



## Case Study – BALANCED SCORECARD IMPLEMENTATION

### *The Company*

A TELECOMMUNICATIONS OPERATOR , IN THE MIDDLE EAST, WITH TURNOVER OF OVER £300 MILLION AND A WORKFORCE OF 2,000

### *The Business Problem*



The company had recently been privatised and the CEO was facing significant barriers when executing the company's new strategy which involved the development and implementation of the Balanced Scorecard. He was finding it difficult to communicate the strategy throughout the organisation, also failing to link budgets to the strategy and failing to link managerial incentives to strategy

### *The Solution*

Avangarde Consulting designed a unique strategy to communicate awareness of the balanced scorecard which encouraged participation and generated enthusiasm for its use at all levels in the company. This required a communications plan aimed at a variety of audiences that used different and appropriate media. A communications plan was developed utilising 3 types of media: print, verbal, electronic. An adventure theme using the mountain as a graphic was created and this was used to promote the balanced scorecard, using slogans such as - "The balanced scorecard will help us all work together to achieve peak performance." And employees were urged to "Join us on an exciting adventure!" Finally a strategy map was developed and introduced to all 2,000 employees. It used the same quadrant names and colour scheme- as the scorecard but provided a simple graphic to show key initiatives. The goal was to provide a "line of sight" for all employees to trace where they worked and how their day to day activities impacted corporate goals. The 6 business priorities for the year were highlighted in red and the map illustrated how these priorities fitted into the bigger picture. The card itself was redesigned to show how the quadrants were tied to the firm's mission, vision and strategic thrusts

### *The Benefits*

By developing a common language for all levels within the organization, and aligning the various disciplines and stakeholders around the strategic goals and offering a common document to guide meetings and conduct organisational performance reviews, enabled the successful implementation of the Balanced Scorecard in the Company, which was reflected in a 25% increase in profits and a 50% increase in employee satisfaction.

*For further information contact Avangarde Consulting*  
46 Longmeadow Drive, Wilstead, Bedfordshire MK45 3FB  
Tel: 0845 4563586

Email: [info@avangarde.net](mailto:info@avangarde.net)  
www.avangarde.net