



Balanced Score Card

BSC as Instrument for IT Cluster, Ostrava

2nd Cluster Management Workshop, Paderborn
February 8-9, 2007

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Agenda

1. Introduction Balanced Scorecard
2. BSC Workshop Ostrava

“People and their managers are working so hard to be sure things are done right, that they hardly have time to decide if they are doing the right things.”

(Stephen R. Covey)

I. Balanced Scorecard: Overview

Overview

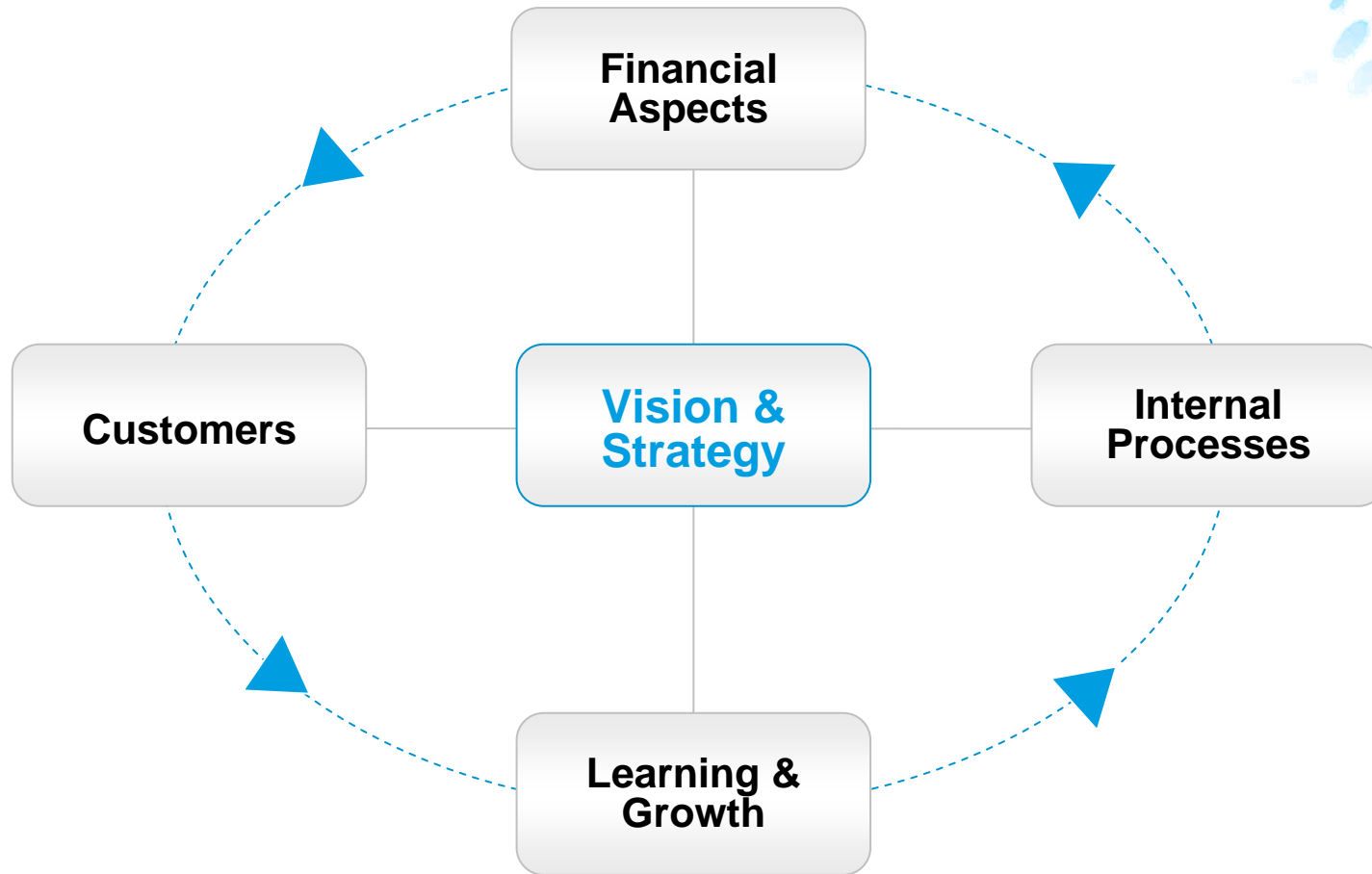
A Balanced Scorecard ...

- ... can be defined as framework *'... that translates an organisations mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system.'* (Kaplan & Norton 1996)
- ... addresses both, the strategy development process and continuing monitoring of strategy achievement and performance measurement.
- ... comprises financial and non-financial measures.

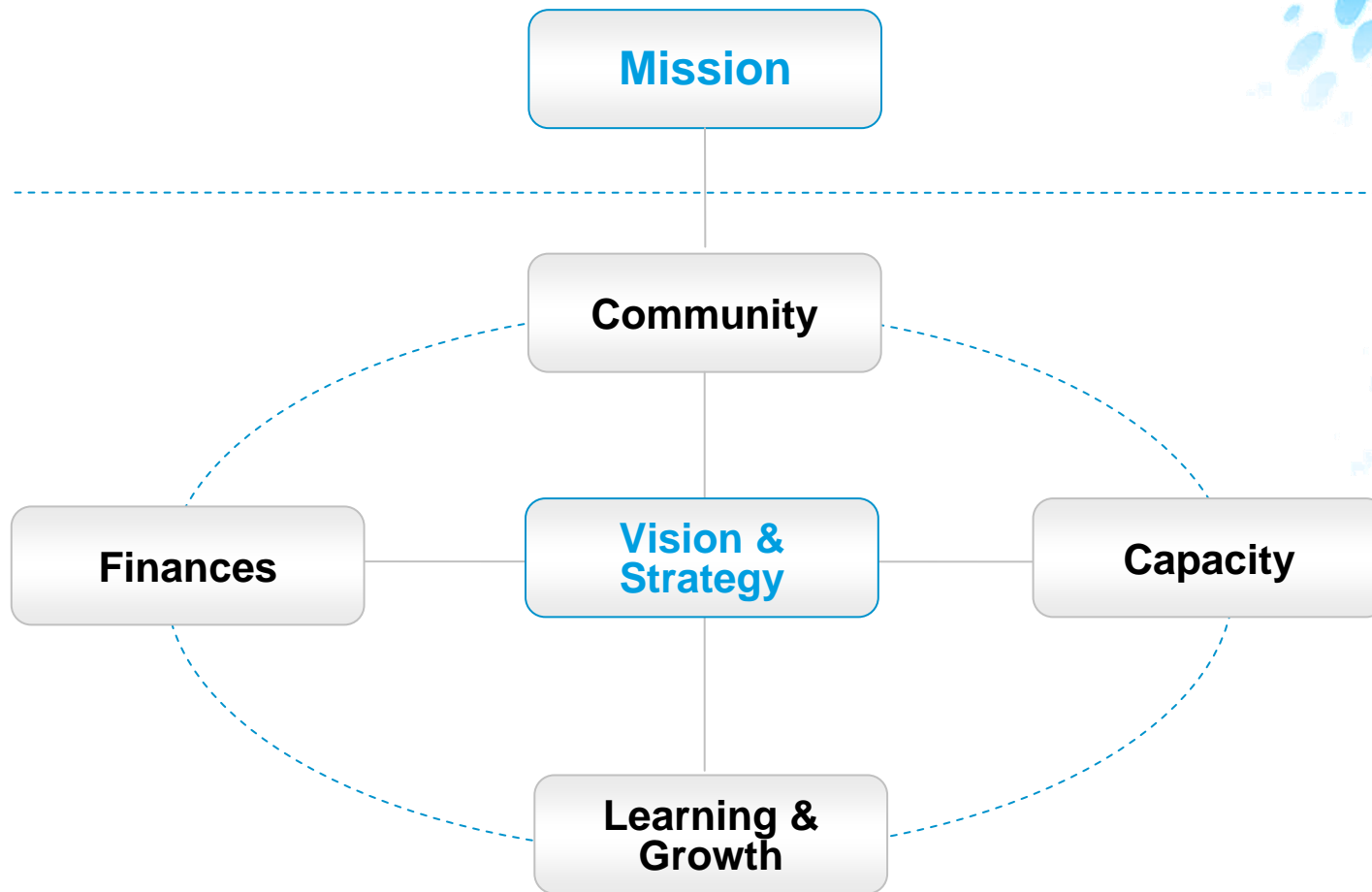
Evaluation & Monitoring

- Why?
 - Strategic allocation of limited human and financial resources
 - Results deliver arguments for legitimating cluster management internally and externally
- What? Distinction between cluster management and cluster is important because
 - cluster management organisations can influence their own performance directly,
 - while the cluster's performance can only be supported and thus, only be influenced indirectly

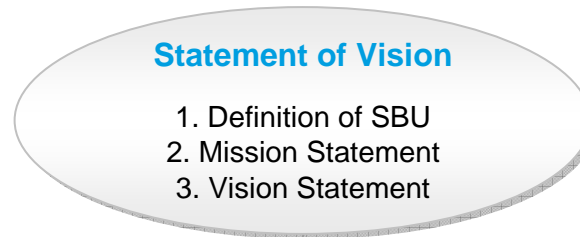
BSC Model



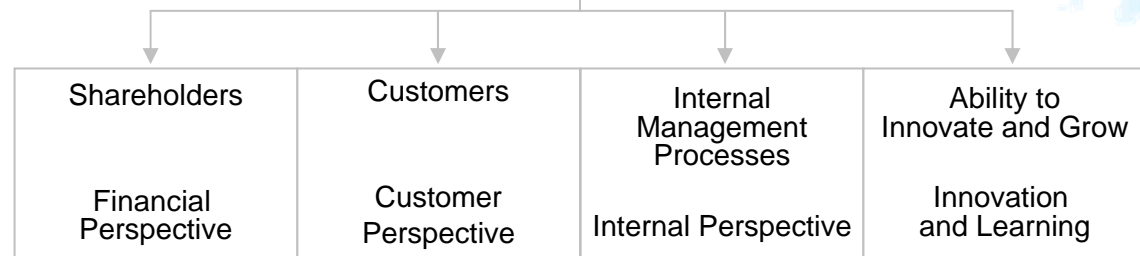
BSC for Non-profit Organisations



What is My Vision of the Future?



What does this Vision mean to my ...



What are the Critical Success Factors?

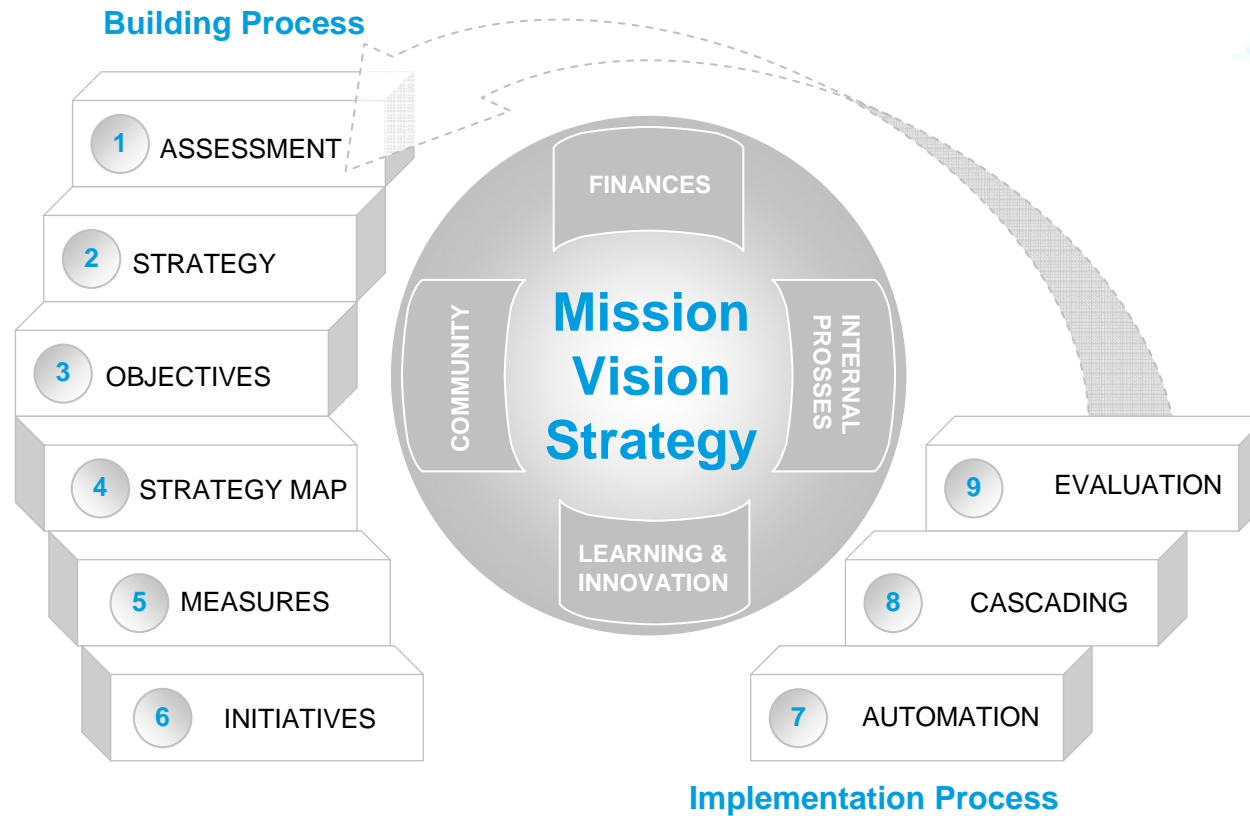


What Are the Critical Measurements?



THE BALANCED SCORECARD

BSC Process



II. Balanced Scorecard: IT Cluster Ostrava

Workshop Proceeding





Possible Outcomes

- BSC is not suitable for strategic orientation in cluster management.
- BSC is an interesting tool and we will continue its development by ourselves.
- BSC is so interesting that we will realise a complete BSC system in an ambitious way.

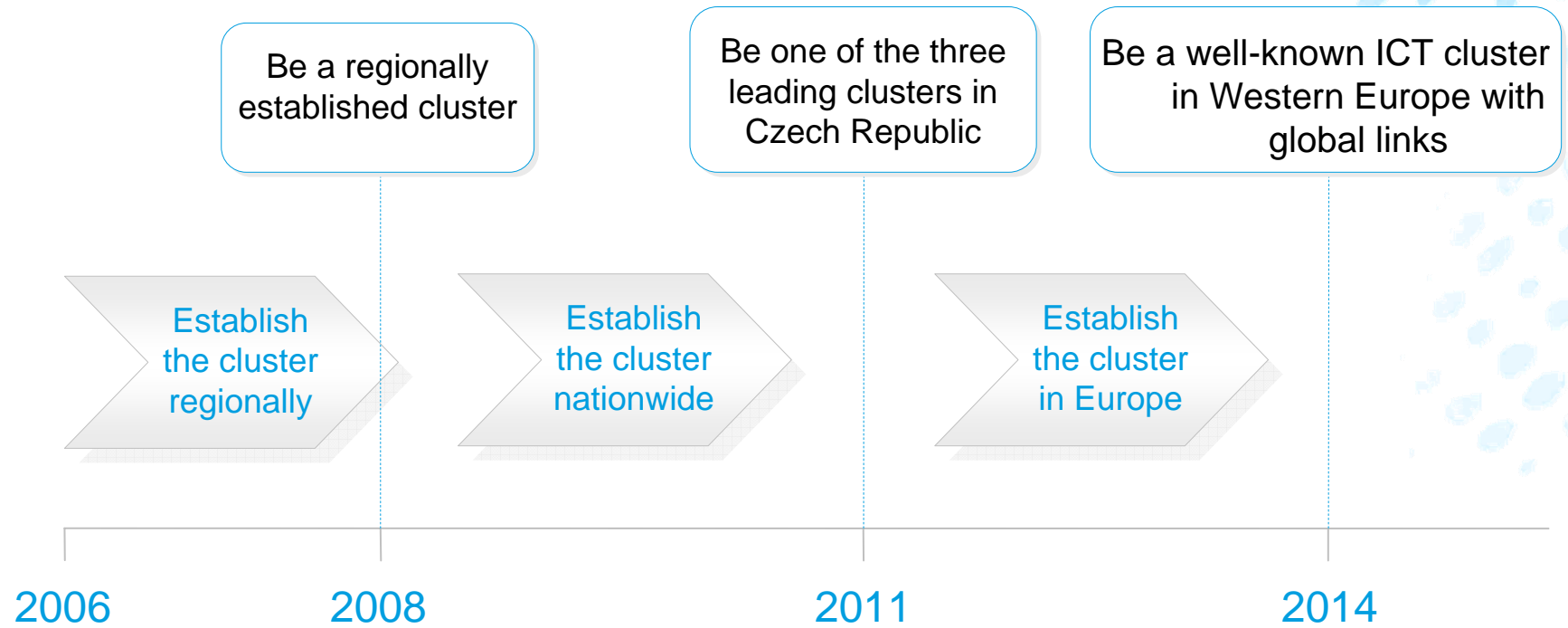


IT Cluster's Mission

Make IT Cluster a sustainable network characterised by self-enforcing processes and self-organisation.



IT Cluster's Vision



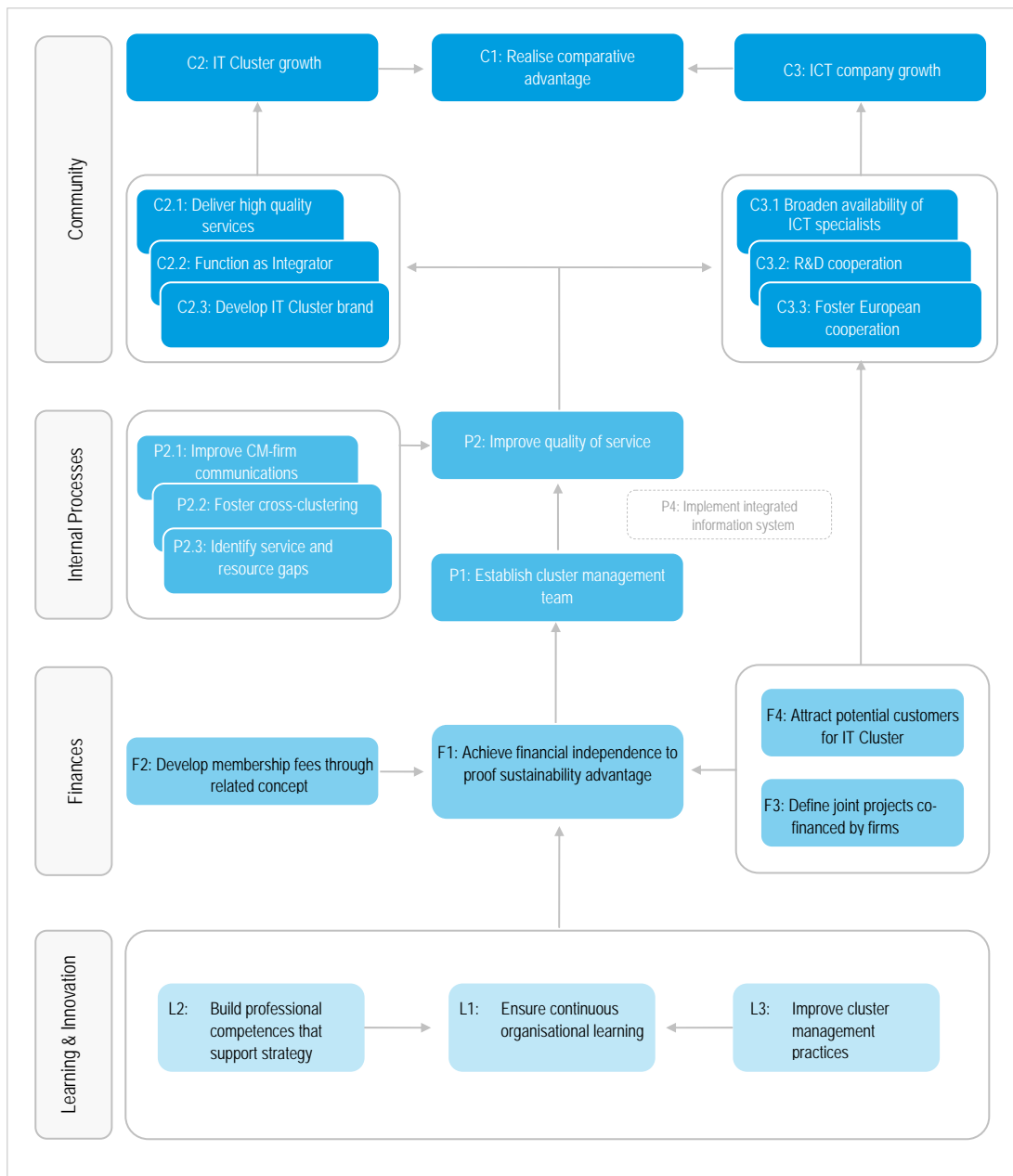


IT Cluster's Strategy Map

= visual representation of cause-and-effect-relationships among the key components (objectives) of the organisation's strategy

Key questions

- **Community:** Who are our customers/stakeholders and what do they expect from us?
- **Finances:** What budget is needed to achieve the objectives and how is it composed?
- **Internal Processes:** What do we need to do internally to achieve the customer-related objectives? And what processes must we excel at?
- **Learning & Innovation:** How will we sustain our ability to change and improve?





Initiatives & Measures

- Defined initiatives and measures

Initiatives	Priority*					Responsibilities	Time horizon	Indicators
	1	2	3	4	5			
Community Perspective								
Development of an integrated concept to enlarge number of ICT specialists focusing on all educational levels					x	University in cooperation with cluster management team		<ul style="list-style-type: none"> Number of graduates Number of elementary and secondary school visits Apprenticeship Model
Market Survey			x			Cluster management team in cooperation with one or two companies		
Joint Projects among universities, companies & customers						Company which has the idea initiates the project, cluster management team moderates the process of cooperation/ matching		<ul style="list-style-type: none"> Number of established thematic task forces Number of companies involved in matching process
Development of a Matching Strategy						Cluster management team		
Thematic Technology Transfer		x						
Improvement of joint R&D activities between companies and university (bi-directional communication structure needs to be established)			x			University, companies Cluster Management Team (support of companies)		<ul style="list-style-type: none"> Number of diploma thesis conducted in/width companies Number of companies involved in FP7
Establish international links			x					<ul style="list-style-type: none"> Number of international projects, joint ventures, cooperation

Initiatives	Priority*					Responsibilities	Time horizon	Indicators
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Internal Perspective								
Development of a shared idea/ understanding of the tasks and functions of the cluster management					x			
Overall: Establishment of a Cluster Management Team based on a consensus <ul style="list-style-type: none"> ▪ Commitment of Executive Board to establish a CM Team; recruitment should be assigned to the cluster manager ▪ Development of a business plan for a Cluster Management Agency 					x			
Space for new ideas								
Innovation & Learning								
Mapping of companies competencies, products & services to communicate the clusters profile								
Establishment of a monitoring system for strategic activities								
Mapping of synergies								
Financial Perspective								
Preparation of feasibility study including definition of joint projects & co-funding by companies					x	ARR	ongoing	<ul style="list-style-type: none"> ▪ Number of paying members (membership fees) ▪ Contribution of companies to the business plan of structural funds (being a project leader) ▪ Number of employees & firms ▪ Economic indicators (turnover, export etc.)
Communications					x		To be continued	



Thank you for your audience!