

CUSTOMER CASE:



Carris was founded in 1872 and is one of the main public transportation operators in the Lisbon capital area. Carris has 2,866 employees and 786 buses among other equipment and provides with its services to 300 million passengers per year. Its activities have a very big impact in both the population's mobility and the capital area's economy.

## Sharing the Strategy with all Personnel through QPR ScoreCard



*"After analyzing all products on the market we chose QPR ScoreCard because it did not require a lot of training, it is web-based and very flexible."*

*Carlos Figueiredo,  
IT Director at Carris*

QPR ScoreCard is used by 100 employees in different organizational levels, from upper management to the different business units.

*The project team at Carris (from left to right): Ing. Carlos Figueiredo, Dr. Alice Mendes, Dr. Maria dos Remedios and Dr. Manuel Sobral.*

**Carris, after having implemented the Balanced Scorecard methodology in the business units, was looking for a software solution that would fulfill following requirements:**

- Fast implementation,
- Easy integration,
- Scalability,
- And high flexibility when building the scorecards.

QPR ScoreCard was the tool that best covered all those areas, a solution implemented by FWD Advise, QPR Partner in Portugal.

Currently, QPR ScoreCard is used by 100 employees in different organizational levels, from upper management to the different business units.

The corporate scorecard aggregates all scorecards, mainly the operational scorecards (UNM – Maintenance Business Unit, UCOP – Network Planning and Operational Control Unit, UNE – Electric Mode Business Unit, and UNA – Bus Exploration Business Unit), the four stations (Santo Amaro, Miraflores, Pontinha and Musgueira) and the Quality Management System.

### SAP and Gesven integration

Carris operations are supported by a SAP R/3 platform and all the human resources indicators by Gesven.

"We wanted a solution that could be integrated with both systems, SAP and Gesven. QPR ScoreCard was the best alternative because it was easy to integrate with and it promised a fast implementation", Carlos Figueiredo.

QPR ScoreCard is nowadays integrated with the SAP R/3 and Gesven platforms, ensuring an automated gathering of all data on one hand, and the reliability of all data on the other.

The interface automatically gathers information from 130 indicators, that are processed by API's from CSV files to be used by QPR ScoreCard.

Some other indicators were chosen to have manual work included, so that they would be more controlled by KPI's managers.

As for the data used in Excel files, routines were created in QPR ScoreCard to import and update automatically all information needed.

## Achieved benefits

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QPR ScoreCard allows all Carris employees to be aligned with the strategy, keeps information about indicators updated and open to all personnel, and helps people understand the impact of their own work in the organization.

QPR ScoreCard aggregates information from several systems and it is the most used tool. QPR Portal's easy use via browser and its availability in Carris intranet showed positive results very soon.

## Future plans

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According to Carlos Figueredo, "We intend to develop the scorecard to most of the operational levels of our organization, increasing the number of employees using QPR ScoreCard. We believe that there will not be any difficulties since it is a very scalable and robust application".