



MANIGENT

the Management Intelligence company

**BALANCED SCORECARD
DEPLOYMENT**
MOBILE TELECOMS

Client *case study*



The business situation

Like a number of it's competitors, our client had been an active participant in the mobile telecoms "land grab" that characterised the late 90's, and like many mobile operators, they had struggled to overcome the hangover caused by their excesses.

In an attempt to improve the execution of strategy and delivery of results in line with market expectations, our client adopted the Balanced Scorecard in 2003.

The challenges

Some 18 months after the initial deployment of the Balanced Scorecard, our client found it was not delivering the breakthrough performance expected or desired. Additionally, frustration was growing as the measurement burden continued to increase without tangible benefits.



Our role

Manigent was engaged to re-implement the Balanced Scorecard so that it clearly communicated the strategy, reduced the 'measurement burden', enabled the alignment of initiatives to reduce "initiative fatigue" and, of course, effectively supported the execution of strategy.

Our approach

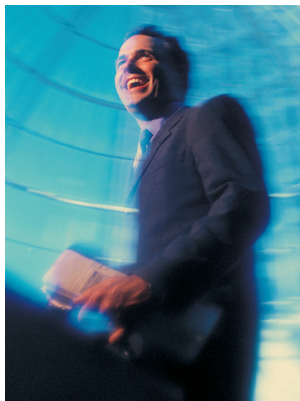
Taking a 'keep it simple' approach and using standard frameworks, we initiated a project that focused on simplifying and improving the existing Balanced Scorecard, and scorecard capabilities, within our client's organisation.

Using the Manigent Measurement Healthcheck and other analytical tools, we won the support of the executive team by clearly demonstrating the misalignment and subsequent costs of their existing measurement-driven approach.

We then worked with the in-house performance management team to strip

away unnecessary complexity and a number of quirks that had become part of the business' Balanced Scorecard.

By focusing on a simple but effective approach, we re-oriented organisational thinking from a measurement to a strategy focus. This change in focus was achieved by consolidating and aligning measures and initiatives. Finally, by delivering customised training and developing a clear roadmap, we were able to quickly hand back implementation to the in-house performance team with confidence.



...our client now has the executive buy-in, understanding and internal capability to drive this deployment forward successfully.

Benefits delivered

By returning to a standard Balanced Scorecard framework and adopting a strategic focus, we were able to deliver a Balanced Scorecard solution that incorporated previously missing elements such as Strategy Maps and Initiatives alignment. Additionally, we were able to dramatically reduce the number of

reported measures from over 200 to less than 30.

Perhaps most importantly, our client now has the executive buy-in, understanding and internal capability to drive this deployment forward successfully.



PRAGMATIC CONSULTING

Project Summary



CHALLENGES

- After 18 months of use, the Balanced Scorecard had become a measurement burden without delivering results.

OUR ROLE

- Re-deploy the Balanced Scorecard.
- Focus was on communication, alignment and finally measurement.

OUR APPROACH

- Win support by quickly identifying and clearly communicating issues.
- Restructure back to a 'vanilla' Balanced

SCORECARD.

- Change focus from measurement to a strategic focus.
- Developed internal Balanced Scorecard capabilities.

BENEFITS DELIVERED

- Dramatic reduction in measures and initiative 'fatigue'.
- Internal capabilities and expertise developed to deliver and sustain the revised Balanced Scorecard.
- A strategic Balanced Scorecard system, complete with strategy maps and initiative alignment.

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