



# **Balanced Score Cards**

## **An Introduction at Aravind Eye Hospital**

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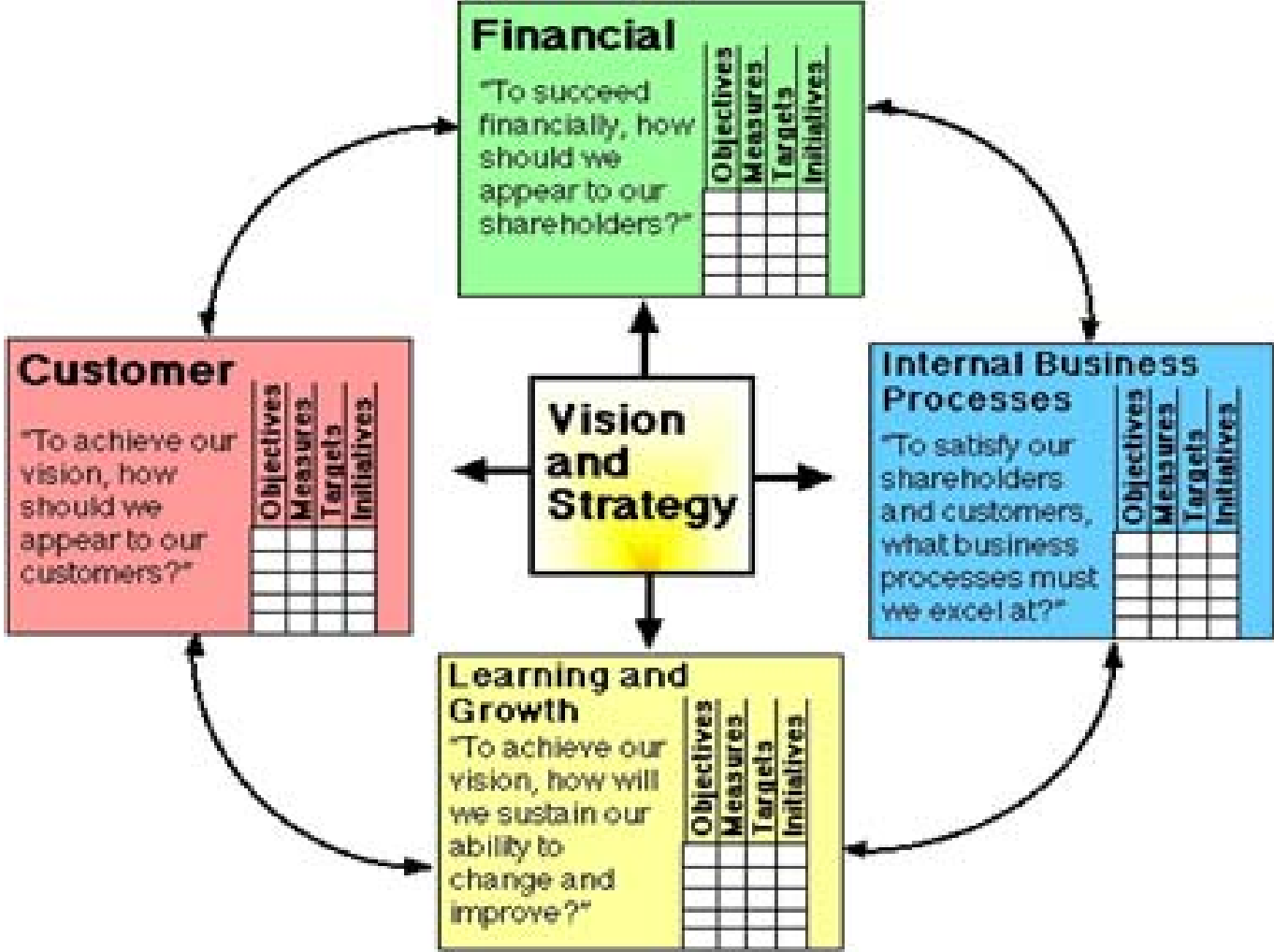


# What is a Balanced Score Card?

- Business Dashboard used in Strategic Planning and Management
- Builds upon management concepts like:
  - Total Quality Management (TQM)
  - Customer-defined quality
  - Employee empowerment
  - Measurement-based management and feedback
  - Continuous improvement



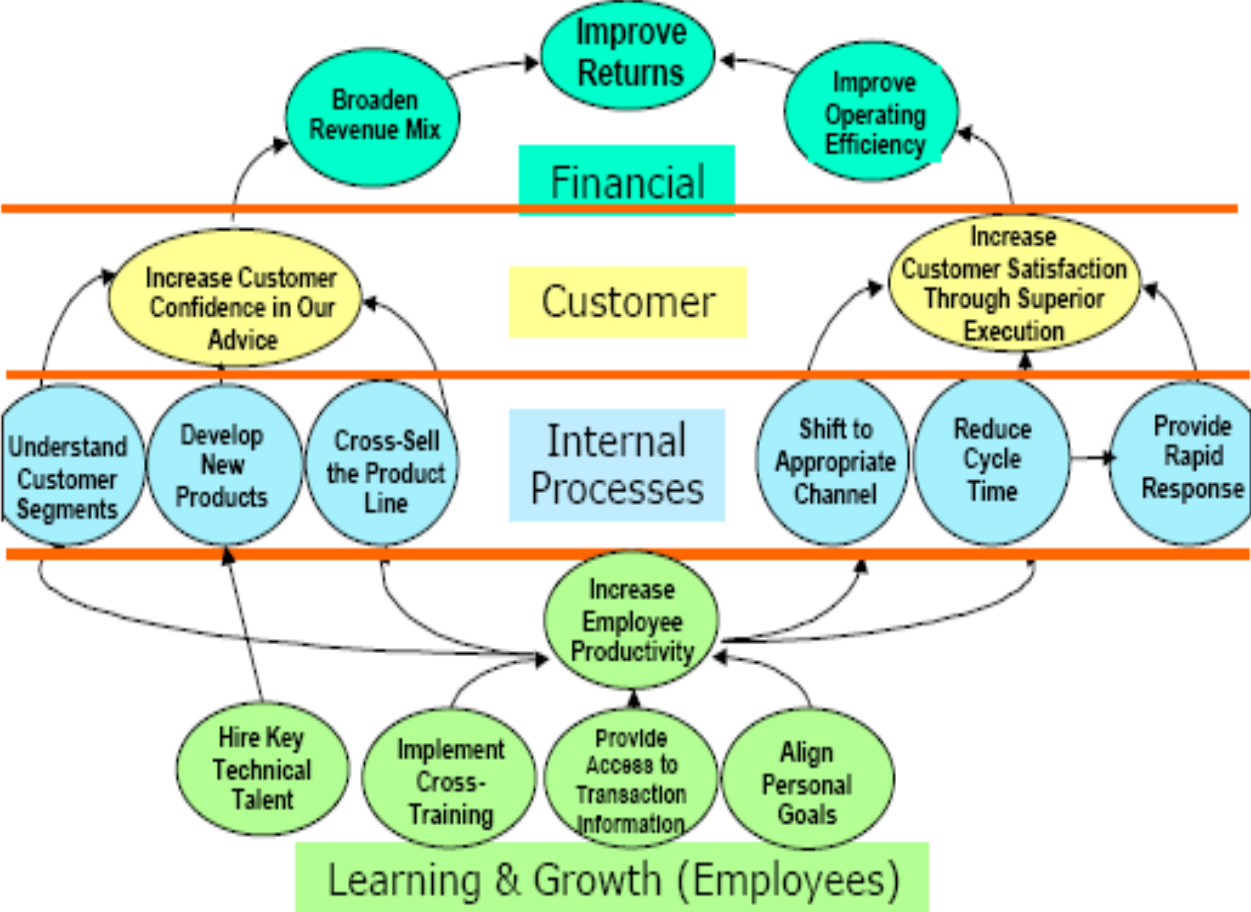
# Four Key Dimensions



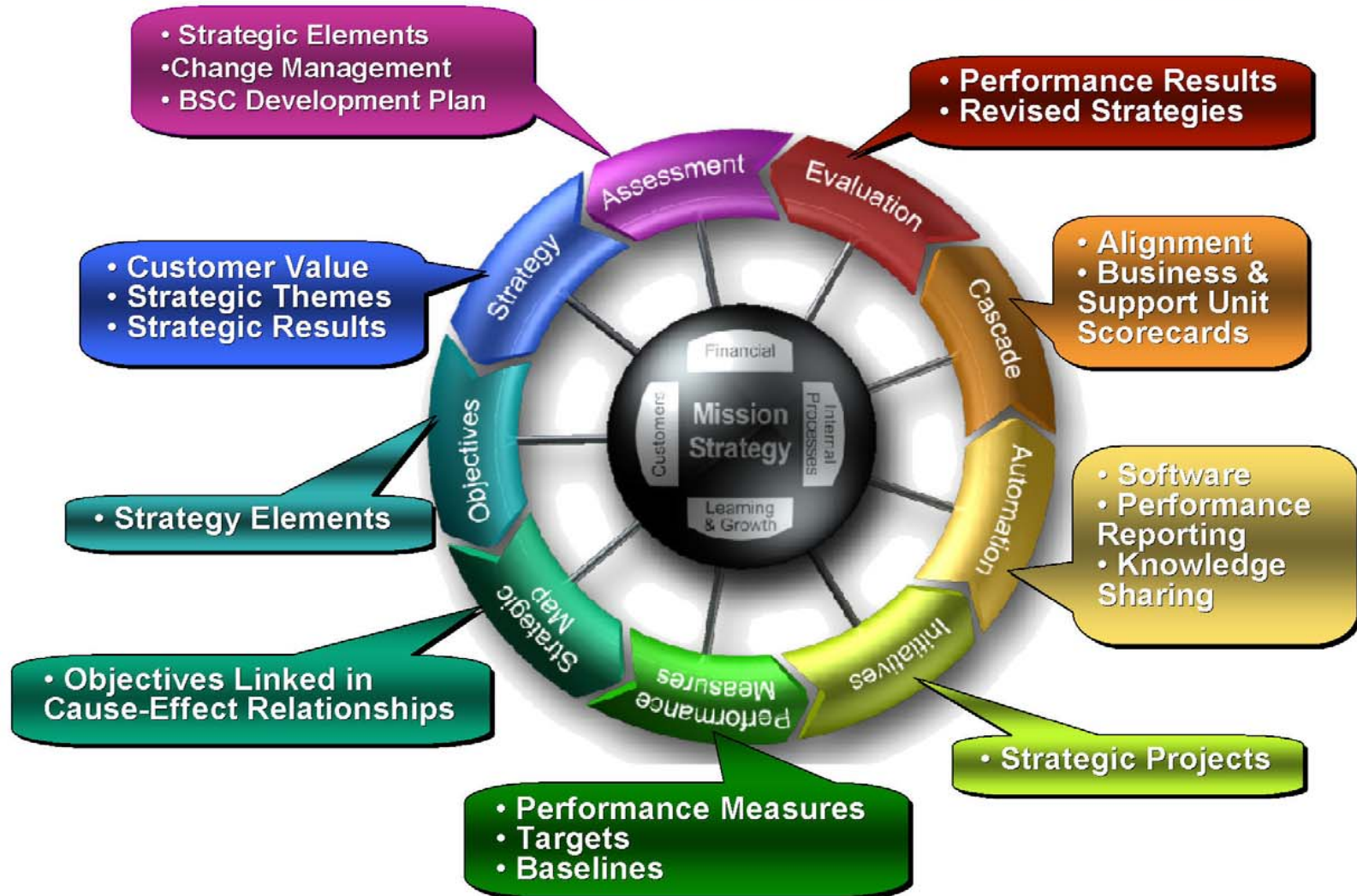
# The Logic Of Balanced Scorecard Strategic Planning



# Strategy Maps : How They All Link Together!



# Building & Implementing A Strategic Management System Using The Balanced Scorecard: *Nine Steps To Success*™



# NXP Sample



# NXP India: Guiding principles

- ▶ **Leverage India** for NXP Global success
- ▶ Grab the India opportunity in **R&D, Sales and Services**
- ▶ Deliver on **commitments** and continuously increase **productivity**
- ▶ Continuously **grow capability** at the engineering and management level
- ▶ Focus on **innovation and quality**
- ▶ Create an environment where **employees** feel valued





# 5. R&D Business Renewal – Excellence

Staircase Owner: Gupta P B  
**Improvement areas**

**Projects/running actions**

**Owner / project lead**

**Status**

**Remarks**

**a. Zero defect Initiatives & CoNQ improvement**

Pilot DFSS in 1 Project  
 Deploy QMore / QAC  
 Improve DRE by 25% of current.  
 Meas & Red CoNQ by 1 Quartile

Paramesh Babu  
 BU QMs  
 BU QMs  
 BU QMs

Green  
 Yellow  
 Yellow  
 Yellow

Deploying in Zigbee.  
 Sysol & DTS need to catch up. Actions identified and being tracked closely.  
 Dev is working with OpEx team to deploy in Corp I&T.

**b. Timeliness in delivery of 90% of the projects contributing to top 50 global Projects - < 10% slip**

Measure & Report Time slips  
 Measure no. of PMI certified people in BLR. Target for 2 / BU

Gupta  
 Gupta + Namrata

Green  
 Green

On Track – being measured in BBS  
 7 PMPs already. 19 people attended the PMP preparation Training.

**c. Productivity improvement**

Productivity Task Force  
 Monitor & Improve Dir vs. Ind Hrs -> Become Best site in all BUs.

Sundararajan S  
 BU QMs

Yellow  
 Green

Piloted in HICB & 2 in BU M&P.  
 All on track.

**d. Implementation of Quality Strategy**

ISO 9000 certification by Q3'07.  
 iQMS (BCaM + SPM) for Site.

Ilesh Shah  
 Viji Lakshmi

Green  
 Green

KEMA assessment completed successfully. Action planning on feedback in progress. NXP awarded ISO 9001 certificate  
 Plan for iQMS updated. DI and Dev projects activity cycle completed.

**e. PCP maturity improvement**

Prep & exec PI plan for all Bus  
 Achieve PCP targets set by BU.

BU QMs  
 BU QMs

Green  
 Green

All baselined & being tracked.



<b>NXP India BBSC 2008</b>			
<b>#</b>	<b>KPI</b>	<b>Owner</b>	<b>Target</b>
<b>Business Results</b>			
1	India - Sales	Ashok	
2	Design Wins from India	Ashok	
<b>Customer Results</b>			
3	Contribution from EcoSystem in India	KC Sekhar	
4	Global/India Design Wins from IDH	KC Sekhar	
5	Cost Saving	Raj	
<b>Delivery and Process Excellence</b>			
6	Blr Project time slip in NXP Top 50 projects	Gowri	
7	CMMI Maturity Targets (per detailed Opex Plan)	Gowri	
8	Reduce number of Category A defects in software released from NXP India	Gowri	
9	Improve Product Quality (to be defined by the work group)	Gowri	
<b>Competency (Learning/Competency/People)</b>			
10	No. of Principal Engineers Added/Identified	Murty	
11	HaRmony Actions closure - High Performance Organization - Engineering Discipline - Pride and Ownership - Operational Excellence	Shiva Sundar/Namrata	
12	Attrition Rate	Shiva Sundar	
13	Key Talent acquisition	Shiva Sundar	
14	IDs in AC1 stage	Murty	



# Why Implement a Balanced Scorecard

- ▶ Increase focus on strategy and results
- ▶ Improve organizational performance by measuring what matters
- ▶ Align organization strategy with the work people do on a day-to-day basis
- ▶ Focus on the drivers of future performance
- ▶ Improve communication of the organization's Vision and Strategy
- ▶ Prioritize Projects / Initiatives



“A Balanced Scorecard system provides a basis for executing good strategy well and managing change successfully.”





## Strategy Map for Oak Knoll Academy

Mission: To educate students to possess rigorous academic skills and virtuous characters so that they may lead full and productive lives

