

The Balanced Scorecard provides a strategy management method that assists your organization to overcome two fundamental problems: effective measurement of organizational performance and successful implementation of strategy. The Balanced Scorecard provides a management system to invest in the long term – in your customers, employees, new product development and systems – rather than managing the bottom line to improve your short-term earnings. QPR provides a complete Balanced Scorecard portfolio that includes consulting, support, training and software, focused at allowing your organization to get maximum value from the Balanced Scorecard in the shortest time possible.

## Balanced Scorecard Explained

Hailed as one of the most influential performance management methodologies of the past 75 years, the Balanced Scorecard provides a proven framework for communicating and driving strategy at all levels of your organization.

By translating strategy into objectives, measures, targets and initiatives, seen from multiple perspectives of your business, the Balanced Scorecard allows you to move away from an exclusive reliance on financial metrics. This allows you to act quicker and more appropriately to early indications of problems in the delivery of customer value, the execution of your operations or the management of resources, all of which influence your organization's capability to gain financial return.

The Balanced Scorecard offers you the ability to communicate your strategy into clearly defined objectives on departmental, team and personal level, and gain feedback on its execution and validity.

## Balanced Scorecard with QPR

Whether your organization is new to Balanced Scorecard, seeking to expand it across your organization or struggling to make it work and maintain its value, we can help you ensure that your organization obtains optimum value from the Balanced Scorecard fast. The QPR Balanced Scorecard Solution complements QPR ScoreCard performance management software with consulting, training and support services in a complete package that has allowed thousands of organizations worldwide to achieve tangible results with Balanced Scorecard in the shortest time possible and to maintain this success.

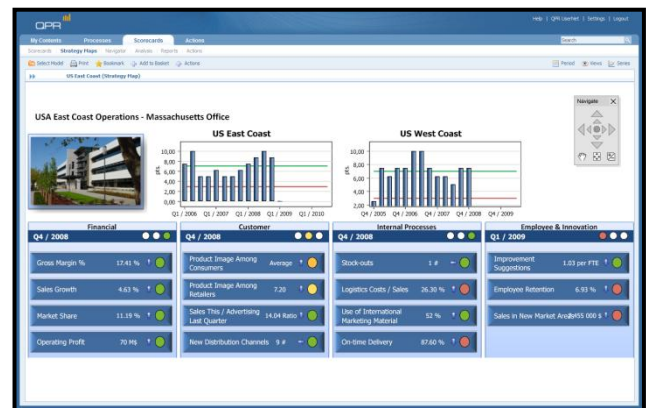


Online, interactive strategy maps in QPR ScoreCard allow you to communicate and validate strategy

## QPR ScoreCard

Certified by Kaplan and Norton's Balanced Scorecard Collaborative to meet the most demanding implementation requirements, QPR ScoreCard provides organizations with the supporting technology needed to roll out Balanced Scorecard across the organization swiftly and involve all business units, functions, teams and individual employees.

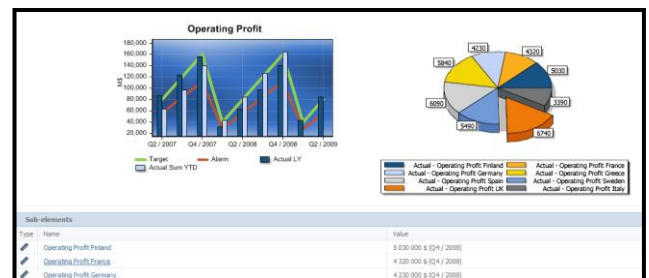
QPR ScoreCard provides your organization with an online portal to access all Balanced Scorecard-related performance information. Strategy maps allow you to communicate the story of your strategy to all employees, your progress in executing strategy as well as to measure and test the cause-and-effect relationships between its' mapped objectives.



Dashboards are easy to build to provide managers with "performance at a glance"

It offers managers with "performance at a glance" by allowing you to quickly build and provide custom dashboards for each of them in an easy, drag-and-drop based approach. QPR ScoreCard dashboards are interactive, meaning that more detail about performance is just a mouse click away.

Metric detail views provide a complete picture of all the information related to it, including current and historical performance, submitted comments, reported incidents, assigned tasks as well as ongoing improvement initiatives. QPR ScoreCard offers a rich set of customizable graph presentation options including bar, line, pie, radar, scatter plot and benchmark charts, heat maps and speed gauges, allowing you to choose freely for each metric how its' performance information is best presented.



Each metric has its own customizable view with a rich choice of available graph templates

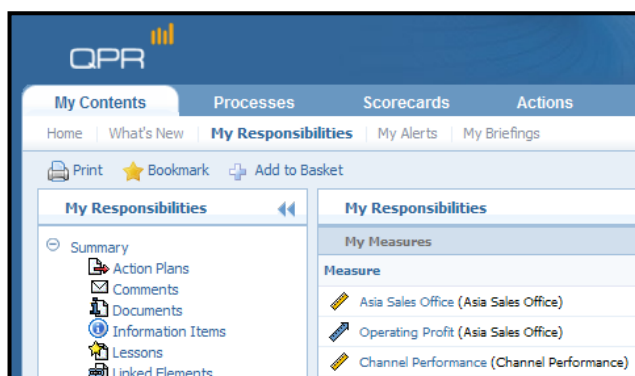
In order to perform analysis of metrics on either a single scorecard or across many cascaded scorecards (covering different business units, locations, departments, teams or individuals), QPR Scorecard allows users to easily create their

own analysis views that display performance information according to custom defined constraints. These analysis views can be saved, bookmarked and shared with other users for collaboration or further customization purposes.

Element	Scorecard	Latest	Previous
Employee Retention	Asia Sales Office	Q4 / 2008 0.48 %	0.53 %
Improvement Suggestions	Asia Sales Office	Q4 / 2008 0.90 per FTE	0.88 per FTE
Logistics Costs / Sales	Europe Sales Office	Q4 / 2008 19.90 %	19.50 %
Market Share	Europe Sales Office	Q4 / 2008 11.68 %	11.46 %
New Distribution Channels	Europe Sales Office	Q4 / 2008 5 #	2 #
New Distribution Channels	Asia Sales Office	Q4 / 2008 5 #	6 #
On-time Delivery	Europe Sales Office	Q4 / 2008 94.20 %	95.40 %
Product Image Among Consumers	Europe Sales Office	Q4 / 2008 Excellent	Excellent
Sales Growth	Europe Sales Office	11 / 2008 6.31 %	5.15 %

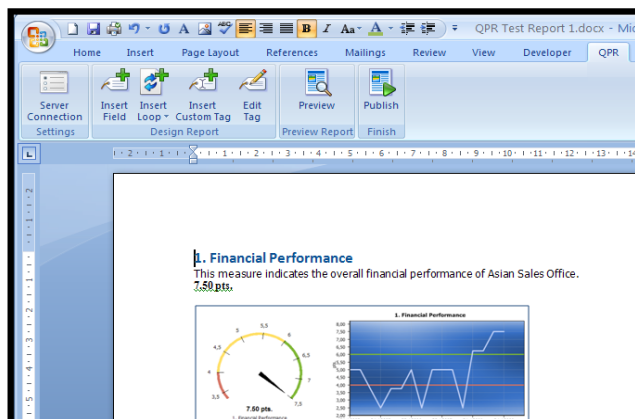
*Easily analyze performance information across scorecards with customizable analysis views*

Each user is offered a personal "My Contents" page in the portal, which provides them with an overview of all the objectives, measures, tasks, comments and action plans that relate to their role in the execution of your strategy. From there they can drill down to review further details, add performance data, submit comments, reply to requests for clarification and collaborate with others in solving identified problems.



*"My Contents" provides users with all the information that relates to their role*

QPR ScoreCard will allow your organization to become significantly more effective when it comes to strategy and performance review meetings as it automatically prepares and distributes the meeting material to all participants in the form of briefing booklets. Briefing booklets mimic Microsoft® PowerPoint presentations added with instant drill-down and automatic updating of the information contained to reflect the latest performance information. In addition, automatically generated reports in Microsoft® Word support your reporting activities outside the QPR system.



*Reporting Balanced Scorecard performance information with the QPR Add-In for Microsoft® Office*

## Balanced Scorecard Consulting

QPR and our certified partners are your one-stop-shop for full BSC solution. In addition to the software we offer all the services you need to make balanced scorecard work for your organization and optimize the value you obtain from it. Starting with Balanced Scorecard maturity assessment our service offering extends all the way to training individual employees in utilizing Balanced Scorecard as a tool to manage and steer their teams.

Deploying your Balanced Scorecard should always start from strategy mapping. Our experts facilitate strategy mapping workshops for your management team, helping them in visualizing the cause and effect relationships between strategic objectives. Equally important is the identification and development of the key performance indicators in order to enable measuring your achievement of those objectives.

After developing your strategy map and high level KPI's it's crucial to cascade your balanced scorecard to lower levels of the organization. Our consultants help you to make sure that each department and team has their relevant objectives and KPI's.

Once your Balanced Scorecard is fully deployed there is still one more thing to do: To make sure that it becomes rooted as a part of your organization's culture and regular management practices. This requires people to be trained and internal success stories to be communicated. We offer tested methods for making sure that Balanced Scorecard actually delivers on its' promises.

## Benefit From Our Balanced Scorecard Expertise

- A complete Balanced Scorecard solution from one provider with over 15 years of experience in helping over 1,500 organizations become and stay successful with Balanced Scorecard
- Quick to implement, easy to use Balanced Scorecard software that has been certified by Kaplan & Norton's Balanced Scorecard Collaborative to meet the most demanding implementation and usage requirements
- A complete portfolio of Balanced Scorecard consulting and training services that focus on allowing you to obtain and maintain maximum value from the Balanced Scorecard for your organization

## QPR Software Plc

QPR Software Plc offers the best services and software for developing processes and enterprise architecture. QPR has more than 1,500 private and public sector customers across the globe in more than 50 countries. QPR's shares are listed on the NASDAQOMX Helsinki Ltd.