

# Designing & Implementing The Balanced Scorecard for Information Technology

## Why a workshop on IT Balanced Scorecard?

- ❖ Meet governance requirements. Increasingly ICT governance is essential to meet stringent corporate for compliance. The ICT BSC can cover governance requirements.
- ❖ Improve business alignment. Many in the C suite complain that ICT is not aligned with business strategy. By linking ICT BSC to the corporate BSC, this alignment can be achieved. The ICT BSC can drive ICT to a better understanding of – and improved contribution to – business mission achievement.
- ❖ Learn to drive better value from ICT by linking ICT budget to strategic achievement
- ❖ Improve communication within ICT and between ICT and the business by discovering and using the common language of the BSC.
- ❖ Discover how the ICT BSC can improve productivity, efficiency and effectiveness

## Topics

### The Balanced Scorecard – Aligning IT with Corporate Strategy

- Corporate Strategy Development and Communication
- Why organizations exist:: Vision, Mission, Values
- Linking the Planning Cycle to the Major Capital Expenditure Cycle
- Developing Long, Medium and Short Term Business Plans
- The four perspectives of the BSC – how they apply to ICT
- BSC: Top Down, Bottom Up

### Who is doing BSC and why?

- Examples

### The IT Balanced Scorecard

- Corporate Governance of ICT with the BSC
- ICT Strategy Development and Communication
  - Normal Strategy
  - Recession Survival Strategy
  - Blue Sky Strategy
- Managing strategy is managing change
- Linking Strategy and Budgeting

### Why IT is Different: Adjusting the BSC for IT

- The ICT Value Chain
- Scorecards along the ICT Value Chain

### Developing the ICT BSC

- The Planning Cycle
  - Linking the Planning Cycle to the Major Capital Expenditure Cycle
  - Developing Long, Medium and Short Term Business Plans
- Strategy Maps

- Corporate Strategy Maps
- Operational Strategy Maps
- Functional Strategy Maps
- Business Process Workflow Diagrams
  - The Multi-column Workflow Technique
  - Linking Positions to Processes
  - Linking Governance to Positions and Processes
- Functional Scorecards
- Business Process Scorecards
- ICT Process Workflow Diagrams
- Team Scorecards
- Cascading Scorecards
- Linking Teams to Processes
  - Sharing KPIs in Teams
  - KPIs, Service Levels, Technical Performance Indicators – how they add up to ICT and business mission achievement

#### IT Balanced Scorecard Value Metrics

##### BSC for

- ICT Projects
- ICT Infrastructure & Operations Management
- Customer Service & Support
- Contact Centres
- Web-based services

#### Steps to Successful Development and Implementation

##### Case studies (TBC):

- ADNOC
- Saudi Aramco
- BSC in the Public Sector

#### Drilling Down to Specific Systems

#### Keeping Track of Progress & Performance

##### Balanced Scorecard Software

- Software options
- Pros and Cons

##### Making BSC stick

- Individual Scorecards and Performance Appraisals
  - Positive Reinforcement Techniques
  - Linking Performance to Reward Systems - avoiding negative responses

#### Measuring the success of the ICT Balanced Scorecard project

#### **Who should attend**

Board / Executive members responsible for ICT  
 CIOs, MIS and ICT managers  
 ICT Operations, Infrastructure, Applications and Customer Service Managers  
 ICT project managers  
 Systems managers  
 Corporate strategists  
 Finance managers