

CUSTOMER CASE:



With the first ever Balanced Scorecard application implementation in Turkish Public Sector, TPAO took a major step to become a strategy-oriented organization.

Via Balanced Scorecard methodology and QPR Scorecard, the critical performance indicators can now be adequately monitored and the decisions adopted communicated throughout the organization.

Turkish Petroleum Corporation (TPAO) was established in 1954 as the unique National Oil Company of Turkey. Today, it operates in oil and natural gas upstream sector (search, drilling and production). The company is organized under its headquarters located in Ankara with its Regional Directorates in Batman, Thrace and Adiyaman employing more than 4.000 personnel.

Having reached to 94.000 barrels equivalent oil production a day in Turkey and abroad, the company surges forward with its investments and operations especially in the Caspian Region, North Africa and the Middle East.

QPR ScoreCard makes Strategy Focused Approach widespread throughout the Turkish Petroleum Corporation



"QPR Scorecard has been a common communication tool which is instrumental in ensuring the employees to better understand the corporate strategies, and consequently, its deployment throughout the Company."

Önder Tekeli

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Planning and Coordination
Division Assistant Head*

During the 6 months project, Company Scorecard, Business Unit Scorecard and Affiliate Scorecards were implemented for the period of 2007 and 2008. Effective from 2009, the system is planned to be used at all levels again through the employment of QPR Scorecard.

Within the scope of strategic planning activities started at TPAO in 2004, the vision, mission and corporate values were defined, and in this sense, targets were also defined. Subsequently, in May 2007 the Balanced Scorecard system was launched.

By implementation of the Balanced Scorecard, the company has aimed to transform its strategies into well-comprehensible business objectives

that will enable to monitor the results of related actions at all levels; in other words, assuring the vision to become widespread at the employee base, directing all efforts towards the same strategic route and enabling regular monitoring of the corporate performance and devising action plans for further improvement.

Balanced scorecard as a corporate performance approach is managed with QPR ScoreCard

The TPAO balanced scorecard project is managed by the General Directo-

rate; and implemented by a project team established within the organization of the Planning and Coordination Division and used at all units in association with TPAO's organizational structure.

The Balanced Scorecard is implemented according to the project plan created in cooperation by the Project Steering Committee and QPR's partner in Turkey, the Ironman Consulting.

Within the scope of the project; the project name, logo and its implementation plan were determined, and the Project Charter document was published.

Following the project initiation and introduction meetings, an Executive Management workshop to establish "Strategy Map" and "Company Scorecard" were held where the General Manager and the Assistant General Managers attended. Company Scorecard, the Scorecards of business units both at Assistant General Manager and Unit Manager levels were created in the workshop.

During the implementation, all Scorecard owners and Data responsables have received customized trainings where the QPR Portal and Data Integration methods were explained to different focused groups.

The data Integration in QPR environment were realized in coordination with Information Technology, Management Systems Division and Ironman Consulting.

Outstanding outcomes of balanced scorecard with QPR ScoreCard

QPR ScoreCard has enabled establishing a common goal, transferring the operational data into the scorecards in a reliable and synchronous manner, measuring the degree of realization of our strategic objectives, determination



of the problematic areas and taking immediate action to tackle them.

"Our strategies became clear and measurable, the problematic areas were discovered; and in this sense, awareness was created among the process owners and the executive management level, and suggestions were initiated for the problematic areas", says Mr. Önder Tekeli, the Assistant Head of Planning and Coordination Division of TPAO.

Performance of the company, which has traditionally been assessed in terms of financial data and classical indicators, now is assessed within the framework of the objectives determined for improvement of operational efficiency, and the relevant efforts initiated for operational improvement.

Employee satisfaction, corporate responsibility and environmental care have been integrated within the strategies of the company, and in this respect assessments and activities targeting the improvement were initiated.

During the coordination meetings held by TPAO on monthly basis by use of balanced scorecard through QPR Sco-

reCard, the strategic improvements, deviations, weak performances and the best performances can be traced more effectively via "Briefing Booklets" feature of QPR Portal.

"Consequently, QPR ScoreCard enabled us to monitor how well we perform in comply with our strategies", Mr. Tekeli crystallizes.

Future with the balanced scorecard

With balanced scorecard, TPAO objectives may be summarized as follows; widespread distribution of strategy oriented management approach, ensuring widespread support for an awareness of creating and following-up action plans and by these means realization of our strategies;

"In the short term; we aim at commencement of the Process Management activities, determine the critical processes and after analyzing process performance with balanced scorecard, we will concentrate on process improvement", says Önder Tekeli and continues:

“In the long term; we aim at further widespread distribution of the balanced scorecard down to individual basis by implementation of the existing competency based individual performance assessment system to ensure full integration.”

