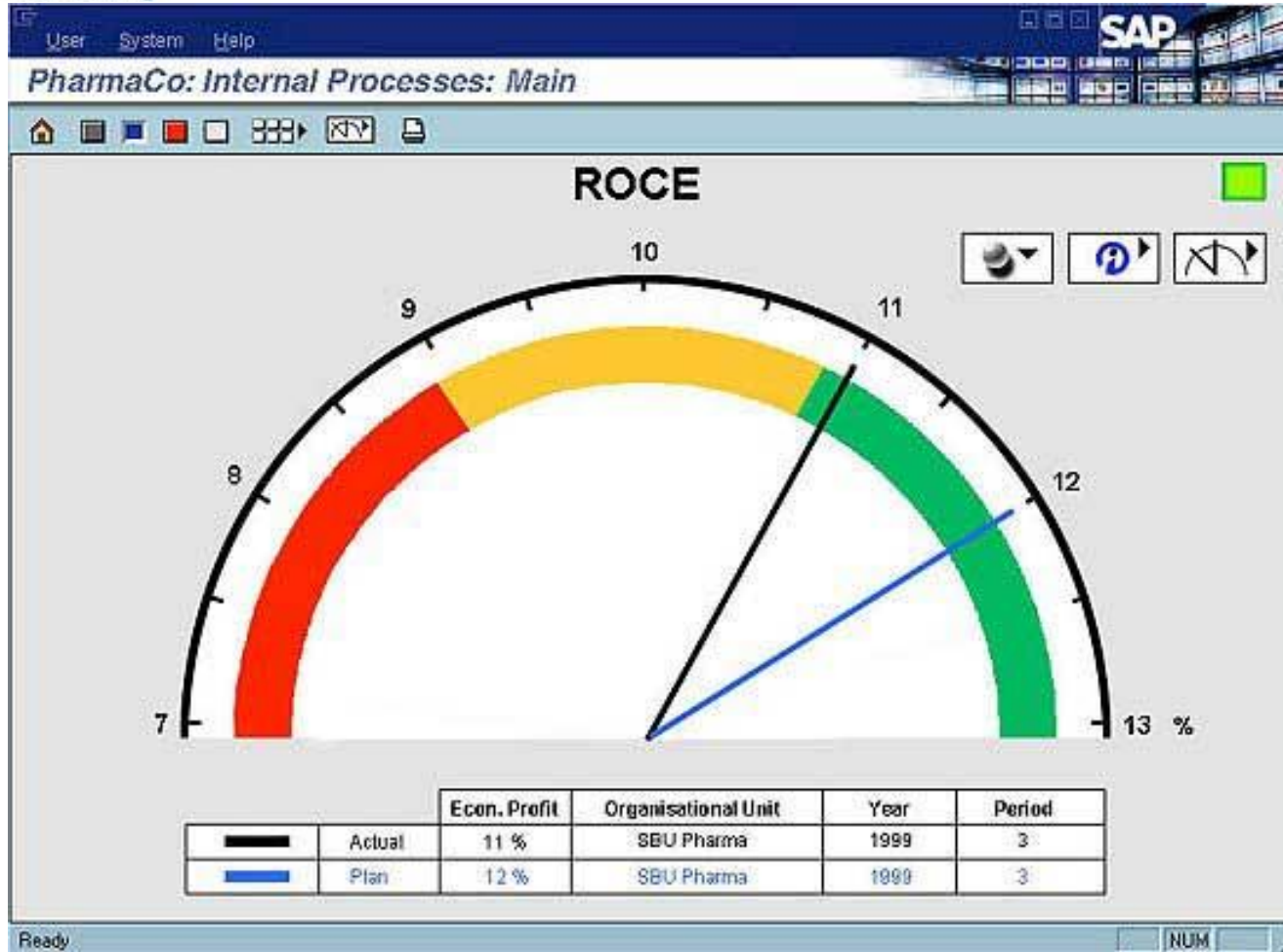


Balanced Scorecard New Technique in BABoK 3.0.

Business Analyse Camp
Wien, 09.05.2014

DI Mag Jörg Rainer, MBA, CBAP

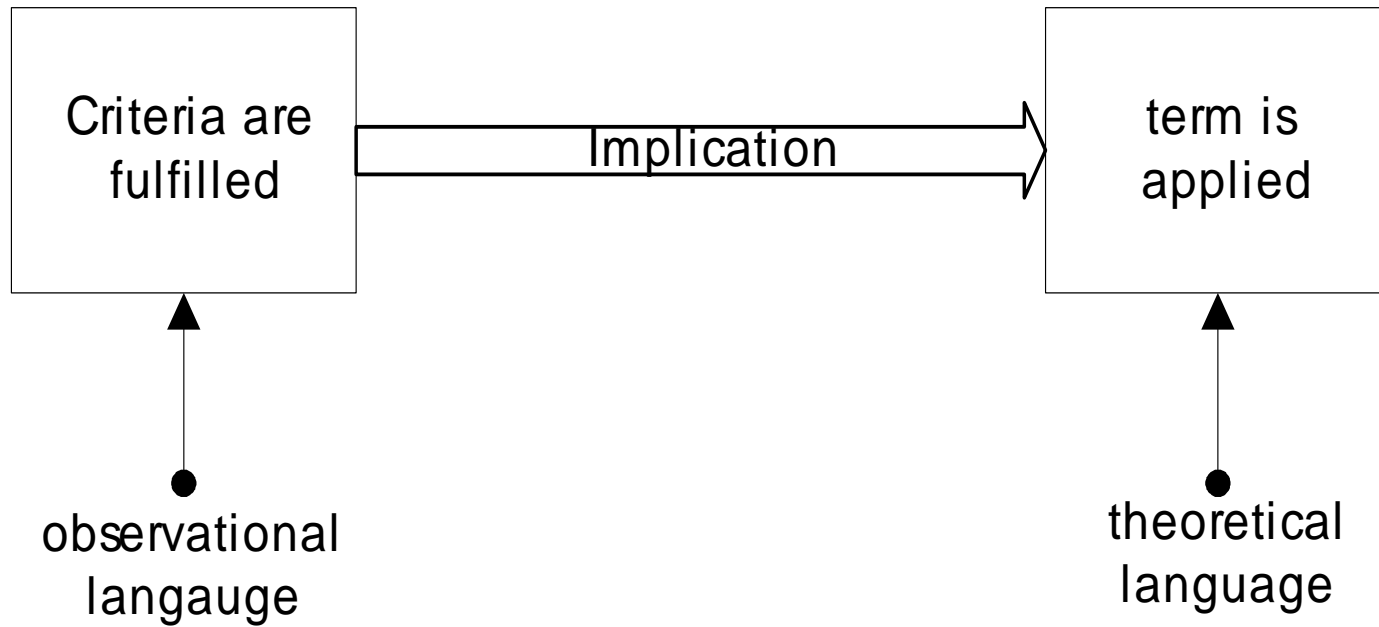


Es ist eigentlich merkwürdig, daß die Menschen meist taub sind gegenüber den stärksten Argumenten, während sie stets dazu neigen, Meßgenauigkeiten zu überschätzen.

(Albert Einstein)

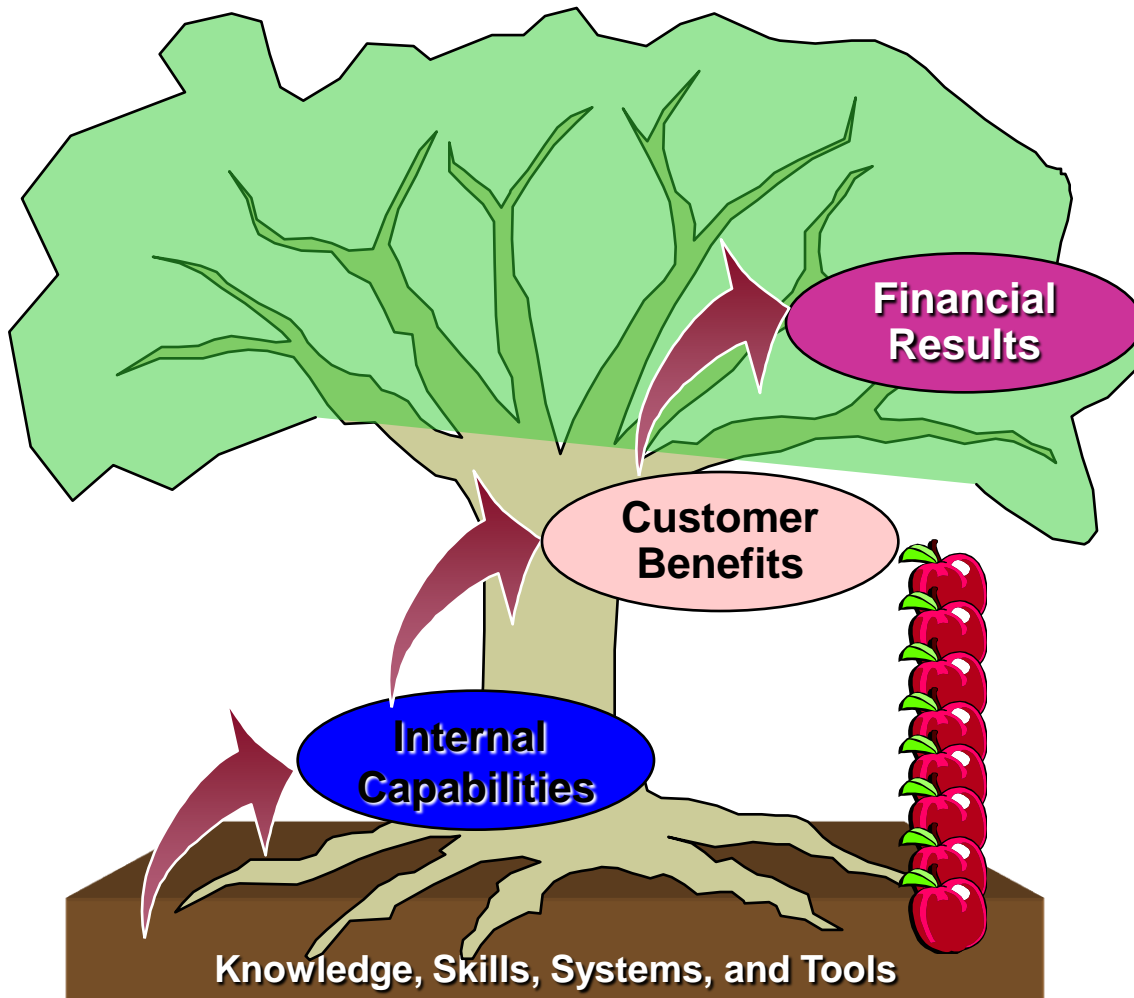
What you can measure, you can manage

(Anonymous)



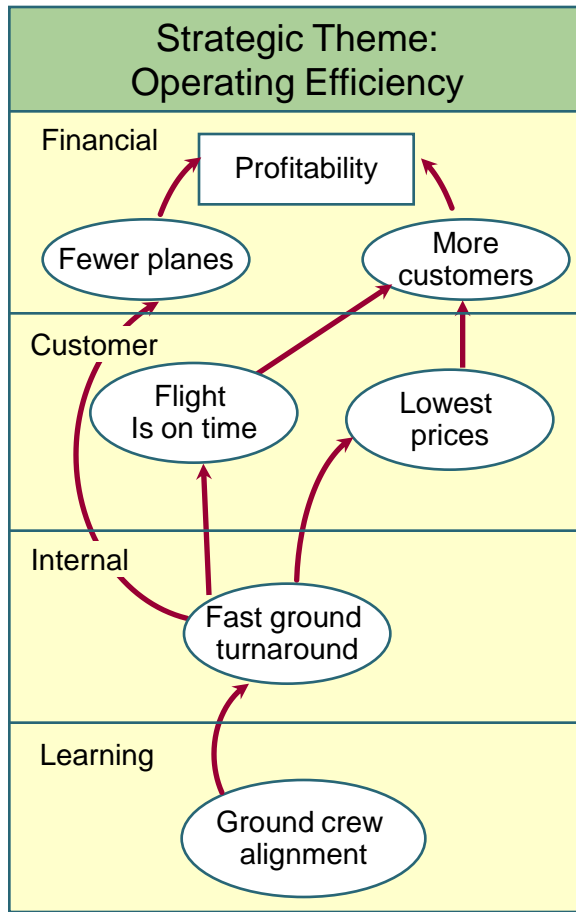
- Validity:
 - Does the measure really measure what it intends to measure?
 - Do the criteria cover all dimensions of the concept?
- Reliability:
 - Does the measure yield the same results when applied at different times?
 - Do different measures of the same thing yield to consistent results?

Articulate Strategic Hypotheses in Cause-effect Terms



BSC Terminology

Strategy Map: Diagram of the cause-and-effect relationships between strategic objectives



Statement of what strategy must achieve and what's critical to its success

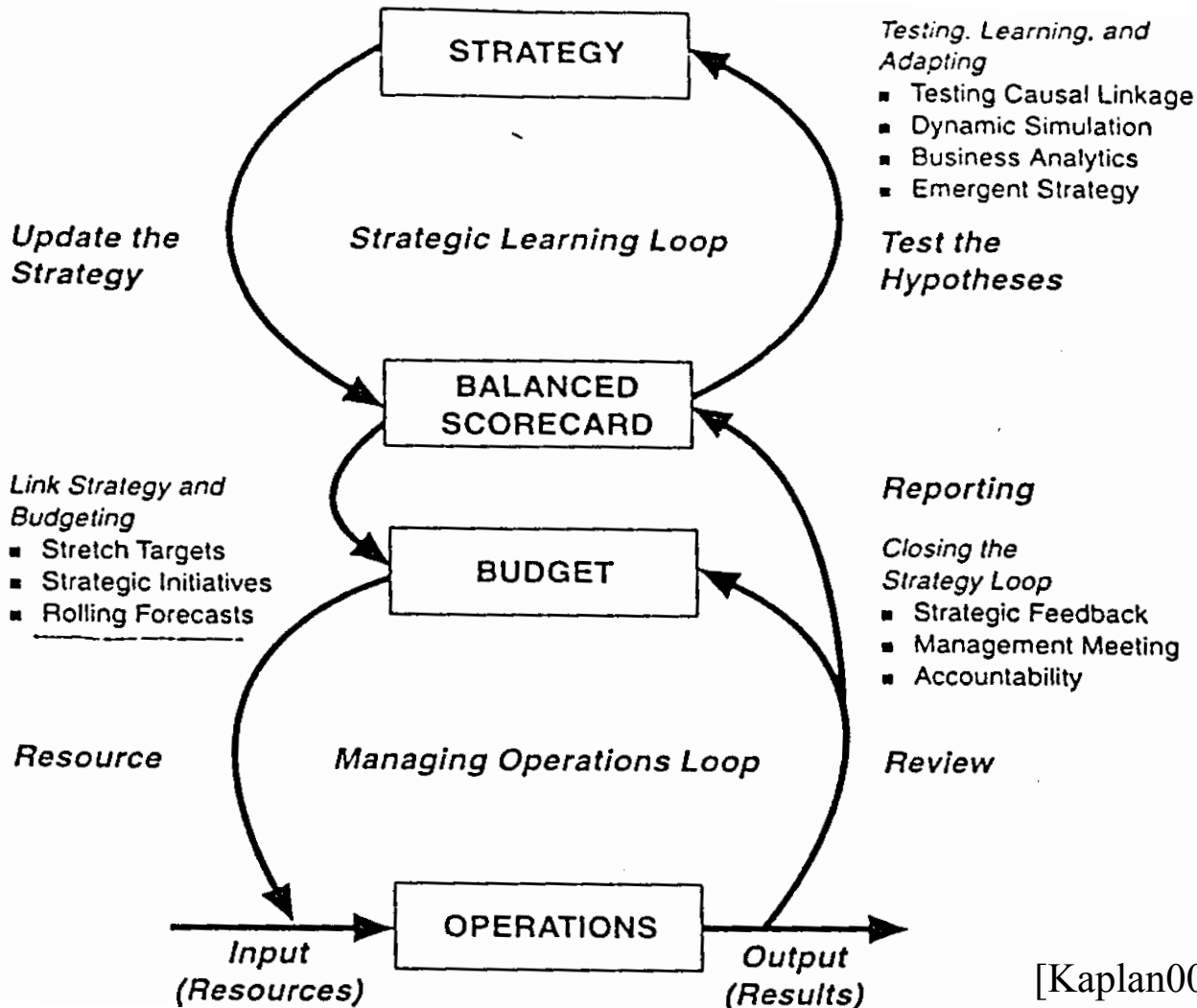
How success in achieving the strategy will be measured and tracked

The level of performance or rate of improvement needed

Key action programs required to achieve objectives

Objectives	Measurement	Target	Initiative
Fast ground turnaround	On Ground Time On-Time Departure	30 Minutes 90%	Cycle time optimization

Double Loop Learning Process



- Starting on top level
- Each department creates it's own BSC.
„What can we contribute?“
- Each program/project creates it's own BSC.
„What can we contribute?“
- Personal MBOs are aligned to BSC
- „What can I contribute?“

Why a Balanced Scorecard

- The Balanced Scorecard is a good communication instrument
 - To keep top management on board
 - To align department strategy to corporate strategy
 - To align personal activities (MBOs)
- The Balanced Scorecard increases ability to react quickly on operational level
- Try to falsify your strategy map. Let rotate the strategic learning loop

Stragety maps can be used also/even for
less important things!



Thank you!