

Siemens Portugal is active in the Information and Communications, Automation and Control, Power, Transportation and Medical business areas.

In fiscal 2003 the sales of all consolidated Siemens companies in Portugal amounted to approximately 660 million euros. New orders totaled around 620 million euros. Siemens currently has about 1,800 employees in Portugal. Siemens was officially established in Lisbon and Porto in 1905. The company is associated with major investments in the modernization of Portugal and has a strong local presence.

## Excellence through QPR ScoreCard

CUSTOMER CASE:

**SIEMENS**



**“Communication and Integration of information sources is the greatest benefit that we have achieved so far, because reporting and strategy maps are now communicated through one single application”** rejoices Mr. Luis Sebastião, Corporate Information and Organization at Siemens Portugal.

### Pro-activity in Performance Management

Siemens Portugal has already been active in the field of performance management for the past five or six years since they have had management assessments related to the EFQM excellence model.

*Luís Sebastião, QPR Project Manager with Fernando Santos, Siemens CIO*

EFQM is a non-prescriptive framework that recognizes there are many approaches to achieving sustainable excellence. The model's framework is based on nine criteria. Five of these are 'Enablers' and four are 'Results'. The 'Enabler' criteria cover what an organization does.

The 'Results' criteria cover what an organization achieves. Therefore, Enablers achieve Results.

The decision was taken to develop the Balanced Scorecard Concept (BSC), which encompassed the EFQM excellence model.

In the scope of criteria 2 (policy and strategy) and 9 (key performance results) they started develop something related to the balanced scorecard.

In the beginning they started the project using an excel file to generate charts and to be more automated. As the model grew in size, the excel file became less manageable, therefore the company sought a software solution.

## **Quick, Easy and User friendly**

Siemens was on the lookout for an integrated solution that would comprise the balanced scorecard concept but would not require a great deal of change within the organization.

## **QPR ScoreCard Encourages Internal Entrepreneurship**

Two of the Siemens Operating Groups, business unit that operate in different market segments, are using the tool 100%. These include, Medical Solutions and Communications, which in terms of business represent more than 50%.

measures that should reflect the vision and strategy of the organization and at the same time incites the achievements of their objectives.

Mr. Luis Sebastião who is responsible for IT and organizational aspects of local implementation comments that the units operate like small companies within one large company so that they have a certain degree of autonomy under a Corporate governance.

## **Achieved Benefits**

According to Mr. Fernando Santos, the CIO of Siemens Portugal, the company achieved an immediate increase in usability when the QPR ScoreCard was implemented. Now that the scorecard is implemented, they have flexibility that was not there previously. The 108 users of the application are reported to find the software very user-friendly and give them an integrated view of organizational strategy and impact of their personal tasks.

*“We compared a number of scorecard solutions and QPR ScoreCard seemed to have the best fit since we didn’t need so much specific training to handle the tools as they are web-based. QPR ScoreCard was user-friendly and a quick and easy way to develop a model”*

*Luis Sebastião,  
Corporate Information and  
Organization,  
Siemens Portugal*

The company has implemented the QPR ScoreCard at business unit level, which provides a set of performance