



MANIGENT

the Management Intelligence company

**BALANCED SCORECARD
DEPLOYMENT**
INVESTMENT BANKING

Client *case study*



The business situation

The failure rates of Business Intelligence and Balanced Scorecard projects are high, according to research by analysts such as Gartner and industry experts such as the Balanced Scorecard collaborative.

Failure rates of 50-70% are often cited, representing not only a significant cost to organisations undertaking such projects but also a significant lost opportunity to create an improvement in organisational performance. One of our clients faced such a potential failure when attempting a Balanced Scorecard implementation.

The challenges

Like many organisations, our client adopted the Balanced Scorecard approximately 4 years ago. As well as adopting the methodology, the company purchased a sophisticated Balanced Scorecard software solution - CorStrategy® and CorBusiness® from CorVu.



However the company quickly encountered a number of challenges that became a distraction for the project and ultimately lead to a failure to deliver to expectations. The primary challenges faced were:

The capabilities of the software were too great for the business to manage whilst attempting to implement the Balanced Scorecard approach.

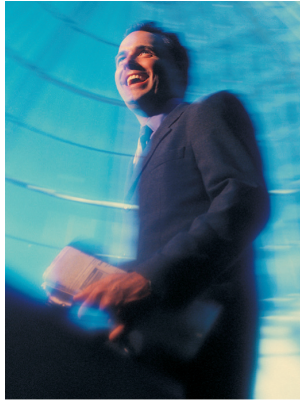
There were a number of false starts where the software did not successfully deliver as expected, both through user and software errors, which quick destroyed momentum and buy-in for the Balanced Scorecard.

Faced with software and buy-in challenges, our client decided to go back to a metrics focused approach. Whilst this improved reporting a little, it failed to deliver the strategic-focused framework desired by both management and the regulator.

Our role

Following this chain of events, Manigent was approached to help. With expert knowledge of both the Balanced Scorecard framework and Balanced Scorecard software, we were asked to support the

business and guide its efforts to realise value from the investment it had made in both the Balanced Scorecard methodology and the CorVu software.



“Finally after all this time,
I have some actionable
management information”

GLOBAL HEAD OF IT

Our approach

Our approach was built around our values of ‘keeping it simple’ and being pragmatic. This led us to re-engage the business with a simplified strategic model that addressed immediate business issues. We also focused on developing understanding and knowledge in the business about the business issues and how the Balanced Scorecard could be used as a tool to address these. From a technology perspective, we simplified the

reporting by automating the process using Microsoft technologies and enabling users to interface with the software through a familiar Excel or web environment.

By simplifying the Balanced Scorecard, focusing it on immediate business issues and deploying familiar Microsoft technologies, we were able to significantly enhance user buy-in and start delivering the benefits originally expected.

CorStrategy® and CorBusiness® are registered trademarks of CorVu Corporation

PRAGMATIC CONSULTING

Project Summary



CHALLENGES

- Managing the roll-out of sophisticated software whilst deploying the BSC methodology.
- Maintain support and momentum after a number of ‘false starts’.

OUR ROLE

- Support and provide guidance to realise value from the investment in both software and methodology.

OUR APPROACH

- Keep it simple
- Re-engage the business by focusing on immediate business issues
- Use familiar Microsoft technology (Excel) to deliver automated management packs.

BENEFITS DELIVERED

- Global Business heads became increasingly engaged.
- Software issues became irrelevant to success.
- A robust set of management information was delivered which now drives decision-making.



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