

Strategy-Based Balanced Scorecards for Technology

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Do you have a strategy to grow your business that is aligned with your vision? Are your business and support units aligned with organization strategy? Are employees and the work they do aligned with strategy and a shared vision for the future? How are you keeping score and communicating performance progress internally and externally toward goals?

If you would like to develop an aligned business strategy, and measure and communicate with clarity how well you are executing your strategy, then a strategy-based balanced scorecard system may be what you need.

"Balanced scorecard" means different things to different people. At one extreme, measurement-based balanced scorecards are simple dashboards of performance measures grouped into categories that are of interest primarily to an organization's managers and executives. Typical categories include financial measures, and customer, process, and organization capacity measures. Measurement-based scorecards almost always report on operational performance measures and offer little strategic insight into the way an organization creates value for its customers and other stakeholders.

At the other extreme, a strategic performance scorecard system is an organization-wide integrated strategic planning, management and measurement system. Strategy-based scorecards align the work people do with corporate vision and strategy and communicate strategic intent throughout the organization. In other words, these systems incorporate the culture of the organization into the management system.



In strategy-based scorecards, performance measures are only one of several important components, and the measures are used to better inform decision making at all levels in the organization. In strategy-based balanced scorecard systems, performance measures are the result of thinking about business strategy first, to measure progress toward goals. In strategy-based systems, the first question to answer is the strategic question: "Are we doing the right things?" The operations, process, and tactical questions come later: "Are we doing things right".

Over the past decade balanced scorecards have evolved from systems that simply measure performance to holistic strategic planning and management systems that help manage and track strategy execution. Despite this evolution, the majority of balanced scorecards that we have seen over the past 10 years use a "just give me the measures" philosophy. These measure-centric dashboard scorecards are interesting, but not very robust and not nearly as helpful as they could be. These scorecards remind me of the old Wendy's commercial: "Where's the beef?" Strategy-based scorecard systems, on the other hand, create a "strategic thinking" mentality in an organization, and can help lift the organization and its workforce to a higher, more performance-oriented way to think and work.

Each organization is unique, and there is no "one scorecard fits all" solution. This article describes how to develop a strategy-based balanced scorecard system for technology companies. We'll share some lessons learned from developing strategic performance scorecard systems in dozens of businesses and industries over the past 10 years.

The Balanced Scorecard as a Technology Company's Strategic Planning and Management System

Technology company management teams are challenged by:

- Rapidly shrinking product cycles
- Recruiting, retaining and rewarding technology talent
- Making and communicating critical product development decisions
- Tracking the evolution of customer feature demands and use models
- Disruptive, enabling technologies that can invalidate products or entire business models

In addition, executives rarely communicate the strategic manner in which the business is being directed. The typical result is disagreement and misalignment in how these challenges are perceived and addressed throughout the company.

Any technology company strategy needs to embrace these challenges. Strategy is a company's approach to achieving its vision--it's the organization's "game plan" for success. One thing the technology company's strategy needs to define is how it will measure product planning and development success. Strategy needs to define how ideas are advanced into opportunities. Passionate technology workers need to know why their ideas and views were embraced, delayed, or discarded. Strategy must describe the timing of such considerations, so that investments in programs underway are protected from an ill-timed innovation capturing the minds of employees. Similarly, programs that are off track need to sound alarms so that corrective action can be taken. Strategy needs to guide when and how to sound those alarms and ensure necessary corrections are taken. Strategy needs to dictate tracking customer feature evolution, and if the company wields the core technology its products need to be successful in the marketplace.

Using a balanced scorecard as the strategic planning and management framework allows a company to deal with these and other issues that matter to creating value for customers and stakeholders, such as process efficiency, financial performance, and organizational capacity and readiness. Starting with a strategic view of how

the organization creates value for customers, a scorecard system links strategy to what must be done operationally to be successful. Good scorecard systems focus on the critical few performance measures that provide real business intelligence and contribute to the achievement of operational excellence, employee excellence, and business success. But more important, these systems focus on the elements of strategy that can be made actionable – strategic objectives that are the building blocks of strategy.

Developing a Technology Company Balanced Scorecard System

The logic of building a scorecard system and using the system as the organization's strategic planning and management framework starts with an understanding of the organization's customers and stakeholders, and their needs. The management team then develops and validates the strategic components of the management system. The components include mission, vision, core values, strategic perspectives (i.e., performance dimensions), strategic themes and desired strategic results, strategic objectives, an organization-wide strategy map, performance measures and targets, and strategic initiatives aligned with the objectives.

Strategy is the common thread through the scorecard system and forms the basis for communicating the organization's approach for gaining competitive advantage (for a business), or in the case of a public or non-profit organization, for improving mission effectiveness for stakeholders. The finished strategy-based balanced scorecard system translates customer needs, mission, and values into organization goals, strategy, objectives, performance measures, and new initiatives. In a strategy-based scorecard system, strategy is analyzed through four performance dimensions (perspectives): financial (stewardship for government and non-profits), customer/stakeholder, business processes, and organization capacity

Figure 1 shows how the strategic components relate to each other. Organization alignment comes from linking the strategic components. comes from linking the strategic components at "high altitude" to the components at "low altitude" in an orderly fashion and communicating the organization's story of value creation for customers and stakeholders.

A key strategy development step is the creation of several high-level strategies (i.e., strategic themes), associated strategic results, and strategic objectives for each theme. Strategic themes are aligned with the organization's vision and mission, and the theme's strategic result describes a high-level outcome of successfully implementing the strategic theme. Usually three or four themes define the business strategy of the organization at a high level. Examples of strategic themes include Customer-Focused Operational Excellence, Market Driven Technological Excellence, Strategic Partnering, and Growth Through Innovation. Many other themes are possible, and the selection of vision and aligned strategic themes and results make for unique performance scorecard systems for different organizations.

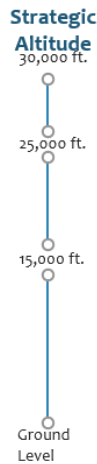


Figure 1: The Logic of Balanced Scorecard Strategic Planning

Another key development step is the creation of strategic objectives -- the "DNA" of strategy. Objectives are expressed as continuous improvement actions that can be documented, measured, and made

actionable through initiatives and projects. Once developed, objectives are linked to form a "strategy map." A strategy map shows graphically how the organization creates value for customers, stakeholders, and employees. The strategy map is constructed by linking strategic objectives using cause and effect relationships. A strategy map is one of the most effective communication tools an organization can use to build transparency, alignment, and a focus on results. Figure 2 shows how objectives (the ovals) are linked in cause-effect relationships to define a strategy story of how value is created for customers and business owners.

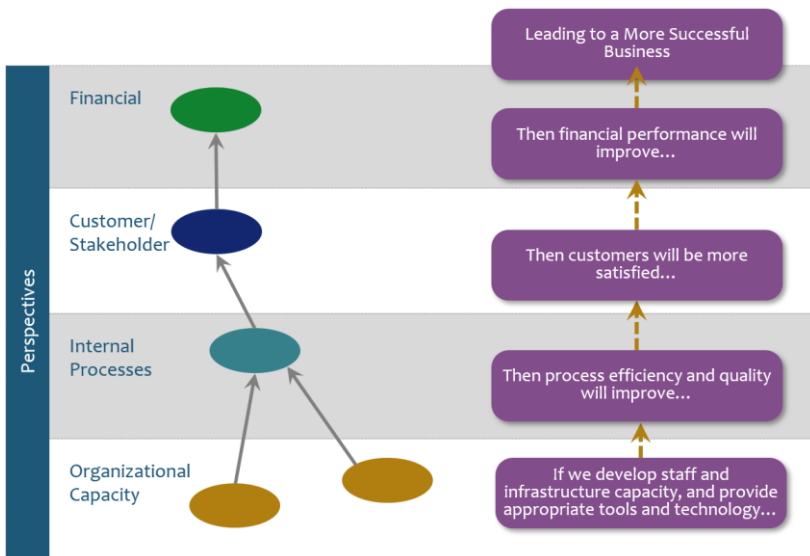


Figure 2: A "Strategy Map" Tells a Story of Value Creation

company, followed by a strategy map that shows the company's value creation chain in the form of a strategy map.

Aspects of a Technology Company's Strategy

Companies that serve similar markets will often share similar traits in their strategies. These traits often stem from common market opportunities and also from common pain points, which have an intrinsic association with the challenges of the marketplace. We have seen such shared traits in the strategic objectives of technology companies.

Key characteristics of most technology market segments are shown in Figure 3:

- Disruptive, enabling technologies, which lead to....
- New capabilities, which lead to....
- Evolving use models, which drive....
- Shrinking product cycles.



Figure 3: Technology Company Market Characteristics

The technology company is typically staffed and managed by personalities that are drawn to such a dynamic marketplace. Many of these personalities thrive on innovating the next disruption, capability set, and use model. Simply, the technology company must disrupt their marketplace or risk having their business and market share disrupted.

As technology companies grow, their strategy needs to guide the business processes within this dynamic environment. Otherwise, decision making can become misguided and threaten the long-term success of the business.

This is where strategy steps in and guides decision making. Strategy defines the approach chosen to achieve an organization's vision, what actions to focus on, how to prioritize important projects, what to measure to ensure priorities are being met, how to empower operational decisions in line with the strategy, and how to protect those decisions from appealing options that are not aligned with the strategy.

The remainder of this article looks at one strategic theme that may be typical for a technology company -- "Disrupt the Marketplace." Of course, each company will have more than one theme. Most companies have three or four high-level strategic themes. Each of these themes will yield unique objectives and linkages that differentiate the company from its competitors. We will look at one theme, *Disrupt the Marketplace*, and its associated strategic result, *Successfully create new market demand in uncontested markets*. This will serve as a core reference for a technology company to identify those strategic objectives that are most appropriate for their company and market situation.

Strategic objectives from four perspectives, which help define technology companies within the theme of Disrupt the Marketplace, are discussed below. While other themes and objectives are needed to "tell our story", the objectives below are especially important to the technology company's value creation story.

Financial Perspective

Strategic Objective: Improve Development Expense Return on Investment (RoI)

A technology company that excels in many operational disciplines can still struggle if its product development decisions are flawed. Product management decisions within technology companies need to be based in part on the estimated and measured return on product development expense. A clear, consistent practice for analyzing RoI and applying it in decision making must be driven vertically and horizontally throughout the organization. Such a practice is an inherent requirement to realizing consistent decision making and communicating product investment decisions.

Issues:

Managers of technology companies are frequently dissatisfied with their ability to determine the return on their technology and product development expenses. Traditional return on investment (RoI) approaches, such as a discounted cash flow analysis, rarely win the hearts and minds of technology and marketing stakeholders. Often the analysis, and consequently the ownership, is left with the finance team, while decisions on how much to spend, when to spend it, and what to spend it on, are happening elsewhere in the company. The end result is weak alignment throughout the organization with regard to profitability contributions of product development and support efforts.

An alternative return analysis approach that meets these requirements should be used:

- The single financial metric for product planning and management purposes
- Traceable to profitability metrics; Operating Income, EBIT or EBITDA
- Scales from the project level, to the product line, business unit and corporation

A single, scalable financial metric can guide decision making on what to invest in and when, and as important, what not to invest in. Consistent consideration of the metric will ensure the pursuit of the programs with the highest revenue and margin potential. With this as a strategic priority, the technology company maximizes its revenue and profit derived from successful innovation

and product development. Increasing profits and increasing revenue are two additional strategic objectives that complete the financial perspective picture of this company's strategy.

Customer Perspective

Strategic Objective: Strengthen Customer Interactions

Technology customers will typically have strong belief systems underpinning what supplier they do business with and what products/services they purchase. They require the ability to interact with the supplier's organization and will grade the supplier on how successful those interactions are. It's of strategic importance that customer facing personnel, and those in support roles, place a priority on that customer interaction consistently being a positive one.

Issues:

The pace of products in technology markets often do not allow for flawless product introductions. Customer use of the product will generate lists of issues such as; "How does it do X?" and "Can it do Y?" and "When I do this, Z happens." Customer facing employees need to systematically track these issues to ensure:

- All issues are systematically tracked (to the extent that if it's not tracked then it's not an issue.)
- Highest priority issues are identified and have the necessary resources applied to resolve them. Expectations for resolution are set with the customer and reliably met.
- The indicators of use model evolution are extracted from the stream of issues.

Tracking and prioritizing issues ensures that the highest risks to product success in the marketplace receive the most attention. Satisfaction, retention, and referral value is maximized by responding to customer issues.

Strategic Objective: Accelerate New Features and Workflows

Key customers can serve as "lighthouses" to guide the way on new feature demands and evolving workflows. Lighthouse customers are not necessarily the largest clients or user groups, but they can be. Lighthouse customers understand the workflows and technologies they need, and which product/service vendors are most likely to provide them. It's strategically

important to identify lighthouse customers, work closely with them to track their issues, set expectations for their resolution, and consistently meet those expectations at a rate that's perceived to be the fastest, most responsive in the segment.

Issues:

Technology customers tend to expect, and in some cases demand, continuous improvement in the products/services they purchase. A technology customer typically will consider an upgrade or enhancement over a replacement, even if these upgrades come at a cost. If the customer does not act on the upgrade, his satisfaction level will still be higher by simply knowing the option is available. The supplier who sets the pace in the segment for continuously improving and refreshing their product offerings will typically be the leader in that segment.

In technology businesses, interaction and participation in the marketplace is the primary source of information regarding what the next set of product/service requirements might be. Issue tracking becomes the touchstone of the organization with the marketplace. It yields the most precious information of how the use models can evolve once the next product feature is introduced. There are no market reports or analysis that can provide the adequate and timely information on what product/service features to bring to market. Given that, systematically capturing and operating on market experience data is a strategic function. The gems of insight that spark innovation, birth the next feature set, and result in market leading products and services lie within this stream of experience data.

Often times, a customer engagement will result in a "Your product should do this" line of discussion. The natural reaction of the customer facing personnel is to defend the product, recite specifications, review original proposal details, or take some similar approach to reset the customer's perspective and expectations. New feature and workflow acceleration is born out of this type of client engagement. The "your product should do this" input might be a revelation of significance. These conversations need to be captured and analyzed for trend indicator value.

Internal Business Processes Perspective

Strategic Objective: Improve Market Assessment

Assessing, re-assessing and re-re-assessing market demand is imperative. The trend for increasing rate of change in technology markets has no end in sight. A technology company cannot rely on one market assessment at one point in time to guide project priorities. Market assessment needs to be continuous.

A strong example of a failure in this area is the Iridium satellite phone. Making a call from-anywhere-to-anywhere was a lofty goal that Iridium set out to achieve. Along the way, the success of much lower cost and lighter weight cellular systems eroded any chance that Iridium would find a market to return a profit on its investment. It's difficult to argue that starting the Iridium project was a mistake. It's not difficult to argue that it should have been canceled or at least re-directed before the investment of USD billions and the launch of 72 satellites.

Issues:

Technology companies must continually validate their market share and penetration plan against success thresholds. These success thresholds need to comprehend feature demands and workflows, in concert with market share and margin projections. The market conditions at the completion of product development may be seen differently compared to the market conditions that justified the start of product development. The decision to launch is the last opportunity to avoid engaging the entire distribution channel in what might become a failed product. In many cases, a product is launched because development is complete, not because market conditions still justify its launch.

Once the new product is launched, sales forecast accuracy becomes critical to determining whether the objectives of a product plan are being achieved, or if corrective actions need to be taken. We've seen large investments in CRM packages that have not resulted in improved sales forecasting accuracy due to:

- Weak definition of the customer's buying cycle and the validation criteria
- Variations in the buying cycle and criteria across market segments, customer groups,

or geographic regions prohibiting a high-level rollout

- Ambiguity in timing customer purchases

For technology companies, this is a strategic imperative as shrinking product cycles collapse the window of profitability and product success. Customers are increasingly demanding on lead times, while operations teams are increasingly adverse to inventory. Forecast accuracy that can support or refute product plans for market penetration has become critical for product success.

Strategic Objective: Improve Concept Development and Prioritization

For a technology company to continuously lead in its market segment, it needs to maintain strength in the technologies that enable new capabilities. Computer displays and televisions are a recent example. Flat panel displays have entirely replaced CRT displays and rear projection systems based on size, aspect ratio and resolution. The set of technologies enabling flat panel displays have been competing in a price and performance race, with LCD in the lead. Companies that are the leaders in LCD display technology are market leaders in computer and entertainment display. "Chose the best enabling technology" is a strategic objective for technology companies.

Issues:

The blood that runs through the veins of technology companies is the passion, devotion, and commitment of its technologists. Technologists are those that thrive on the pace of innovation and product development and strive to be part of it. Technologists can be found in many disciplines; management, marketing, R&D, operations or field organizations. In return for their contributions, they need to believe in the continuing success potential of their organization and its ability to achieve and sustain leadership positions in its markets. When technologists see their organization acting on innovation opportunities and successfully delivering leading products to the marketplace, both confidence and commitment is strengthened. Weaknesses in making and communicating decisions risk discouraging technologists and consequently lessening the likelihood for continuing success.

Opportunities for innovation do not wait on action, or on the company to commit its

resources to the most strategically important opportunity. By continuously queuing a funnel of opportunities that the technologists identify, the debate can be conducted as to which are selected, and why. As important is capturing and communicating why other opportunities were not selected.

Strategic Objective: Improve Product Life Cycle Management

Once the commitment to an enabling technology has been made, products need to be developed. A balance needs to be struck between features that can be delivered to the market the soonest versus those that will have the biggest impact on the use model. When a technology company controls the use model of a market segment, they frequently become major market share winners. A prime example is how Apple used PDA touch screen technology coupled with its intuitive operating system to move into the mpeg player and cell phone markets. Apple has been re-known for ease-of-use computing. The decision to become a leader in touch screen technology positioned them to make excellent product development decisions on the iPod, iPhone and iPad.

Issues:

The most crucial decisions a technology company management team makes are what projects to invest in and the level to invest. Technology company personnel continuously characterize situations as "resource limited" when in reality resource limitation is inevitable. High priority issues are surrounded by a multitude of other candidate high priority issues. The demands on R&D and product development teams can come from every direction. Yet the fact remains that the outcome of their efforts will to a large extent determine the fate of their company.

When innovation opportunities, existing program schedules, and customer demands conflict, the debate needs to ensue. However, that debate needs to occur constructively and conclusively, with the result clearly communicated. Not all will agree, but all need to align. It's participation in the debate and communication of the result that enables alignment. And it is strategically important to have the ground rules for the debate, the decision, and the communication of the result.

Technology companies can often benefit from improvements in the management of the phases of their products. A product life cycle describes the discrete steps or phases of a product or service from its conception to its end-of-life. Typically, a few critical results at each phase can drive the decision as to whether a project should continue or not. Defining these phases and the critical deliverables of each phase enables consistent, coherent decisions on what programs are being invested in, and why. Similarly, opportunities that have not been established as strategically important, must not steal from the precious innovation and product development resources crucial for product development success.

Organization Capacity Perspective

Strategic Objective: Increase Capacity for Enabling Technology

As stated earlier, the path to marketplace disruption begins with the introduction of enabling technologies. There are many paths to obtaining such enabling technologies, which do not require the risk and expense of basic research and development. Yet, for the technology company to be a leader, it's of strategic importance to continually lead in the identification and application of technologies that enable use models and workflows in the marketplace.

Issues:

The cost and risk of birthing new enabling technologies must be managed carefully. All options should be exploited to reduce the cost/risk profile, such as:

- University partnerships
- Industry consortia
- Government funding

A technology company must exploit these options and avoid leaving the opportunity to a competitor.

Cross industry opportunities frequently surface to reapply an existing technology in a new way. An example of this is emission microscopy in the semiconductor industry. CMOS technology may not have advanced if it were not for highly sensitive infrared detector technology, which already existing in telescopes, being re-applied to identify malfunctioning transistors. A

technology developed for detecting infrared sources in the largest geometries imaginable was used in the smallest geometries. Identifying these often-times counter intuitive, reapplications of technology can lead to breakthroughs and disruption.

The people component of enabling technology capacity cannot be overlooked. The best and brightest in a targeted technology area can often be the key in moving the organization forward. Continuous recruiting and hiring practices to get the "best people on the bus" can be pivotal to increasing capacity. Often times the innovation can come from an unsuspected part of the organization. The spark of innovation can occur anywhere. Programs to encourage recognize and reward out-of-the box thinking send a message of commitment to this strategic objective.

Strategic Objective: Improve Project Management Expertise

Much of the technology company's challenge lies in speed of execution. Important then is clear definition of goals, priorities, the breakdown of the steps and tasks to reach the goal, and what deliverables result. By increasing the project management skill level of the entire organization, a project management approach becomes a standard practice for collaboration and communication. The efficiency and success rate of the entire organization will improve as a result.

Issues:

We tend to avoid planning efforts when the projects are not of a development nature (such as in product development or IT tool development) or when the path is not clear. But a project approach is powerful in its ability to analyze and refine the problem statement, define and delegate the tasks required to reach a marketplace goal, and track their execution and review their results versus expectations. Project management of the features that will change workflows will often be rich with discovery, making a rigid planning/execution approach less effective. But an approach with high-level planning followed by continuous plan refinements can work well. The highest risk areas can be given priority and focus. By breaking the work effort into tasks, deliverables and dates, a ruler is created to measure progress in the most critical areas. When discovery leads down an unsuspecting path, the ruler will show progress is

not being made and the ruler itself may need to be adjusted. By encouraging the team that this is expected and desirable, plan adjustments are embraced instead of avoided. Discovery and comprehension advances rapidly, the fog begins to clear, and the team finds itself in a place it didn't expect it could reach.

Strategic Objective: Improve Cross Discipline Teamwork

An organizational structure of functionally specific teams and line management cannot keep pace with technology markets. Planning, developing, and launching innovative products at an ever-increasing rate relies on cross-functional product teams. An organization that knows how to form effective cross-functional, highly collaborative teams, both horizontally and through management layers, has a strategic advantage.

Issues:

The classical "organization chart" fails the technology company. Top-down empowerment will slow progress and risk falling off the pace of marketplace leadership. Empowered, cross-functional teams can use their diverse perspective to bring recommendations of innovative paths to management for sanctioning and funding. As product cycles continue to shrink, these cross-functional teams become the watchmen of the company's ability to continue to lead the marketplace. Management is required to keep pace with their teams by participating in the collaborative processes that move the team forward. Continuous participation of the business decision makers reduces the dependence on business case proposals and presentations for communication, and focuses those sessions on decision making, speeding progress. Collaboration tools such as portable PCs, PDAs, desktop sharing, work product repositories such as wikis and web portals, and network connectivity/performance/ bandwidth become infrastructure necessities. Training and knowhow to develop and drive the definition and adoption of consistent collaboration processes must become a strategic mandate. Collaboration teams need to cross geographies and time-zones to fully deploy the talent and knowhow the task requires. The prior barriers of location and work hours need to give way to continuous collaborative progress.

A Strategic Theme for a Technology Company

The perspectives and objectives discussed above are shown in Figure 4, with cause and effect linkages. Figure 4 is an example of how the objectives of one Strategic Theme might appear on a strategy map.

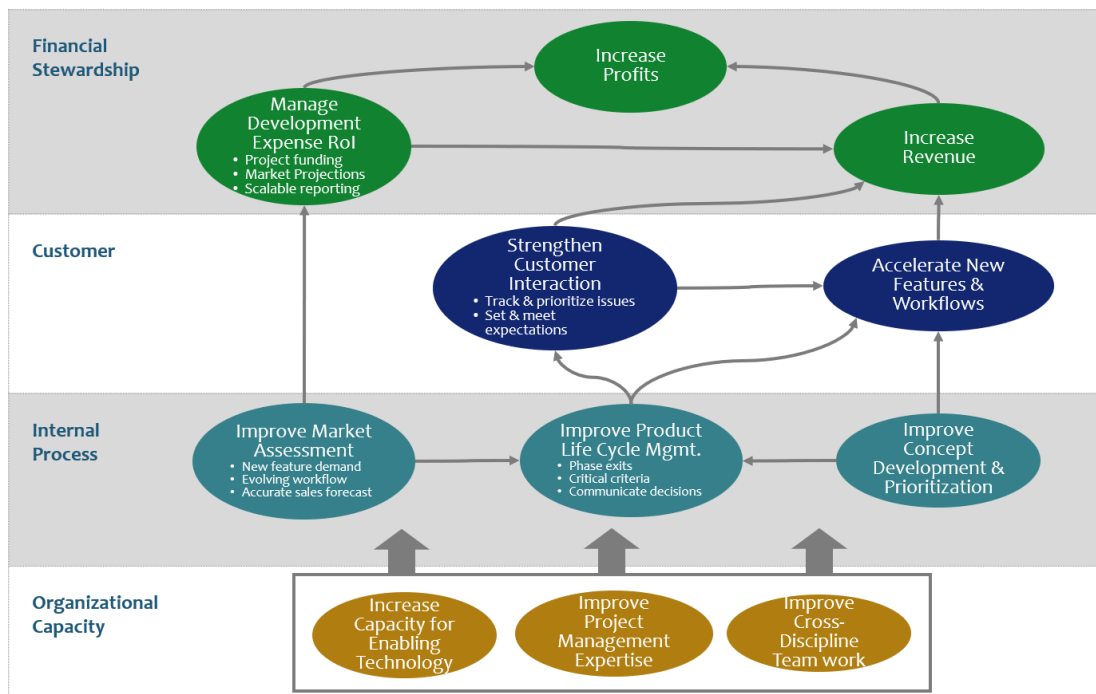


Figure 4: Technology Company Strategic Theme

As stated earlier, these strategic objectives represent one strategic theme, "Disrupt the Marketplace." Other strategic themes will generate objectives and linkages that will also need to be captured in the total strategy map. Your company may already be adequately tooled for some or many of these objectives. As a result, your strategy map would capture those objectives deemed to be the highest priorities, in balance with those high priority objectives from other strategic themes.

Your Technology Company's Strategy

Technology companies succeed when they capture innovation, produce innovative products, secure market share and resolve client issues. A Strategy-Based Balanced Scorecard that describes and measures these objectives can improve success in technology market segments.

Deciding to develop and use a balanced scorecard strategic management system is the start of a new journey for an organization. The operative word here is "journey", as building a scorecard system is not a project or an activity with a finite lifetime. Committing to a scorecard system is committing to continuous improvement and represents a significant culture change for most organizations. A scorecard journey is a quest for high-performance, a focus on results, an increase in group and individual accountability, and an embracing of organizational change. A scorecard system impacts everyone in an organization, not just executives and managers. Building and deploying a strategy-based scorecard system is more about changing hearts and minds than it is about measurement and data collection.

Building a scorecard system the right way, is a process of discovery, and involves critical thinking about an organization's shared vision, competencies, customers and their needs, competitors, employees, strategy, and expectations. It takes 2 - 3 months to build a scorecard system, depending on the size of the organization.

How does one go about developing a strategic performance scorecard system? We developed the Balanced Scorecard *Nine-Step to Success*™ framework, shown in the Figure 5, to build and implement strategy-based scorecard systems. Separate versions of the framework are available for business and

industry, non-profit, and public sector organizations, but the development steps are the same. Starting with step one, Organization Assessment, organization pains, enablers and values are developed, change management and scorecard development plans are prepared, and mission and vision are validated. In step two, Strategy, the customer and stakeholder value propositions are defined and used to create the organization's strategy (strategic themes and results). Strategic Objectives (the DNA building blocks of strategies) are developed in step three, and followed by step four, where Strategy Maps (showing the causal relationships among the objectives leading to customer value) are developed. Step five, Performance Measures and Targets, is used to develop the critical strategic measures that provide information to track strategy execution. The building process ends with step six, identification of new Strategic Initiatives, or projects, that form the basis for successful strategy execution.



Figure 5: Building and Implementing a Balanced Scorecard: Nine Steps to Success™

Step seven, Automation, starts the deployment and implementation phase, when performance data is collected, reported, and transformed into vital performance information to better inform decision making and to communicate progress throughout the organization. In step eight, Cascading, the corporate scorecard is migrated to business units (e.g., departments or divisions) and support units (e.g., IT or HR), to translate corporate vision and strategy into operational terms. Scorecards can then be cascaded to teams and individuals to align day-to-day work with strategy and vision. Step nine, Evaluation, completes the cycle with a review and assessment of the management system, to understand strategy results against expectations and make any necessary changes in the organization's strategy. Just like the organization, the scorecard system is dynamic, not static, and changes in strategy and measures are common as performance data is transformed into information, and then turned into business intelligence.

Is it worth taking the time and effort to build and implement a strategy-based performance scorecard system? Research suggests that it is indeed worth managing to performance. Organizations using balanced scorecard systems comprise a "Who's Who" of international businesses, non-profits, and government agencies.

Does your technology company's strategy describing the journey you want to be on? What are you using to measure, monitor, and communicate your organization's vision and strategy with clarity to all employees and stakeholders?

Is it working?

About the authors

Howard Rohm is an author, international speaker, trainer, facilitator, and performance improvement consultant. He is the Founder and President of Strategy Management Group (SMG) whose companies include the Balanced Scorecard Institute. Howard has worked with over 100 private and public organizations and developed balanced scorecard and performance management systems to improve organization performance. His balanced scorecard framework, *Nine Steps to Success™*, is used by businesses, nonprofits, and governments in over 40 countries. Howard has taught and lectured at five universities, and at the Federal Executive Institute. He can be reached at SMG's website www.strategymanage.com.

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About the Balanced Scorecard Institute (BSI)

BSI provides consulting, training, and professional certification services to organizations worldwide related to strategic planning, balanced scorecard, KPI/performance measurement, and strategic project management.

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