

CUSTOMER CASE:



Creating competitive environment for the operations of business enterprises, including high standard of professional expertise, is one of the responsibilities of the Ministry of Trade and Industry (MTI). In order to carry out the mission, the Ministry of Trade and Industry collaborates with other ministries: The Ministry of Agriculture and Forestry, and the Ministry of Labor. These three ministries have jointly combined their regional forces in the Employment and Economic Development Centers (T&E Center).

Ministry of Trade and Industry Excels in Efficiency and Commitment Enabled by QPR ScoreCard

"We certainly save time and resources on finding and distributing the information. QPR ScoreCard does that." – rejoices Raimo Porttikivi.



Efficiency by abandoning strict sectorial management borders

The fifteen nationwide T&E Centers provide a comprehensive range of advisory and development services for businesses, entrepreneurs, and private individuals. MTI was already familiar with the balanced scorecard methodology and they wanted to find a solution that would allow them to maintain balanced scorecard thinking. Other particular requirements for the solution were that it would enable them to manage by performance and to coordinate and administrate quite massive annual negotiation processes. With the help of QPR ScoreCard there is a great opportunity as the borders of three different administrative branches fade away and strict sectorial management can be coordinated efficiently with common goals. "With QPR ScoreCard we can simplify our agreements and collaboration and focus our resources on central issues" – says Raimo Porttikivi.

A project team was set up to evaluate and acquire a management solution. A piloting project was carried out together with three T&E Centers. Perspectives, critical success factors and measurements were defined together.

As a result, a general balanced scorecard template was created. "More than 90% of the table elements seem to fit straight to a unique T&E Center. The rest 10%-3% is easy to modify to respond to local special characteristics." - says Raimo Porttikivi with content.

Implementation process – a corner stone for commitment

MTI and the Industries Department paid special attention to the implementation process. A management team from each of the T&E Centers was invited to a two-day workshop. The workshops were organized five times and were focusing on different parts of an implementation process: technical issues, usability, management meth-

ods, how is it best to communicate and to implement among personnel and how to commit them to using the system. In addition, the T&E Center directors and managers were trained according to Prof. John P. Kotter's management principles. The importance of implementation process cannot be underestimated.

"In MIT and T&E Centers we have faced mainly eagerness and satisfaction. I could say that everyone likes to use QPR ScoreCard. People feel confident with the system, as it is easy to use and they do not need to bother any other persons in order to continue their tasks. The methodology and idea is accepted and understood, which supports the use of the software" – considers Raimo Porttikivi.

Excellent support with fewer resources

T&E Center has appointed two support persons to every center. They are on the top of things of the particular T&E Center. One is focused on technical issues and the other person knows the contents and assists the management of the T&E Center. Both of the support persons are doing this beside their own duties.

The Main User assists in building the basic structures and the meters, gives training and participates in developing the system. He is doing this part-time and uses less than 30% of his time on administrative and supportive functions. "This is very advantageous to us all. As the system is easy to use and to administrate, we avoid engaging a permanent Systems Administrator. Each T&E Center can work locally, make the needed modifications and our maintenance can work without external help", Raimo Porttikivi says.

Constantly available information results in cost savings

MTI and T&E – Centers find QPR ScoreCard a powerful and efficient tool for communicating and carrying through their strategy. Regardless of time and place the relevant, up-to-date information is constantly available. "QPR ScoreCard drives us to focus on relevant issues. We strongly value the impact that balanced scorecard has to each T&E –Center's ability to function independently. When it comes to communication and information flows we earlier had the problem that the bridge did not receive information. Now that is solved and we certainly save time and resources on finding and distributing the information. QPR ScoreCard does that." – rejoices Raimo Porttikivi.

In addition, the fact that all performance agreements and other relevant information and documents of each T&E Center can be found in one place is a remarkable achievement, which enables us to work more efficiently and apace" – Raimo Porttikivi points out.

Best Practices by Transparency

Each T&E Center can see the scorecards and measures of the other T&E Centers as well. According to Mr. Porttikivi this has a positive impact on the learning curve and on finding the best practices. In addition, it provides a possibility of comparing procedures as well as works as an idea "distributor".

Further expansion in the future

In the beginning of 2003 all 15 T&E Centers will be using QPR ScoreCard. There will be some 1700 users in total. According to Mr. Porttikivi the challenge in implementing a balanced scorecard in Ministries is to find the critical success factors, their measures. He believes it is easier in civil service department.

"Apparently the T&E Centers' case is a pilot when The Ministry of Trade and Industry is developing BSC-thinking and further deploy scorecard." – says Raimo Porttikivi.

Low TCO - the key factor for choosing QPR ScoreCard

Like in any public organization the regulation is to organize a tender competition. Also in this case the request for quotation was sent to several software companies. The central criteria for the software solutions were maintenance and usability.

Ministry of Trade and Industry made calculations on TCO and came to conclusion, that in the long run, QPR ScoreCard will require less administrative maintenance resources. "We made rough calculations and found out that with other alternatives we would have needed to open a position for a full time person to build scorecards and maintain the system" – states Raimo Porttikivi, Chief IT Manager, Ministry of Trade and Industry.