFO Principle 1

The introduction of a Balanced Scorecard often is a reflection of an important strategic change in an organization.

- A change in leadership that results in a shift in strategic focus or, at the least, in a new emphasis on the importance of strategy execution.
- A shift in customer demand or a change in the competitive landscape that is driving a change in strategic direction.
- The changing dynamics of capital markets or other sources of funding that are reshaping the competitive environment.

No matter what the cause, organizations that want to take strategy and strategy execution seriously always fare better when the top executive and his or her team are wholeheartedly engaged in the effort.

Every successful Balanced Scorecard program begins with the realization that it is not a metrics project. It's a change process that will lead to establishing strategy execution as a core competency within the organization.

A good predictor of a successful BSC implementation is when the executive team understands that they are embarked upon an effort to create an integrated strategic management approach - effectively, a new way of managing. When this is the case, the BSC design and implementation effort is treated as an important investment toward enhancing the organization's management competencies. Identifying a BSC program manager is a critical step in ensuring a successful BSC program.

Before any real strategic action can take place, the vision must be clarified and agreed upon, and executives' roles in the new plan identified, so executives understand what they are being asked to do. Without a clear purpose and view of the desired outcome, it is difficult to achieve executive team alignment.

Clarity helps make each senior executive personally accountable for achieving the part of the overall vision he or she is most able to influence. While the specifics of the accountability matrix (the list of strategic objectives and the executives responsible for them) may change over time, the executive team's commitment to the shared vision represents an important stage of organizational maturity.

Best Practice Case: PLIVA

PLIVA is the largest diversified healthcare company in central and eastern Europe. As the pharmaceutical industry became more competitive and required faster time to market for new products, PLIVA needed to align

its resources and competencies to meet the demands of the environment. With a strategy focused on global growth and expansion into other regions, the management team needed a way to create a common vision among its geographically dispersed offices (7,000 employees in 33 countries).

In 1999, PLIVA's management board (the company's top five executives) elected to adopt the Balanced Scorecard. Board members knew they couldn't afford any mistakes, so they assumed direct responsibility for communicating the BSC and the new strategy to the company's offices worldwide, thereby demonstrating their personal commitment and accountability. Each board member is personally responsible for one or more components of the strategy; the president, for example, is responsible for the financial as well as the learning and growth perspectives of the scorecard. Executives oversee and monitor across the organization the measures related to the strategic theme or any other measures they "own." Top leadership at PLIVA actively sponsors strategy execution.

SFO Principle 2

The Balanced Scorecard is used to translate the strategy into a language that everyone understands. But before a strategy map and scorecard can be created, a strategy must first be articulated. Often, it's not until executives begin creating a BSC and strategy map that they realize the organizational strategy hasn't been clearly articulated or, in some cases, was never formulated.

The Balanced Scorecard adds value by providing a framework to describe and communicate the strategy in a consistent and revealing way. A strategy map is the most powerful way of communicating the cause-and-effect relationships that show how intangible assets are transformed into tangible (often financial) outcomes. The scorecard's use of quantitative lead and lag measures allows the value-creating process to be described and measured - and, ultimately, managed - rather than inferred. This logical management architecture creates a common and understandable point of reference for all employees.

Setting targets that are linked to well-defined, well-understood objectives helps ensure that an appropriate level of effort will be directed at achieving the objectives. Targets can be used to "stretch" the organization (to move people out of their comfort zones) and to make sure they focus their efforts on the right set of measures — ones that represent the strategic intent of the organization.

Defining initiatives is another key management practice within this principle. Strategic initiatives are projects designed to achieve specific strategic objectives. Strategic initiatives do not represent "business as usual." Instead, they consist of discrete sets of activities that have been resourced (with funding and dedicated staff) and that have high visibility. These are projects that are assigned high priority and that will be completed. Once initiatives have been defined and rationalized, executive accountability can be established to make sure things get done.

Best Practice Case: Fulton County Schools

Fulton County Schools, the metropolitan Atlanta-area school system, has continued to improve its students' performance every year since implementing the Balanced Scorecard in 2000. The system has made good on its mission to "educate students to be responsible, productive citizens" while simultaneously keeping down costs without eliminating crucial programs.

The superintendent's cabinet (the top leadership team of nine executives) and the county board of education developed a strategy map that reflects the school system's overall goals and specific objectives for reaching them. The strategy map focuses on five areas of school-system operation: student achievement, stakeholder satisfaction, efficient and effective instructional and administrative processes, staff learning and growth, and financial performance. The process of establishing objectives and measures helped leaders define the school system's mission as well as develop performance baselines and targets.

Targets have been established and are required for all measures. They represent challenging but attainable goals that reflect real improvement on a year-over-year basis. The Fulton County School System tracks the performance of all staff, from cabinet members to custodians. System executives believe that even bus drivers, who must get students to school safely and on time, affect students' ability to perform better.

The BSC's usefulness in rationalizing new projects has made it an

important tool for boosting the school system's credibility in the business community. In addition, the BSC helps the school board determine which programs to retain or eliminate. By using BSC data, it is clear which programs support the overall strategic mission.

Finally, every school has formed a committee of staff and advisory members charged with devising individual school goals that align with the five areas on the systemwide BSC. All employees, from cabinet members and principals to secretaries and custodians, are evaluated against their measures. This approach achieves accountability throughout the organization.

SFO Principle 3

The scorecard is used to cascade the strategy to all parts of the organization and to align the resources needed to accomplish the strategy. The cascading process delivers best results when the role of the corporate organization has been clearly defined. Is the corporate organization expected to actively coordinate across the various strategic business units (SBUs) to help achieve the potential synergy inherent in the organization? Or does the corporate office exist only to achieve an optimal return on the capital assets deployed - that is, to implement a financial strategy? In either case, once the corporate role has been defined, cascading the scorecard to the strategic business units can be used to leverage strategic assets for optimal impact.

SBUs and support or shared services units like HR, IT, and others become linked to the enterprise

strategy through the common themes and objectives that permeate their scorecards. Often, ad hoc organizations emerge to focus on strategic themes described in the scorecard. The city of Charlotte, N.C.'s cross-functional council is a good example.³ Successful organizations use their Balanced Scorecards in a coordinated manner to ensure the value of the whole enterprise exceeds the sum of its parts. One emerging best practice we've seen: using the BSC to align strategically with external partners such as customers, suppliers, and other constituent groups.

Organizations that have successfully implemented a BSC and that have realized the promise of their strategy become more comfortable using the BSC to communicate strategic achievements to their board of directors. Increasingly, boards are using the BSC framework to better understand strategic performance. In a small but growing number of organizations, boards are beginning to use the BSC to measure and manage their own contribution to achieving strategic outcomes.

Best Practice Case: Kinnarps

With annual revenues of \$ 287 million, Kinnarps is Europe's fourth-largest office-furniture manufacturer. It operates in 25 countries, includes 16 wholly owned subsidiaries, and employs 6,500 people. The company's executive team first built a corporate scorecard containing just 10 objectives across the four BSC perspectives. In cascading the scorecard to lower levels, the executive team mandated some of the 10 objectives but encouraged functional managers to define their own objectives as well.

Today, the BSC is implemented three levels deep within the parent company. The cascaded scorecards are closely linked to the corporate scorecard. For example, the corporate scorecard (Level 1) customer objective "Concept and deliveries that create customer value" links to the Production and Logistics scorecard (Level 2) internal process objective "High precision in deliveries and quality level." The next link in the chain is the Shipment Planning and Fitting scorecard (Level 3) customer objective "High quality in service."

The delivery planning department measures this objective through customer responses to questions about service and delivery quality and supports it with a distribution warehouse building initiative. Finally, the Fitters Group scorecard (Level 4) has a corresponding objective, "Never leave customers' premises without a personal contact and a satisfied customer," which is measured by customer feedback and supported by an initiative that entails phoning customers to check on their satisfaction.

Based on its success with the BSC, particularly as a means of communication among objective owners, Kinnarps is exploring new ways of using the BSC. The company is in the process of creating scorecards for its subsidiaries.

It also uses the scorecard as a tool to assess potential acquisitions. And it has begun sharing the scorecard with customers — thus demonstrating to them that quality is an essential part of Kinnarps's strategy and showing customers what it is doing to improve performance.

SFO Principle 4

Strategy-Focused Organizations require all employees to understand the strategy and conduct their day-to-day business in a way that contributes to the strategy's success. Therefore, communication is a major lever for organizational success. If employees don't understand the vision, they are even less likely to understand the strategy intended to realize that vision. Without this understanding, employees cannot adapt their work to contribute to effective strategy implementation.

Organizations must view communicating the Balanced Scorecard to employees as a strategic campaign whose objectives are to:

- Instill an understanding of the organization's strategy throughout the organization;
- Foster buy-in to support the strategy;
- Educate the organization about the BSC measurement and management system for implementing the strategy; and
- Provide feedback, via the BSC, about the strategy.

Periodically, executives should evaluate how well the communication campaign is achieving these objectives.

In addition to promoting strategic awareness, the organization's reward and recognition system can be used to encourage and reinforce individual behaviors called for by the strategy. Personal goal alignment, for example, can be used as part of the annual personal development plan to ensure that each team member understands his or her role in making a strategic contribution.

When possible, successful organizations also link incentive compensation to the Balanced Scorecard. They use business unit and division scorecards as the basis for rewards, and stress the importance of teamwork in executing the strategy. To motivate and align people to leverage the human capital that resides within the organization, best practice organizations also use the BSC framework to identify gaps in the human capital portfolio. Once any gaps are identified, competency development plans can be put in place that show where future human capital investments will provide strategic impact.

Best Practice Case: Unibanco

Unibanco is Brazil's oldest privately held financial group. Since turning to the BSC in late 1999, it has more than tripled its client base (from 3.7 million to 13.2 million customers) and is now the third-largest private-sector bank in Brazil. Unibanco accomplished this strategic transformation by involving every employee.

In 2000, it launched a comprehensive communication program to inform employees about the bank's new strategy to gain scale through growth and acquisitions. In addition, Unibanco's corporate intranet provides a portal through which all employees have access to strategy maps and BSCs. A link called Success Routes directs employees to strategic measures that have had a positive impact, so they can learn from lessons gained elsewhere in the organization. Furthermore, recorded segments on TV Unibanco (an internal broadcast cable channel) and articles published in the company newsletter highlight successful initia-

tives that have been useful in advancing the corporate strategy.

In 2002, Unibanco aligned its Management Agreement, a personnel management tool, with the BSC to create individual scorecards that define each employee's individual performance objectives and align them to the bank's strategic themes. The bank employs a variable compensation program to reward executives with bonuses based on the financial results achieved within their business units.

SFO Principle 5

Strategy-Focused Organizations establish the Balanced Scorecard as the centerpiece of their strategic management system and make strategy execution a continual process. The functions of a strategic management system include strategy formulation, strategic performance reporting, strategy review, and strategic planning, budgeting, and integration. HR and IT, both representing major sources of intangible value, are linked to the strategy as part of the strategic governance system. Strategic review meetings are different from traditional performance review meetings, which tend to focus on past performance. Because the BSC includes lead measures, strategic review meetings can address questions about whether the right strategic direction is being pursued and whether strategic investments are delivering desired results.

Process management may become a prominent component of the strategic management discussion. Questions about how to make quality a strategic investment via Six Sigma, Baldrige, or

EFQM initiatives can best be addressed once the strategic process perspective becomes part of the strategic agenda. Knowledge sharing about best practices and strategic performance provides useful feedback to the organization, enabling it to learn from its own best practices in strategic management.

As organizations begin to use the scorecard for management reporting, they can also use it to test their hypotheses about the strategy's effectiveness and to make modifications to improve performance outcomes. Advanced organizations create an Office of Strategic Management to firmly establish this competency.

Best Practice Case: Crown Castle International

Crown Castle International⁴ is a leading global provider of shared wireless telecom and broadcast infrastructure. The company launched its BSC program three years ago, and, since then, its stock has outperformed the market by more than 200%.

Crown Castle viewed its investment in BSC not as a metrics exercise but as the creation of a strategic management system. Strategy review has become a central feature of the management dialogue. Crown uses scorecard software to support the reporting process, and scorecard results are reported internally via newsletters and the corporate intranet.

Currently, reporting is done monthly, but results will soon be reported weekly and may eventually be delivered overnight. The company tracks measurement results over time to identify and monitor their usefulness in do-

cumenting strategic outcomes. Analyzing the usefulness of individual measures allows Crown to evolve its measurement system.

Scorecard reports provide the basis for management's review of the strategy's effectiveness, specifically: Are the lead measures moving in the right direction? Is the relationship between and among measures valid? Do objectives across scorecard perspectives line up as expected?

Besides documenting the ways in which the strategy is working, the BSC is used to test new hypotheses about improving impact in the customer perspective. The strategic management team (the president, other C-level executives, and the VP of global strategy) is interested in gathering a rich set of data to understand the importance of product and service qualities such as speed, price, and efficiency in the mind of the customer. Team members already anticipate a time when they will be able to understand

the strategic implications of responding to customers' unique requests in real time.

The scorecard also provides internal feedback on how different units perform in comparison with one another. Crown uses the BSC to benchmark each of its 40 district offices. In this way, it identifies best practices, which it then documents to use in training others across the firm. This approach is powerful for achieving continual organizational learning about the strategy. This performance-based feedback system helps Crown refine its management approach and allows it to better integrate the strategic management functions.

Make Strategic Management a Core Competency in Your Organization

Our analysis of high-benefit Balanced Scorecard users shows that they apply a consistent set of management practices. While not every HIBU organization ap-

plies all best practices, each applies most of them. By studying the practices of successful organizations, we have been able to identify a body of knowledge that needs to be mastered to successfully execute strategy. For any organization that aspires to make strategic management a core competency, these best practices are the foundation. We encourage you to conduct an assessment of your own management practices, using the same five-point scale we use to rate organizations, in each of the 27 practice areas of the SFO. From this assessment, you can develop your own road map toward building the competencies and processes required to make your organization a high-benefit Balanced Scorecard user.

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Hinweise

- 1 *The BSC Hall of Fame, established in 2000, honors those organizations that use the BSC in an exemplary manner to become strategy focused, successfully execute their strategy, and achieve breakthrough performance results. Each year, new organizations are inducted from around the world; as this issue goes to print, 42 organizations are members. For more about the BSC Hall of Fame, visit <http://www.bscol.com/bscol/hof>. Read about the most recent class of inductees in the BSC Hall of Fame Report 2004 (Product #5828). BSR plans to profile each year's honorees in an annual report. Profiles of the first class of Hall of Fame members appear in BSR's Special Hall of Fame issue, published in 2000 (Product #M70006).*
- 2 *Robert S. Kaplan and David P. Norton, The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment, Harvard Business School Press (2001).*
- 3 *To maximize the alignment of city departments to the city's BSC, Charlotte, N.C.'s City Manager Pam Syfert developed strategy maps for each of the city's five strategic themes. She then established cabinets for each theme, made up of executives and managers from any department that could affect or advance the theme. For example, the Community Safety theme's cabinet consisted of representatives from the police, fire, neighborhood development, and solid waste services departments. (See "Using Strategic Themes to Achieve Inter-Organizational Alignment," by Robert S. Kaplan, BSR March–April 2002, Reprint #B0203A.)*
- 4 *Crown Castle was the subject of BSR's May–June 2004 Case File (Reprint #B0405B). See page 10 of this issue for an interview with Crown Castle's CEO, John Kelly.*

Reprint #B0407A

The Investment Advisor to the Business

Roland Mosimann, Patrick Mosimann and Meg Dussault

“Successful investing is anticipating the anticipations of others” (John Maynard Keynes). How information sweet spots in marketing can mean better performance management.

Marketing today is more intense than ever. Driven by a global marketplace and technology advancements, stakes have increased dramatically at the front (customer) end of businesses. A furious pace of change and unforgiving competitive environment mean that reliable, sustainable revenue and margin growth is hard to ensure. Risk of failure is real. Market opportunities have to be identified quickly. They need to be exploited before customers move on to the next competitive proposition as they relentlessly contrast vendors in terms of price, product/service and innovation.

With higher stakes every dollar counts. The marketing function needs to become the Investment Advisor to the business. As that Investment Advisor, marketing departments must define:

- The overall investment strategy, making the case for what is sold, where and to whom.
- The strategic path for maximizing the return on the company's assets (ROA).
- The cost-justification for the operational path required to get there and support Return on Investment (ROI) numbers for scarce marketing dollars.

Marketing must augment business analysis with rigorous financial analysis. In this way, the marketing function helps connect the dots among strategic objectives, operational execu-

tion, and financial criteria. It can provide a necessary bridge for strategic, operational, and financial alignment. Marketers must overcome three important barriers to become this bridge and ultimately, strategic investment advisor. Each barrier underscores the need for ever-sweeter information sweet spots, greater accountability, and more integrated decision-making capability.

Barrier 1: Defining the ‘Size of Prize’ has become more complex

As an investment advisor, marketing needs to clearly define the ‘size of prize’ to guide how scarce resources are prioritized. What is the likely profit opportunity today and tomorrow? Is it worth starting and fighting a battle against given competitors? But knowing the ‘size of prize’ has become more complex.

In the days of homogenous mass-markets the marketing function could largely focus on market share by major product lines; economies of scale in marketing spend and healthy margins would follow. Ten years ago the emerging challenge for marketing was discovering and then improving customer profitability. Then, the key challenge was the absence of a customer dimension, making it difficult to generate a repeatable and consistent portfolio view of customer profitability built

from the bottom-up. Today, many companies have successfully developed this particular “information sweet spot”. However, the problem has evolved from knowing customer profitability to knowing how to provide the right ‘actionable’ context for this information by grouping customers into meaningful segments.

New to segmentation is how customer requirements and characteristics are fragmenting into smaller and smaller sub-segments or micro-segments. Years of investments in integrated supply chains and flexible manufacturing processes have enabled companies to be ever more responsive to customer needs. The ‘Dell effect’ of building to order and shipping in days has cascaded throughout more than the PC industry. Customer expectations are higher than ever in terms of what they want, when they want it and what they’re willing to pay for it.

To understand ‘size of prize’ marketing needs to do two things very well. First, it needs to pool customers into meaningful micro-segments that are cost effective to target, reach and acquire. Second, it needs to determine the profitability potential of these micro-segments so that priorities can be set. These ‘profit pools’ allow marketing to offer a clear rationale as to what the investment levels should be at a product/brand/segment level. The

more granular the understanding and mapping of micro-segment profits, the more refined the opportunity to tailor the marketing.

Barrier 2: Not more Information but more integrated and enhanced Information

To define and analyze 'profit pools' marketing needs better ('sweeter') information. Typically, marketing gets too much of some information and not enough of other information. This results in a lack of context and relative perspective. Without appropriate context (where, who, when) marketing can't define or analyze a micro-segment. Without relative perspective (compared to what) marketing can't define market share or track trends at this required, granular level.

The 'Investment Advisor' marketing organization needs to merge three core information sources: customer (operational), market (external) and financial. To glean full value from large volumes of Customer data, from electronic point of sale (EPOS), click-data or feeds from CRM and ERP sources, the information must be structured more thoughtfully and integrated more cleanly.

Marketing judgment and assessment needs to be supported by the functional capability to define rules and logic to categorize, group, describe, associate or otherwise 'enrich' the raw data. Access to typical market information such as product category trends, product share, channel and competitor performance, and so on, needs to be easy, seamless and fast. Finally, financial information from GL and planning sources is needed to allocate

the cost and revenue data need to create 'profit pool' valuations.

Barrier 3: Creative Number-Crunching in Go-to-Market Tactics

Applying tight financial rigor to strategic decisions about markets and product launches is one thing, doing the same for more operational marketing tactics is quite another. And yet, today's marketer is expected to know and impact the ROI of every marketing dollar spent on every program, initiative and campaign. This is not easy.

For one, as noted above, the right information is not always easy to get. For another, how do you best enable creative ideas within such financial constraints? Doesn't this stifle the very creativity that identifies marketing? The answer is that marketing's traditional creativity must expand from (not abandon) finding the 'big idea' to also formulating specific actions with a much clearer understanding of who, why and the size of prize. Creativity is not lost, but simply harnessed and structured into a more actionable framework. This will help focus the team to outline and define detailed activities that address real selling options.

The ability to translate marketing strategy into marketing tactics in more detail is a must to justify the rationale behind marketing budgets. A well-designed plan and budget request is easier to argue and justify. Marketers can more easily tackle skeptical finance departments, explaining logically why, how much and expected ROI. Also, the more granular the approach, the better the

understanding of financial sensitivity to certain market changes that are expected in a competitive environment. Bottom line, issues such as changes in market trends, customer performance, segment and channel market shares and competitor pricing, or investment differences can be modeled more effectively.

This clarity of focused marketing activities generates efficiencies and changes behavior in an organization. By monitoring success, overall performance can quickly be identified, and changed if necessary.

A Guidance and early Detection System

As Investment Advisor, marketing guides strategic and operational activity-focused on the potential of specific markets and how the organization can meet their needs. In this role, marketing can also be an early detection system for how changes in the market mean changes in product or services, selling strategies, or even more far-ranging operational elements of the business.

Many marketing metrics are leading indicators for a company scorecard. Sudden drops in response rates for traditionally successful marketing efforts could mean competitor pressure, market shifts, and/or revenue trouble down the road. Good marketing departments hold the big picture. They notice and interpret trends that are not readily apparent at the front-line and can provide the business context for what is being sold or not, and the associated value position or perception. Marketing has the responsibility for defining, understanding, and

leading five core areas of the company's decision-making:

- Market opportunities: *What is the profit opportunity?*
- Competitive positioning: *What are the competitive risks to achieving it?*
- Product lifecycle management: *What is our value proposition?*
- Pricing: *What is it worth?*
- Driving demand: *How do we reach and communicate value to customers?*

Marketing Opportunities

Making Marketing Opportunities decisions is a balancing act between the 'dream' and reality. It is a question of targeting the "possibility" and managing the "probability" while recognizing the absence of certainty. This decision area is fundamentally strategic and longer term because it manages the upfront investment of prioritizing the most promising "profit pools" and time lag in realizing results. Choosing the right opportunities is the dilemma and the art of managing marketing opportunities.

Understanding profit potential within opportunities is a detailed assessment of pricing, cost to serve, distribution requirements, product quality, resources, people and more. The most obvious market opportunities have already been identified, whether by you or the competition. What you are looking for are those hidden gems buried in the details. These are the micro-targets that need to be identified, analyzed and understood.

Competitive Positioning

Competitive Positioning embod-

ies what you offer as products and/or services and how that compares with other suppliers. As an investment advisor, marketing must clearly define the business and competitive proposition; in which market segments are we competing; with what products and service propositions.

To achieve these necessary and competitive insights, marketing needs to structure and invest in specific information sweet spots that tell it how it compares against customer selection criteria relative to the competitors. Marketing needs to answer how differentiated its offering is from the competition, the life span of that differentiator and how difficult it is to copy. It needs to benchmark and answer:

- Are our price points x % below or above key competitors?
- Is this sustainable given our cost profile or is this a future threat?
- What premium price do customers place value-add propositions?

In today's world, structured market intelligence sweet spots is an increasingly important competitive weapon.

Product Lifecycle Management

Products are born, grow and die. Marketing organizations must manage the product lifecycle and maximize the return at every stage by adapting or deleting unprofitable products and introducing new ones. Lifecycles vary significantly between industries and market segments. For example, computer technology evolves over 12 month cycle; cars have a 3 to 5 year cycle. This pace

of innovation (which may suddenly change) sets the context in which management needs to bring new news to your market. New news is one of the fuels for the marketing machinery. It is one way to excite and capture customer mind-share. Product innovation may also point to future earnings, and is a topic for investors to question management on.

Companies have a portfolio of product/services, each in its own stage of a product lifecycle. The classic marketing practice of defining products/ services as stars, cash cows, and dogs forces product review with dimensions of time, profitability and competitive advantage. Product life cycle management continues the process of competitive position and market opportunities. Marketing identifies new opportunities, is aware of the competitive lay-of-the-land and now looks into what product and services will best do the job.

Smart marketing organizations understand what proportion of existing sales come from new products and contrast this percentage with competitors. This sets a scale enabling the organization to judge the impact of more or less innovation. As an investment advisor, marketing needs to be able to counsel the company on what market share effect to forecast if the company does not introduce new products in a given time period. More in depth analysis lets the company segment products into their various product lifecycles and corresponding expectations, so the company can plan new product introductions accordingly. The drivers of a product life will vary. It could be price and it could

be packaging. We need to be clear regarding what attributes any new products fulfil. What selection criteria do they meet or what functional needs are being satisfied?

The required product changes could be small or significant and take more time to develop. Whether something can be achieved in the short term vs the long term also introduces the idea of strategic vs operational innovation.

Pricing

Marketing in the days of homogenous mass-markets led companies to define their product proposition broadly to cast the widest net. The other side of this practice is the more a product becomes a commodity, the more it is subject to price sensitivity. Smart marketers see the reality or micro-segment markets not as a challenge, but an opportunity to define products/services into smaller, customized offerings that are less price sensitive – ‘differentiated pricing’. The more your product proposition is tailored to solve a specific customer’s problems, the easier it is to protect your price and margin.

Tailoring the product proposition requires an infrastructure that can handle such complexity. Simple reports from transactional systems provide enough information to support homogeneous mass-marketing. Targeting micro-segments means modeling price implications and tracking results at many levels:

- What product and service bundling opportunities are possible for given market segments and customers?

- Does the product portfolio offer a combined value and convenience advantage that can be priced tactically?
- What impact will an increase/decrease in price have upon volumes i.e. price elasticity?
- To what extent should pricing be used as a defensive vs aggressive tool and what are their relative cost benefits? For example, where a business has only a small market share, does it pay to be aggressive in its competitor’s backyard?

Setting prices based on well thought through models is one thing, but companies also need to monitor how flexible local offices and sales teams are with that price. Centralized pricing ensures margin stability, but can be counterproductive in a fast-moving, competitive situation. As a compromise, companies typically offer pricing guidelines and a clear pricing floor. This lets local sales respond to competitive pressures but protects the business from dangerously low price levels. Good marketing systems monitor this data to test the validity of pricing assumptions, as well as gain early warning on competitor moves to attach on price.

Well-designed sales incentives can help you avoid price erosion, but experience shows that many can encourage unintended behaviours. Developing sales incentives without implementing a reporting system on those incentives is a recipe for wasted money. The ability to effectively manage pricing guidelines, while at the same time offering local sales reps the flexibility they require “on the street”, is predicated on the use of information from BI and planning tools.

Driving Demand

Driving demand is where marketing rubber hits the road. All of marketing’s strategic thinking and council about micro-segments, profit potential, the offer, and competitive pressures comes to life in its advertising, promotions, online efforts, public relations, and events.

Marketing manages its tactical performance by analyzing response rates and cost per response. But at the same time, marketing must understand whether or not the company is acquiring the right customers for the ideal future portfolio. This is key to understanding the results of a micro-segment marketing effort.

Improving marketing tactics is not simply about designing more detailed and specific activities, but also understanding what elements work better than others. Marketing must understand the health and vitality of its various media and offers through those media. What provokes a greater response? At what cost? With a wide variety of options for online, direct response, and advertising, marketing departments need to know what tool works best for what groups.

Understanding and analyzing this information is key to alignment and accountability. Tactical work teams continually fine-tune the aim and selection of their tactical ‘arrows’, circling the target, until they hit the bulls-eye of efficiency.

Roland Mosimann ist CEO von BI International, Patrick Mosimann Managing Director von PMSI Consulting und Meg Dussault Director of Analyst Relations and Corporate Positioning bei Cognos.

Best Practice: Mellon Europe

Harvard Business School Publishing

Far-flung financial-services giant Mellon Europe had to present a unified front and sharpen Europeans' awareness of the mighty Mellon brand. The solution? Strong executive leadership backed by the BSC.

In 2001, Mellon Europe's new chairman, Jack Klinck, arrived in London with a mission: to unify a vast, geographically and culturally diverse organization while sharpening its brand image in the minds of European consumers. Fortunately, Klinck packed the BSC in his briefcase when he moved from Mellon's U.S. offices to the U.K.

The organization Klinck was joining had a long history. Mellon Europe had been established in 1968 through an association with the Bank of London and South America. Its parent, Mellon Financial Corporation (MFC), was founded as a bank in 1869.

Today, MFC is counted among the world's leading providers of financial services in six major sectors: treasury services, mutual funds, asset management, asset servicing, human resources and investor solutions, and private wealth management.

The company is the 11th largest global asset manager and fifth-largest global custodian. Mellon's European businesses comprise 2,500 employees located in seven countries. Other non-U.S. businesses managed from Europe have offices in Australia, Japan, Hong Kong, Dubai, Brazil, Chile, and Singapore.

A Call to Action

When Klinck moved on from his post as head of Corporate Strategy and Development at MFC, his timing could not have been better. Mellon's European businesses were wrestling with integration challenges resulting from a series of acquisitions and restructurings. For one thing, some executives focused on their own "silos." With corporate priorities unaligned, business leaders could not formulate clear strategies or implement strategic initiatives efficiently for the overall benefit of Mellon. And with business units unaligned, the company could not leverage its resources wisely.

For example, some business lines and shared-services departments created their own budgets in isolation. As a result, budgets didn't reflect the priorities of the businesses or meet MFC's consolidated expectations.

Creating and Cascading the Corporate BSC

Determined to clarify Mellon Europe's strategic direction, as well as strengthen its alignment to MFC's competitive strategy, Klinck and his executive team (the heads of ME's 14 business li-

nes and 10 shared-services units) began developing a corporate-level BSC for Mellon Europe in 2001. Within a year, the completed scorecard was rolled out to the business lines and service units. The team fine-tuned the corporate BSC at the end of 2002, putting the final touches on it in mid-2003. To achieve its mission (and that of its parent) - to become the best-performing financial services company - Mellon Europe has defined a high-level strategy that hinges on building an attractive mix of fee-based businesses and aggressively managing capital for high returns. To cascade this strategy to the business lines, the executive team assembled a "BSC Champions" group. This body consists of representatives from each business line and shared-service department who have received training in the BSC process. The BSC Champions began meeting regularly with the corporate BSC program manager to coordinate scorecard implementation in their parts of the organization.

Key Results

- Mellon Europe enjoyed a 21% growth in its revenue base across business lines during 2002 - 2003.
- Operating expenses decreased 14% in the same period.

- The company's new headquarters was completed on time and within budget. Business lines and support units are more aligned and more motivated.

These gatherings provide a forum for refining strategy. The decisions and insights generated by the meetings are also conveyed to the Strategic Performance Forum, which includes all heads of the revenue-generating businesses and shared-services departments. Representatives from Mellon's Organizational Effectiveness and Corporate Affairs teams - which facilitate strategic learning and disseminate corporate communications - also participate in the BSC Champions group. "This model has worked well for us because it distinguishes strategy formulation from execution," says Klinck. "Executives manage strategy formulation, while implementation of the BSC at local levels is supported by the BSC Champions. This enables us to focus implementation at the right levels and clarify the contribution expected from each level."

Strengthening Cohesion

The BSC has helped turn a fragmented entity into a cohesive organization. For example, by aligning their goals to those of the business lines, Mellon Europe's support groups now see themselves as partners of the revenue-generating businesses and can prioritize projects with high-level strategy in mind. Moreover, budgets are no longer developed in a vacuum. Support departments meet with each business-line manager early in the budget

planning process to agree on direction and strategic priorities and to estimate schedules and costs. Meeting participants identify potential conflicts and resolve them promptly and with complete transparency.

The company is also aligning personal goals with high-level aims. For instance, all employees (not just executives and managers) participate in regular performance appraisals in which individual goals are defined and linked to business-line and corporate objectives. The corporate-level scorecard even contains the measure "Percentage of performance appraisals completed and filed on time."

Keeping Strategy Front and Center

Mellon Europe also strives to keep strategy in the forefront of everyone's mind. Through a comprehensive communications program, it clarifies how individual and business-line performance affects the organization's ability to achieve its objectives.

For example, in his quarterly "Dear Colleague" letter, distributed to all European employees, Klinck describes Mellon Europe's current successes and challenges in carrying out strategy. He also explains new initiatives and the reasoning behind them. At learning lunches, business-line managers educate employees about the connections between corporate and unit-level objectives.

And during "road shows" at locations with high employee mass,

senior managers make keynote presentations on strategy, Mellon Europe's core values, and business-line performance.

Reaping the Rewards

The focus and cohesion fostered by Mellon Europe's BSC effort have paid big dividends. In June 2004, the company's new European headquarters, Mellon Financial Centre, opened its doors in London. A key initiative on Mellon Europe's 2001 strategy map, the Centre met its goal of relocating 1,500 employees from six locations to the new facility - on time, within budget, and without disruption to business.

Mellon Europe has scored other successes as well. Between 2002 and 2003, the company's revenue base grew 21 % across the business lines, while operating expenses shrank 14 %. Mellon Europe also met its target contribution to the parent company's total revenues.

"The BSC has introduced structure to our strategy execution, creating increased ownership and accountability of initiatives across the business," explains Klinck. "With a clearer cause-and-effect model, we can agree on our strategic priorities more readily. We now have a stronger performing, more integrated, and highly motivated organization to lead us into the next major phase of our development."

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Best Practice: Mobistar

Harvard Business School Publishing

While many of its competitors have been floundering in the turbulent telecom environment, Brussels-based Mobistar has used the Balanced Scorecard to keep it on course—ensuring that its phones continue ringing off the hook.

For telecoms, rapidly changing technologies can make product strategy a moving target. At Mobistar, an unwavering focus on the customer has been the company's key to success. A subsidiary of France-Telecom and its Orange Group (housing the corporation's international mobile activities), Mobistar provides state-of-the-art telecom services to 33% of the Belgian market (residential and business combined). The company's 1,700 employees serve its more than 2 million customers with fixed and mobile voice, data, and Internet services. By combining the Balanced Scorecard with the EFQM¹ model and Total Quality Management concepts, the company has aligned the entire organization toward one goal: achieving market leadership through customer focus.

A Rising Star

Mobistar began as a global system for mobile communications (GSM) telecom in 1996. The second mobile operator to launch a GSM network in Belgium, it quickly became an important player, introducing Europe's first prepaid phone card. Since then, Mobistar has continued to innovate. In 1999, for example, it launched Corporate Solutions, a subsidiary devoted to providing complete telephony solutions to business customers, and it re-

cently began offering its manuals in Braille for blind mobile customers.

From the get-go, Mobistar has had in place a strategy-savvy leadership team and an arsenal of management tools. As early as 1998, Mobistar appointed line managers as process owners to help carry the strategic torch, empowering them with budget, people, and leadership responsibilities. What the company didn't have, however, was a mechanism for unifying its burgeoning workforce around its strategy.

In 2000, Mobistar's management committee, made up of functional-area directors and the general manager, adopted the Balanced Scorecard concept. They saw in it a way to make strategic planning a continual, evolving process, and a means of linking strategy with employees' day-to-day activities. The scorecard concept has enabled Mobistar to integrate its top-down and bottom-up philosophy of strategic planning and execution with its three-dimensional business model (Build-Run-Interact) that captures its customer-centric approach.

Designing MASC

To build its Balanced Scorecard (which the company dubbed the

Mobistar Aligned Scorecard, or MASC), the management committee convened a "Strategy Days" gathering, today a quarterly event at which the management committee reviews and plans strategy and explicitly links it to budgeting.

KEY RESULTS

- Mobistar's share price has consistently outperformed its peers in the Dow Jones telecom index, becoming the index's best performer in 2002.
- Since November 2002, Mobistar has been included within the BEL 20 composite index, the leading corporate index of the Brussels Stock Exchange.
- Mobistar slashed operating expenses as a percentage of revenue by 70%, to 30%, in 2003.
- The BSC has helped Mobistar become strategically focused - and consistent - in a fast-growing and turbulent market that frequently spurs reactive behavior by competitors.
- Mobistar has dramatically increased its subscriber base by successfully wooing competitors' customers. From October 2002 to March 2004 alone, it gained 71,500 subscribers, while competitors lost 86,600.

It crafted a total of five perspectives, including a “partner” perspective (to manage its relationship with suppliers and external partners) and a “society” perspective (which incorporates the EFQM concepts that ensure the company integrates corporate social responsibilities with its business goals). To reflect the supremacy of the customer in Mobistar’s strategy, the committee positioned the customer perspective above the other perspectives.

MASC does not have a standard internal process perspective; instead, its operational objectives and processes are embedded within each of the five perspectives. While fleshing out its strategic objectives, the committee identified about 25 key processes, each with a few associated key performance indicators (KPIs). It also defined purely strategic KPIs to address such results as churn rate and market share.

Rather than cascade multiple scorecards throughout the company, Mobistar executives deliberately chose to hold MASC as the key scorecard and cascade only the corporate objectives, letting department managers absorb these objectives into their local targets. Employees are aligned through the management-by-objective approach, which links each individual’s contributions to the corporate objectives.

Strategic planning is a continual process, mainly advanced by the quarterly Strategy Days meetings. A once-a-year Business Update Workshop, in which employees and line managers review current

strategy and their activities and performance, is currently under development.

To communicate strategy, Mobistar holds semi-annual Management Information Forums (for managers) and cascade meetings (for all employees), offering multiple sessions to give everyone a chance to attend. A battery of regular communications keeps strategy execution top-of-mind, including a twice-yearly company magazine and an intranet tool through which all employees can see the strategic initiatives and KPIs and track results.

Managers thus have a systemwide view that shows how their performance affects other areas of the company. With the continuous feedback the BSC provides, Mobistar can systematically respond to looming competitive threats and other external pressures.

Supporting Mobistar’s vision of helping customers communicate “wherever, whenever, and however” is a companywide objective to put the customer in command of their communications. Through its Customer 500 program (the “500” represents the number of customers targeted), Mobistar invited customers to discuss ways they’d like to use Mobistar products. From these get-togethers, the company has learned that customers don’t understand many product features, and that, rather than call customer service, they ask friends and relatives for help.

The program also gave Mobistar’s product managers insight about

the actual user-friendliness of its products. An internal working group is currently investigating ways to implement some of the improvements proposed by customers.

Mobistar’s intense customer focus and ability to stay ahead of the product-development curve has spurred the company’s dramatic growth in customers and revenues. Amid the volatile mobile market, as competitors have flailed, Mobistar today serves more than 1 million mobile customers while continuing to expand its offerings.

By 2003, three years after adopting the BSC, Mobistar achieved a net profit increase of 122 % over the previous year. With strategic focus like that, Mobistar’s star will no doubt only continue to rise.

¹ EFQM, the European Foundation Quality Management Excellence model, is one of the most widely used organizational programs in Europe. EFQM is a non-prescriptive framework that is based on nine criteria.

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Microsoft belebt den Markt für Corporate Performance Management

Stefan Sx1

Der Softwaregigant aus Redmond stellt dieser Tage seine CPM-Lösung vor und setzt dabei vermutlich mehr als nur einen neuen Preispunkt im Markt.

Einfache Business Intelligence-Lösungen, also typischerweise multidimensionales Reporting auf Daten aus einem ERP-System, unterliegen in den letzten Jahren einem zunehmenden Standardisierungsdruck. Was vor 10 Jahren in Individualprojekten mit BI-Spezialanbietern erstellt wurde, wird heute mehr und mehr als Bringschuld der ERP-Anbieter angesehen.

Davon noch weitgehend unberührt sind CPM-Lösungen, also Suiten von Applikationen für die Unternehmenssteuerung. Darunter werden üblicherweise die Anwendungen für Unternehmensplanung, Balanced Scorecard und Konsolidierung zusammengefasst, meist ergänzt von mehr oder weniger eleganten Dashboards für das Management.

Doch auch hier wächst der Druck auf die Spezialanbieter. Dieser Markt, der heute fest in Händen einiger großer Spezialisten wie Hyperion, Cognos oder SAS ist, hat das Interesse der Softwaregiganten geweckt. Trendsetter dabei war sicherlich die SAP AG mit Strategic Enterprise Management (SEM). Microsoft, die mit dem SQL Server im ersten Schritt signifikante Marktanteile als technische Plattform für BI und CPM geschaffen hat, geht nun-

mehr ebenso mit einer eigenen CPM-Lösung an den Start. Diese zielt keineswegs nur auf Kunden der hauseigenen ERP-Systeme der Dynamics Produktfamilie, sondern versteht sich als offene Lösung, die mit unterschiedlichen Quellsystemen arbeiten kann.

Das Ganze hört auf den Namen „Microsoft Office Performance Point Server 2007“ und wird sich im Sprachgebrauch wohl auf „Performance Point“ verkürzen. Wie meist in Redmond und anders als beispielsweise Mitbewerber Oracle setzt Microsoft nicht auf eine Akquisition eines etablierten Anbieters, sondern hat sich Zeit für eine eigene Entwicklung

genommen. Der große Vorteil davon ist die Integration in die gesamte Microsoft Produktpalette. Performance Point sieht aus und fühlt sich an wie die meisten Microsoft Produkte (vgl. Abb. 1). Ist man an diese gewöhnt, findet man sich erstaunlich schnell zurecht. Der Umstand, dass man keine historische installierte Basis mitschleppt, erleichtert innovative Ansätze. Nachteil: Es handelt sich um eine 1.0 Version mit allen üblichen Unsicherheiten.

Einzige Ausnahme von der Eigenentwicklungsstrategie ist die Analysekomponente. Hier hat Microsoft Anfang des Jahres mit „ProClarity“ einen der etablierten Anbieter für Analyse und Visuali-

The screenshot shows the Microsoft Performance Point Server 2007 interface. The main window displays a financial forecast table for 'Resort OPEX Forecast'. The table is organized into columns for 'Actual', 'Month 7 Year 2004', 'Month 8 Year 2004', 'Month 9 Year 2004', and 'Month 10 Year 2004'. The rows list various business processes and their associated costs.

Entity	Actual	Month 7 Year 2004	Month 8 Year 2004	Month 9 Year 2004	Month 10 Year 2004
Advertising - Agency	4,360	4,300	5,960		
Advertising - Media	2,130	2,300	1,960		
Marketing & Sales	2,130	2,300	1,960		
Marketing	8,520	8,400	7,920		
Telephone	9,200	9,300	8,500		
Security	7,100	7,000	6,600		
Water & Sewer	32,660	32,200	30,360		
Garbage	19,880	19,600	18,480		
Utilities	69,870	67,900	64,020		
Consulting	25,560	25,200	23,760		
Janitorial/Cleaning Services	34,080	33,600	31,680		
Legal	7,100	7,000	6,600		
Outside Services	59,640	58,800	55,440	53,016	53,016
Supplies				22,720	22,720
Auto & Taxi				126,22	126,22
Meals	2,130	2,300	1,960	1,893	1,893
Lodging	720	760	660	631	631
Rv	2,840	2,800	2,640	2,524	2,524
Admin Costs	19,880	19,600	18,480	17,671	17,671
Payroll Taxes					
Resort					
Salary					

Abb. 1: Screenshot Microsoft Performance Point Server

sierung von Unternehmensdaten akquiriert und integriert die Produkte im Zuge des Launches von Performance Point in die eigene Produktpalette. In Excel werten sie dessen analytischen Fähigkeiten stark auf.

Typisch Microsoft ist das „Go to market“ für Performance Point. Der Preispunkt wird vorhersehbar weit unter dem liegen, was bisher als marktüblich galt, und für Vertrieb und Implementierung setzt man weitgehend auf das Partnermodell. Wie weit das Partner „Eco System“, wie es Microsoft nennt, den völlig auf BI und CPM fokussierten und gut organisierten aggressiven Vertriebs- und Marketingorganisationen der Spezialanbieter Stand halten kann, wird interessant zu beobachten sein.

Am Produkt sollte es nicht scheitern. Performance Point hat alle Zutaten, die zu einer State-of-the-Art-Lösung im Bereich CPM gehören. Besondere Stärken liegen in den Fähigkeiten, die Zusammenarbeit zwischen dezentralen Einheiten zu organisieren, sowie in der zentralen „Business Modeler“-Komponente, in der die Modellierung der KPIs und organisatorischen Strukturen für Planung, Konsolidierung und Scorecard vorgenommen werden. In der ewigen Diskussion „build or buy“ für CPM-Lösungen liegt Microsoft damit stärker auf der Seite derer, die den individuellen Hausbau bevorzugen. Eine fertige Lösung für integrierte Unternehmensplanung oder Konsolidierung findet man „out of the box“ nicht. Allerdings macht die Modellierungsumgebung, die sich klar an Fachanwender ohne IT-Spezialwissen

richtet, einen sehr ausgereiften Eindruck und bringt einiges an Intelligenz mit. Um beim Vergleich zu bleiben: Eine Reihe von Fertigkeiten erlaubt es, Individualität zu wahren, ohne ein komplexes IT Projekt vorauszusetzen.

Als Oberfläche ist Performance Point sehr stark mit Excel verzahnt. Besonders Mitarbeiter aus Finanz- und Controllingabteilungen wird dies freuen, sind diese ohnehin kaum von diesem Werkzeug zu trennen. Sie können ihre bereits bestehenden Excel-Dateien sehr einfach weiterverwenden und mit der zentralen CPM-Anwendung verbinden. Ganz gemäß der Microsoft Strategie, jeweils die aktuelle Version zu promoten, ist allerdings Excel 2007 erforderlich, um Performance Point in vollem Umfang zu nutzen.

Gleiches gilt auch für den „Sharepoint Server“, der für die Zusammenarbeitsfunktionalitäten benötigt wird. Microsoft ist von der Schlagkraft von Excel als Benutzeroberfläche so überzeugt, dass auf eine reine web-basierte Lösung zur dezentralen Datenerfassung zumindest im ersten Schritt verzichtet wird.

Ausprobieren kann man Performance Point bereits heute in einer Beta-Version. Das endgültige Release ist für Mitte 2007 vorgesehen.

Interessant wird auch zu beobachten sein, ob Microsoft mit dem Einstieg in den CPM-Markt eine Art Kettenreaktion auslöst. Oracle und vielleicht auch IBM könnten sich unter Zugzwang gesetzt sehen. Möglicherweise erleben

wir im Jahr 2007 eine Fortsetzung der Konsolidierungswelle unter den BI und CPM Anbietern.

Diesmal getrieben von den ganz großen weltweiten Softwareanbietern. Gerüchte darüber geistern seit einiger Zeit durch den Markt.

Und was hat der Anwender davon? Wenn die großen Anbieter ihre Anstrengungen rund um CPM verstärken und das Thema mehr Sichtbarkeit am Markt erhält, kann dies kein Nachteil sein.

Denn nach wie vor haben knapp die Hälfte der mittelständischen Unternehmen in Deutschland nicht in Lösungen für softwaregestützte Unternehmenssteuerung investiert. Die Anzahl der Unternehmen, die immer noch mit reinen Excel Lösungen arbeitet, ist unverändert sehr groß. Wenn der Softwaregigant und Hersteller eben dieses Werkzeuges Microsoft mit einem insgesamt sehr vielversprechenden Angebot den Ring betritt, wird dies für die Verbreitung des Themas insgesamt sicher förderlich sein. Nun darf man gespannt auf die ersten Praxiserfahrungen warten.

Stefan Sexpl ist Vorstand der cpOne AG.

Interview: Microsoft und Corporate Performance Management

Interview mit Detlev Jeschka, Senior Technology Solution Professional, Microsoft Office Business Applications EMEA. Das Interview führte Dirk Findeisen, IMIS.

Microsoft hat im Jahr 2005 den SQL Server mit deutlich verbesserten Funktionalitäten im Bereich der Analytik (Business Intelligence, Data Mining) vorgestellt. Im Nachgang wurde der Microsoft Business Scorecard Manager präsentiert und vor kurzem wurde der Microsoft PerformancePoint Server angekündigt. IMIS sprach mit Detlev Jeschka über die Rolle von Microsoft im Bereich der analytischen Informationssysteme im Allgemeinen und die Ambitionen des Konzerns aus Redmond im Corporate Performance Management im Speziellen.

IMIS: Betrachtet man sich die einzelnen Komponenten einer analytischen Infrastruktur, so fällt auf, dass Microsoft bereits in der Vergangenheit sehr viele Bereiche mit klassischen Produkten, wie z. B. Office, SQL Server 2000, Sharepoint Server sowie einigen Add-Ons, wie z. B. dem Office Business Scorecard Accelerator oder dem Excel Add-In für die Analysis Services, abdeckte. Können Sie uns den Stellenwert nennen, den BI für Microsoft hat?

D. Jeschka: Business Intelligence hat für uns einen sehr großen Stellenwert. Deshalb investieren wir ja auch sehr stark in diesen Bereich.

Mit dem SQL Server 2005 und seinen Integration Services (ETL), Analysis Services (OLAP und Data Mining) und Reporting Services (Web Reporting) haben wir die Grundlage für zuverlässige, skalierbare und bezahlbare analytische Informationssysteme gelegt.

Mit Office 2007, insbesondere Excel 2007 und Visio 2007, und dem Office SharePoint Server 2007 mit seinen Excel Services

bringen wir Business Intelligence auf jeden Arbeitsplatz in einer für den Anwender gewohnten Umgebung.

Der Office PerformancePoint Server 2007 geht noch einen Schritt weiter und bietet integriertes Corporate Performance Management an.

IMIS: Kommt Microsoft mit diesem Produktangebot nicht zu spät? Welche Argumente führen Sie ins Feld, um Kunden mit BI-Erfahrung für das Microsoft-Angebot zu locken?

D. Jeschka: Das Thema ist heiß. Wir kommen genau zum richtigen Zeitpunkt auf den Markt.

Unternehmen sind gegenwärtig dabei, ihre Landschaft an dispositiven Systemen zu rationalisieren und zu standardisieren. Unser umfassendes und integriertes Lösungsangebot für Business Intelligence und Performance Management ist dafür hervorragend geeignet. Unser Preismodell erlaubt den Unternehmen darüber hinaus, mehr BI und CPM zu niedrigeren Kosten einzusetzen.



Detlev Jeschka,
Senior Technology Solution
Professional, Microsoft Office
Business Applications EMEA

IMIS: Das CPM-Angebot wird künftig direkt über Microsoft den Kunden angeboten. Ist das eine Abkehr zu dem bewährten Partnermodell?

D. Jeschka: Bei Performance Management Lösungen gibt es immer die Notwendigkeit zum Customizing. Kontenpläne, Organisationsstrukturen, Business Rules und ähnliches müssen an die Gegebenheiten des Kunden angepasst werden. Das ist Projektgeschäft und wird überwiegend von Partnern durchgeführt. Das Interesse der Consulting-Unternehmen am Performance

Point Server ist übrigens erfreulich groß. Sie sehen die Chance, ihre Branchenexpertise einzubringen und ihren Kunden attraktive Lösungen mit dem PerformancePoint Server anzubieten.

IMIS: *Microsoft wird also den horizontalen Content anbieten und sucht Partner für die Vertikalisierung?*

D. Jeschka: Das Anbieten branchenspezifischer Inhalte ist eine Möglichkeit für Partner Mehrwerte für Kunden zu schaffen und sich zu differenzieren.

IMIS: *Das bedeutet eine Ausweitung in die Welt der sogenannten analytischen Applikationen. Wir nehmen an, dass dies bereits in der Architektur der Software berücksichtigt wurde?*

D. Jeschka: Performance Point Server ist eine Anwendung und eine Plattform zum Entwickeln von Performance Management Lösungen. Mit dem von uns gelieferten Business Content für Controlling und Finanzen und der eingebauten Business Intelligence stiftet unser Produkt einen unmittelbaren Nutzen. Das mitgelieferte Modellierungswerkzeug erlaubt aber auch das Erstellen ganz neuer Inhalte; und zwar programmierfrei.

IMIS: *In der Pressemitteilung zum PerformancePoint Server wurden keine Aussagen zum Thema Enterprise Reporting bzw. Konzernkonsolidierung getroffen. Wie sollte man dies deuten?*

D. Jeschka: Performance Point Server 2007 wird Konzernkonsolidierung und externes Reporting unterstützen. Mehrere unserer Early Adopter-Kunden implementieren aktuell genau diesen Teil des PerformancePoint Server.

IMIS: *Ausgehend von der hervorragenden Position im Frontoffice Bereich, ist eine tiefere Integration der BI-Komponenten in das Microsoft Office Umfeld naheliegend. Was darf der Anwender in diesem Zusammenhang in welchen Zeitintervallen erwarten?*

D. Jeschka: Performance Point Server präsentiert sich dem Benutzer über die bereits bekannten Front-Ends: Excel, Outlook, SharePoint und Powerpoint.

IMIS: *Wo sehen Sie die mittelfristigen Schwerpunkte im Bereich der Unternehmensanalytik und wie wird Microsoft darauf reagieren?*

D. Jeschka: Die Themen Real-Time Analytics, die Suche und der Umgang mit Metadaten werden an Bedeutung gewinnen.

IMIS: *Herr Jeschka, vielen Dank für das Gespräch.*

Dirk Findeisen ist Vorstand des Instituts für Managementinformationssysteme e.V., Ludwigshafen.

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**Berufsbegleitende Weiterbildungsangebote
der Graduate School Rhein-Neckar, Ludwigshafen/Rhein**

Die Fähigkeit, kurzfristig qualitativ hochwertige Informationen zu gewinnen und diese unter Zeitdruck in einer dynamischen Umwelt zielgerichtet zu nutzen, wird in Unternehmen immer häufiger zum wichtigsten Erfolgsfaktor. In vielen Konzernen wurde deshalb bereits die Stelle des Chief Information Officers geschaffen, für welche die MBA-Absolventen mit Schwerpunkt Business Information Systems die Idealbesetzung sind.

In mittelständischen Unternehmen benötigt i. d. R. die Controlling- und DV-Leitung detaillierte Kenntnisse über betriebliche Informationssysteme. Auch unterhalb der Führungsebene gibt es einen hohen Bedarf an Experten mit Wissen über den effektiven Einsatz betriebswirtschaftlicher Informationssysteme. Diesem werden die Zertifikatsstudiengänge zum Business Intelligence Engineer und zum Data Warehouse Administrator gerecht.

Über das betriebswirtschaftliche und informationstechnische Know-how hinaus werden Führungskompetenzen, wie Teamfähigkeit und soziale Intelligenz, sowie Wissen über den effektiven Einsatz von Methoden und aktueller Präsentationstechniken von der Praxis erwartet.

Denn das Leitbild moderner Personalentwicklung geht davon aus, dass fachliche Fähigkeiten sich nur im Zusammenspiel mit sozialer Kompetenz entfalten können.

Der von AQAS akkreditierte und in Europa einzigartige berufsbegleitende MBA-Weiterbildungsstudiengang Business Information Systems ist die Antwort auf die Forderungen der Wirtschaft nach Managern, welche die zunehmende Komplexität in Entscheidungssituationen durch den Einsatz modernster DV-Werkzeuge bewältigen.

Der MBA Weiterbildungsstudiengang richtet sich vorrangig an High Potentials und Führungskräfte aus den Bereichen Controlling, Informationstechnologie, Organisation, Finanzen, Marketing und Unternehmensführung mit mindestens einjähriger Berufserfahrung.

Die Zulassungshöchstzahl ist auf 20 Studierende pro Aufnahmejahr festgelegt. Die Unterrichtssprache ist deutsch. Ein Semester an einer englischsprachigen Partnerhochschule kann zusätzlich absolviert werden.

Das Weiterbildungsstudium zum MBA Business Information Systems vermittelt eine anwendungsbezogene Ausbildung auf wissenschaftlicher Grundlage. Es qualifiziert für Fach- und Führungsaufgaben in der Wirtschaft und im höheren Dienst. Im Rahmen der eineinhalbjährigen Ausbildung zum Master of Business Administration werden die Studierenden befähigt, auf der Grundlage wissenschaftlicher Erkenntnisse betriebswirtschaftliche Aufgaben mit informationstechnischer Unterstützung zu lösen.

Das MBA-Programm wurde ebenso wie die Zertifikatsstudiengänge zum Business Intelligence Engineer und Data Warehouse Administrator in Zusammenarbeit mit dem Institut für Managementinformationssysteme und führenden Softwareanbietern entwickelt. Durch den modularen Aufbau ist auch der Besuch einzelner Veranstaltungen möglich.

Zum didaktischen Konzept gehören die eigenverantwortliche Vorbereitung der Veranstaltungen ebenso wie Teamarbeit bei der Erarbeitung von Lösungen für Fallstudien. Der Studienverlauf orientiert sich ganz an den Anforderungen einer berufsbegleitenden Studierbarkeit. Der Präsenzanteil liegt deshalb unter 50 Prozent der Workload eines Moduls. Der Präsenzunterricht findet jeweils freitags und samstags statt.

Die Gebühren für den MBA Business Information Systems betragen € 10.900,00. Jene für den BI Engineer belaufen sich auf € 5.990,00. Für den DW Administrator sind € 4.990,00 zu entrichten.

Wer nicht sicher ist, ob sich die Doppelbelastung von Beruf und Weiterbildung über ein eineinhalbjähriges MBA-Studium miteinander vereinbaren lässt, kann mit den dreimonatigen Zertifikatsstudiengängen starten. Die hierfür entrichteten Gebühren werden bei einem anschließenden MBA-Studium zur Hälfte angerechnet. Weitere Infos finden Sie unter:

www.graduate-school-rn.de.