Business Balanced Scorecard
From Concept to Implementation

One of the key challenges for organizations today is to be able to maintain a clear line of sight between the Objectives & Targets at the apex (Organizational level) and Individual level Goals and Objectives. While most organizations are able to succinctly define their strategy; it is of vital importance that people down the line, are able to see clear linkages and align day-to-day business operations with it. Thus, articulation and cascade of this strategy is where the challenge lies, along with the measurement of both financial and non-financial metrics.

Pioneered by Dr. Robert Kaplan and Dr. David Norton, the Balanced Scorecard is a Strategy Articulation Tool that helps articulate, cascade and align business objectives to individual level goals and resolve this challenge.

However, in order to effectively implement this tool, there is a need for conceptual understanding of what is Balanced Scorecard and what to expect from it, what is a Strategy Articulation Map, how measures are formulated and how KPIs are defined and evaluated.

Thus, an in-depth understanding and appreciation of the various components of the Balanced Scorecard requires a formal, comprehensive session conducted by seasoned experts who have actively practiced and successfully implemented the Balanced Scorecard.

Keeping this in view, KPMG invites you to two-day session focussing on Balanced Scorecard – from concept to implementation and cascade.

WHO SHOULD ATTEND
- Industry Professionals responsible for Goal Setting and Performance Management
- Middle – Senior Human Resource Professionals

WORKSHOP AGENDA - DAY I
- Linkages of BSC to PMS
- Why BSC?
- Understanding the Four Perspectives
- Demystifying Strategy Maps
- Exercise I
- From Strategy Map To Scorecard
- Exercise II

WORKSHOP AGENDA - DAY II
- Choosing the right KPIs
- Exercise III
- Cascading BSC
- Exercise IV
- Critical Success Factors
- Pitfalls in Implementation
- Model BSC Implementation Roadmap
- Success Stories from the industry - Key Note Session
- De-brief
- Cocktails & Evening get-together

WORKSHOP DETAILS
20-21 September 2011
Venue: KPMG, Lodha Excelus, Apollo Mill Compound, NM Joshi Marg, Mahalaxmi (W). Mumbai - 400011
Timing: 10:00 am to 5:30 pm
Fees: INR 28000 + Service tax @ 10.3% per participant
Why KPMG?

The Balanced Scorecard was developed by David Norton and Robert Kaplan of Nolan and Norton, which is a KPMG business and is still in existence in the Netherlands. This is a unique heritage to us.

KPMG has a Global Business Balanced Scorecard (BBS) Methodology that is a Structured and Practiced Approach to successful design and implementation of the Balanced Scorecard and involves the following key steps:

- Design and Facilitate development of high quality and relevant Scorecards across levels
- Communicate the benefits that such an approach would yield, across levels in the organization
- Effectively integrate Balanced Scorecard with the Organizational Performance Management System
- Program manage the initiative and hand hold the organization at every stage.

KPMG has demonstrated expertise in the successful design and implementation of the Balanced Scorecard across multiple organizations spanning across industries in both the Public as well as Private Sector.
Why implement Balance Scorecard?

• Maintain focus on what matters most – Enable the organization to isolate focus on core areas that are most critical for the organization's success and ensure that this focus is extended across levels to every role in the organization through cascade of the scorecards.

• Holistic Performance View – View performance from more than just a Financial outcomes perspective, thus enabling organizational performance to be viewed from multiple perspectives that are all equally critical

• Communicate Strategy to the Bottom of the Pyramid – Provide means to cascade strategy down to the individual employee. While the Organization’s Vision, Mission and Strategy may have been communicated across levels in an organization, there may still be ambiguity as to how a particular role actually contributes to achievement of the same at the organizational level.

• Past, Present and Future – Incorporate both short-term and long-term measures that are critical for the organization.

• Lead and Lag – Include both outcome measures (lag indicators) indicating how outcomes are to be evaluated and performance drivers (lead indicators) giving a clear picture of exactly how the desired outcomes are intended to be achieved, as part of Key Performance Metrics.

Does your Organization need the BSC?

If your answer to any of the following questions is ‘No’, then BSC can help you

Q. The organization has a great business plan in place. But is there absolute clarity on what needs to be done at the operational level to achieve its targets?

Q. There is a goal setting process. But are measures and targets defined well enough to be evaluated in a fair manner?

Q. Do employees see a clear linkage between organizational objectives and individual level targets?

Q. Is the organization able to maintain adequate focus on both, the external customers as well as internal customers (the employees) through the current PMS?

Q. Is the organization able to continually find avenues to improve operational efficiency and performance on a y-o-y (year on year) basis?

Registration

To Register for the Workshop or for any further information, please contact:

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