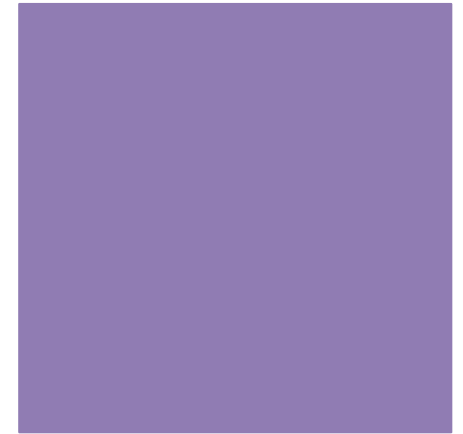




Collaboration

Topic 2.11:
How to measure impact



+ How to measure impact

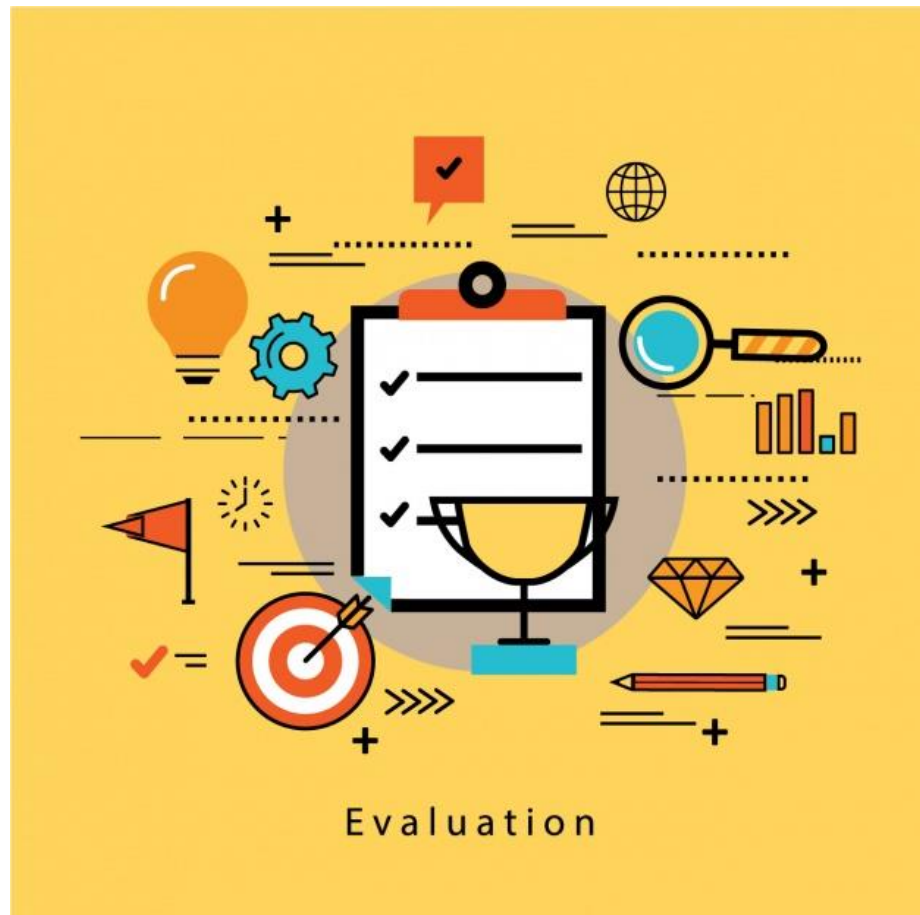
This unit covers how to measure impact using a scorecard.

Aims:

- Explain what a scorecard is and how to use it, and some examples of scorecards

Learning Outcomes:

- The learner will understand what a scorecard is
- The learner will be able to use the scorecard to measure the collaboration impact in his/her organisation
- The learner will be able to interpret the results and create an improvement plan.



Source: <https://www.freepik.com/>



Innovation Management

Topic 1 Creativity

- 1.1 Creativity Management
- 1.2 We are all creative
- 1.3 Innovation types and levels
- 1.4 How to create a strategy on creative management in workplace
- 1.5 How to develop a process for Individual creativity
- 1.6 How to develop a process for organisational creativity
- 1.7 Tools for developing a process for organisational creativity
- 1.8 How to manage the creativity process: Critical Success Factors
- 1.9 How to measure impact

Topic 2 Collaboration

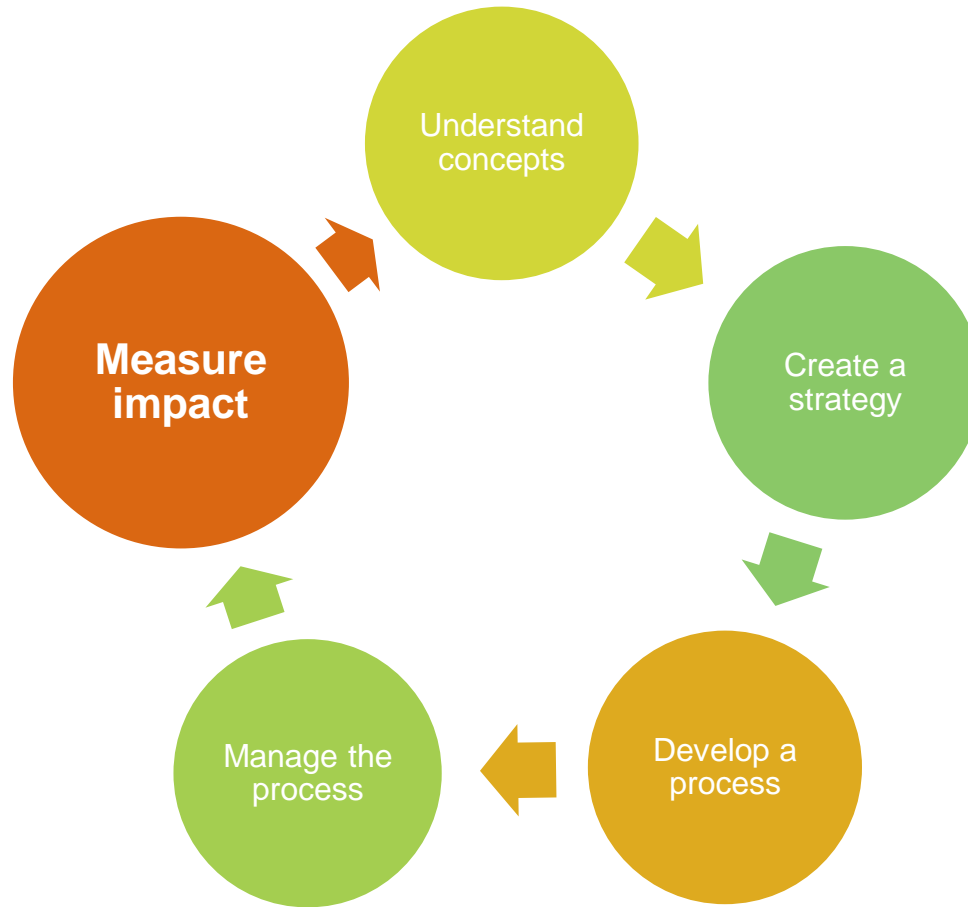
- 2.1 Collaboration Management
- 2.2 How & Why to collaborate
- 2.3 Collaboration types
- 2.4 How to create a strategy on collaboration management in workplace
- 2.5 How to plan collaboration management in workplace
- 2.6 How to collaborate successfully
- 2.7 How to find the right partners
- 2.8 How to develop a process for collaboration
- 2.9 How a process for Collaboration will make my organisation innovative

- 2.10 How to manage the collaboration process: Critical Success Factors
- 2.11 **How to measure impact**



How do I manage collaboration?

Five steps of collaboration



+ Scorecard

A scorecard is a common tool used to evaluate certain processes or actions

USE:

- ➔ The scorecard can help you to align specific parts of your plan and to have a view performance of your business in several areas simultaneously
- ➔ Use the Balanced Scorecard to translate your business mission and strategy into tangible objectives and measures



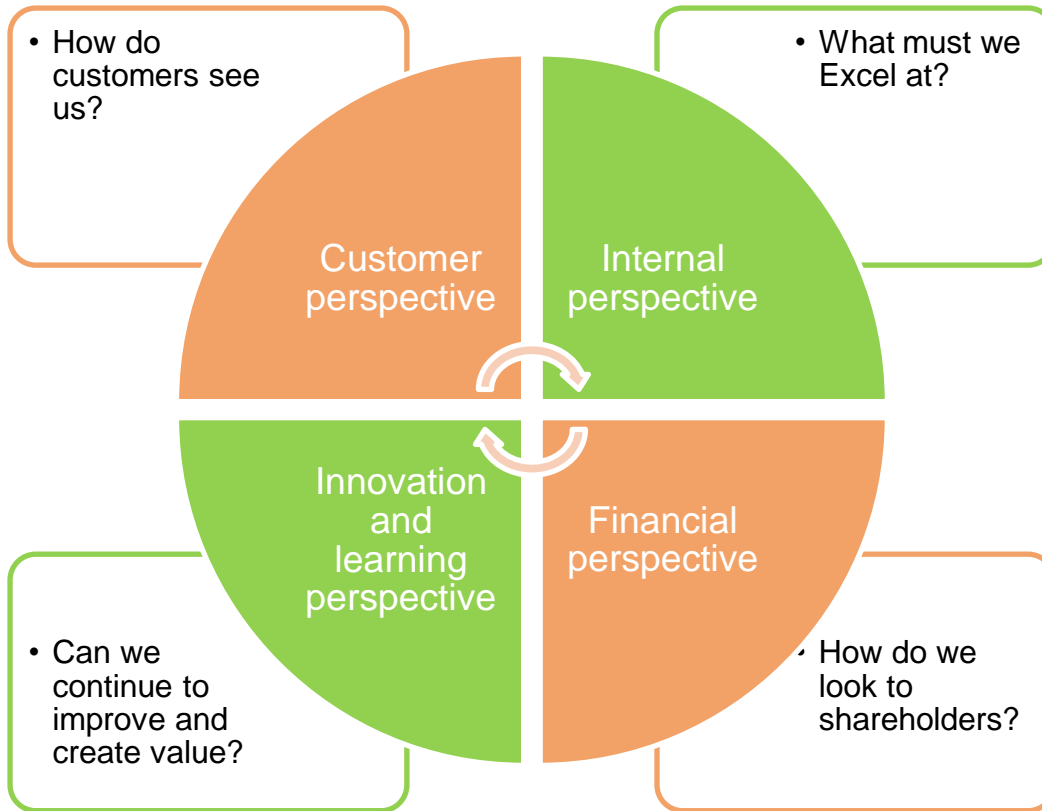
Scorecard

HOW DOES IT WORK?

- By analysing the performances of certain aspects of the company, you can make well informed decisions, based on data obtained from surveys and interviews
- The information on scorecard comes from investigations by management, company employees, and clients, detailing comments on the performance of a project, or team
- The balanced scorecard allows you to look at the business from four important perspectives providing answers to the following questions:

+ Scorecard

PERSPECTIVES

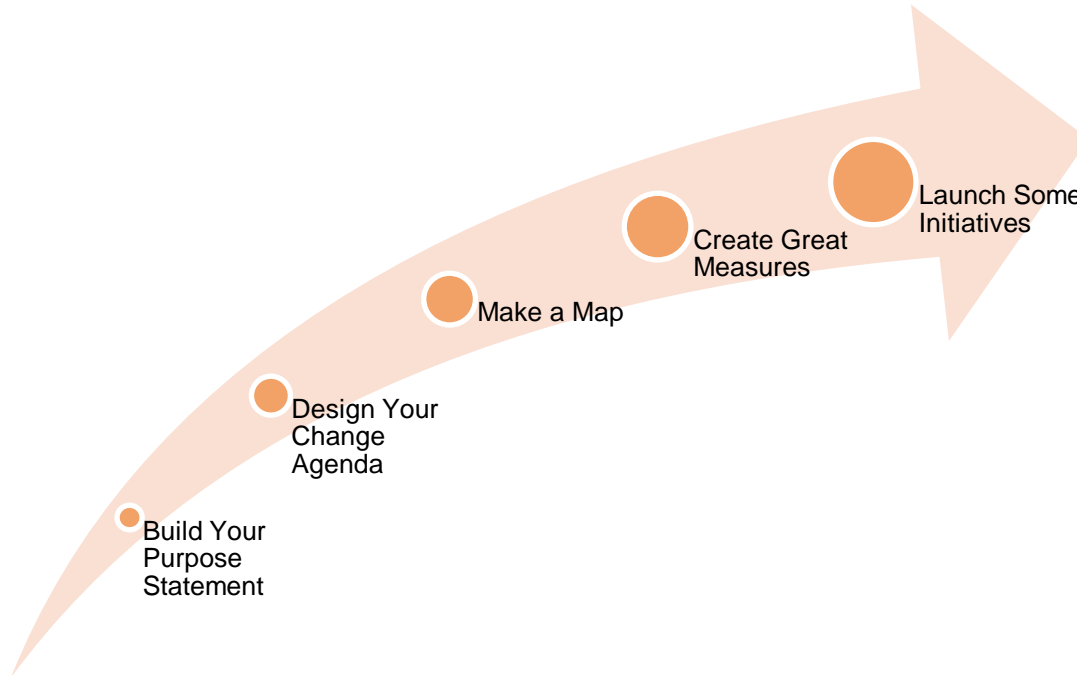




Scorecard

HOW TO USE IT?

- There are 5 steps of how to create a Balanced Scorecard





Scorecard

1. Build your purpose statement

A purpose statement clearly communicates how you'll be different to your competitors

Objective

- *Tells the world what you're going to do*

Advantage

- *How you're going to win*

Scope

- *Where you're going to do it*



Scorecard

2. Design your change agenda

Your change agenda is a simple representation of the changes that will occur in your organization as you execute your strategy



What do you need to make better in your organization to achieve your purpose statement?



What levers can you pull to drive change?

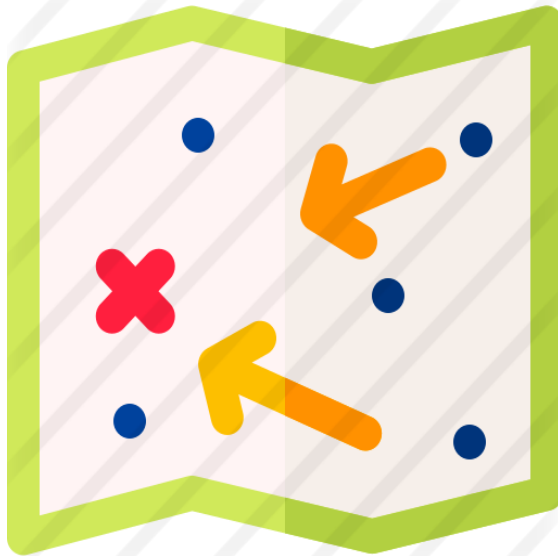
If the purpose statement looks outward, the change agenda looks inward




Scorecard

3. Make a map

It is a simple one page visual representation of your strategic objectives, with cause and effect linkages. It paints of your strategy, so everyone can understand it



 *Without a map to guide you to your destination, it's very easy to make lots of wrong turns on your way to strategy execution*



Scorecard

4. Create Great Measures

What do measures?

Help you
manage

- Understand what's not working

Help you
motivate

- People respond to what's being measured, even if there's not compensation tied to it



Choose measures that help you drive your strategy



Innovation and creativity mentality
advancement in SMEs



Erasmus+



+ Scorecard

5. Launch Some Initiatives

Initiatives (or projects) are where strategy comes to life



What project/s do you need to kick off in order to execute this strategy?



What things are you going to stop doing in order to focus on your strategy?

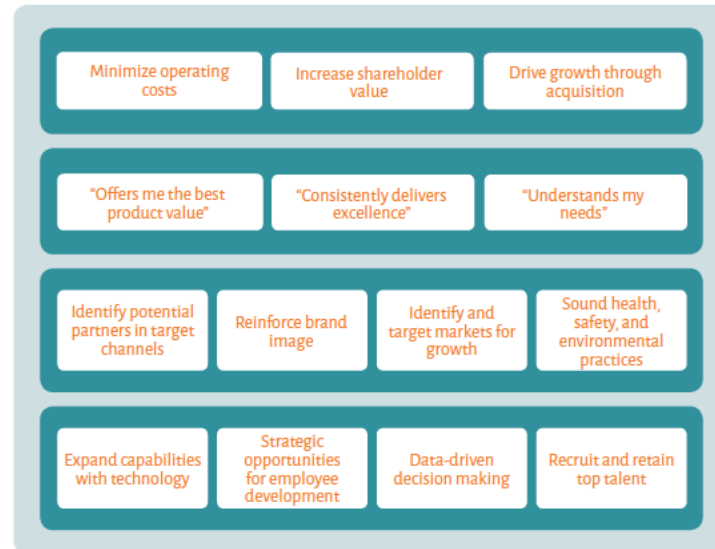


Scorecard

6. Present the information



Manufacturing Scorecard



<https://www.clearpointstrategy.com/real-life-balanced-scorecard-examples/>

+ Scorecard

6. Present the information

E-commerce business scoreboard

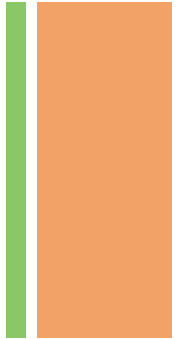
	Objectives	Goals	Indicators	Initiatives
Financial Perspective	<i>To increase sales and reduce costs</i>	<i>15% increase in net sales and 10% decrease in operating costs</i>	<i>Financial statements</i>	<i>Negotiate with suppliers</i>
Customer Perspective	<i>To be a reference for a variety of products</i>	<i>Increase in launching new products every quarter by 15%</i>	<i>Number of new products launched per quarter</i>	<i>Create an innovation and development committee</i>
Internal Process Perspective	<i>To be able to develop new products constantly</i>	<i>Start at least five new product development projects every month</i>	<i>Project innovation reports</i>	<i>Acquire specific software for managing product development</i>
Learning and Growth Perspective	<i>To have extremely knowledgeable staff in product development</i>	<i>Have at least 2 professionals with masters degrees in product development</i>	<i>Number of product development professionals with masters degrees</i>	<i>Select an employee to receive masters training and hire another with a masters degree</i>

<https://www.heflo.com/blog/balanced-scorecard/balanced-scorecard-examples/>



Scorecard

Exercise: Strategic map for a Craft Brewery



	Objectives	Goals	Indicators	Initiatives
Financial Perspective				
Customer Perspective				
Internal Process Perspective				
Innovation and learning perspective				

+ Scorecard

Exercise: Strategic map for a Craft Brewery

	Objectives	Goals	Indicators	Initiatives
Financial Perspective	<i>Increase Revenue</i>	<i>Increase net revenue by 10%</i>	<i>Financial Statements</i>	<i>Develop new credit policies for distributors</i>
Customer Perspective	<i>Have a high average customer rating</i>	<i>Increase the value of each purchase by 15% on average</i>	<i>Value of invoices for each individual sale</i>	<i>Improve the product mix and create combo deals</i>
Internal Process Perspective	<i>Offer a choice of sales channels</i>	<i>Transfer at least 30% of sales to new sales channels</i>	<i>% of sales per channel</i>	<i>Implement telemarketing and an online store</i>
Learning and Growth Perspective	<i>Have a skilled sales force</i>	<i>Train 100% of the sales team</i>	<i>Number of certificates aquired by the team</i>	<i>Develop a partnership with a business selling online courses</i>

Source: <https://www.heflo.com/blog/balanced-scorecard/balanced-scorecard-examples/>

+ Scorecard

As a graphical sum up of what a scorecard is...

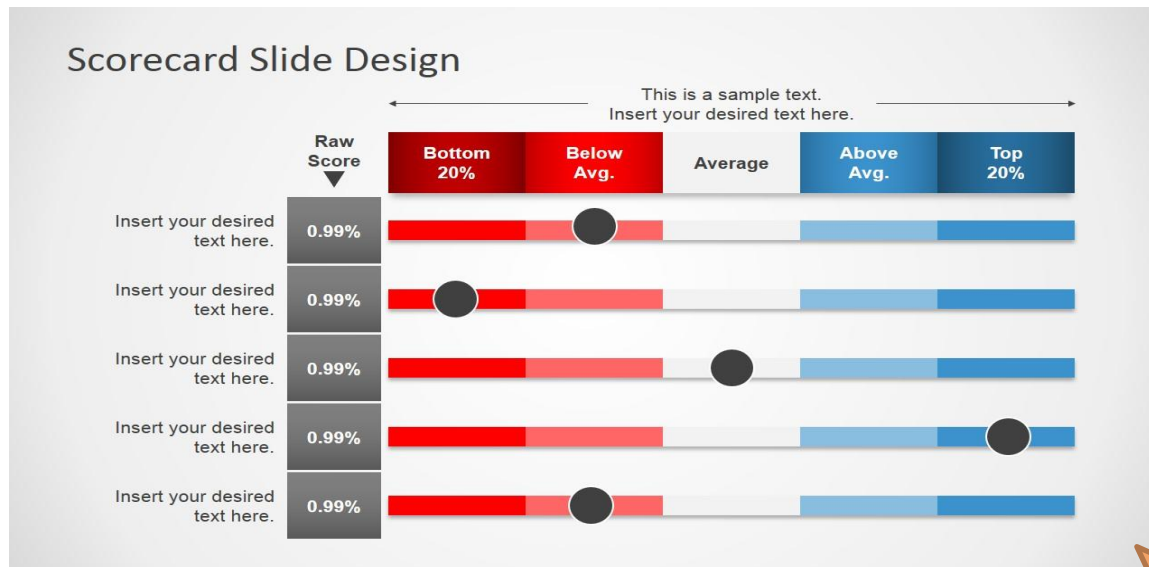
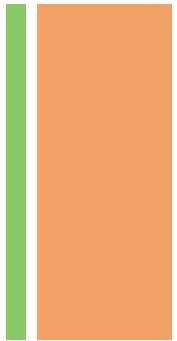


<https://www.youtube.com/watch?v=6AwStmfS2HY>



+ Scorecard examples

- Example 1: for employee evaluations and company reports



To use it you should define goals for time, quality, and performance and service and then translate these goals into specific measures

+ Scorecard examples

- Example 2: To establish the general goals for customer performance



ECI's Balanced Business Scorecard

Financial Perspective		Customer Perspective	
GOALS	MEASURES	GOALS	MEASURES
Survive	Cash flow	New products	Percent of sales from new products
Succeed	Quarterly sales growth and operating income by division		Percent of sales from proprietary products
Prosper	Increased market share and ROE	Responsive supply	On-time delivery (defined by customer)
		Preferred supplier	Share of key accounts' purchases
		Customer partnership	Ranking by key accounts
			Number of cooperative engineering efforts
Internal Business Perspective		Innovation and Learning Perspective	
GOALS	MEASURES	GOALS	MEASURES
Technology capability	Manufacturing geometry vs. competition	Technology leadership	Time to develop next generation
Manufacturing excellence	Cycle time Unit cost Yield	Manufacturing learning	Process time to maturity
Design productivity	Silicon efficiency Engineering efficiency	Product focus	Percent of products that equal 80% sales
New product introduction	Actual introduction schedule vs. plan	Time to market	New product introduction vs. competition

The managers translated these general goals into four specific goals and identified and appropriate measure for each

Learning Aids

Definition of scorecard

<https://www.balancedscorecard.org/BSC-Basics/About-the-balanced-scorecard>

An animation describing a Balanced Scorecard: origin, uses and stages

<https://www.youtube.com/watch?v=6AwStmfS2HY>

How to measure the Business Impact of Employee Collaboration

<https://www.forbes.com/sites/sap/2018/03/07/how-to-measure-the-business-impact-of-employee-collaboration/#730a2825bd62>

Unit Review

This unit provides information about what a scorecard is and how to design and use this tool.

It explains the different phases to create a balanced scorecard with their objectives, elements, data, requirements and scope.

It also provides a couple of examples of scorecards.