

CUSTOMER CASE:



The Eldorado Research Institute keeps a department responsible for assuring the excellence and quality of the projects it develops. Its objective is to coordinate efforts for the continuous improvement of every work process in Eldorado and to guarantee that these processes are assisted, aiming at the quality of the service and, therefore, the satisfaction of their clients and partners.

Instituto de Pesquisas Eldorado is a non-profit civil association certified as a Civil Society Organization of Public Interest (OSCIP). It is located in Campinas in the state of São Paulo, Brazil.

Eldorado develops works in the area of Information Technology and Communications (ITC) and is devoted to research and development of new technologies and professional training. The Institute holds a portfolio of large-client and global range projects that involve around 50 million reais/year, and has become a benchmark in technological solutions for the businesses of its partners and clients.

Instituto de Pesquisas Eldorado Uses QPR ScoreCard as their Management Tool

"After implementing QPR ScoreCard, it became easier to perform strategic management and make the necessary decisions to reach the organizational results we wanted."

*Norberto Marim,
Executive Manager of
Organizational Planning*



Founded in December 1997 in Campinas, SP, Eldorado began its operations in March 1999. It relies on highly qualified management and technical-administrative processes, which renders competitiveness and the ability to support itself exclusively with projects for several economic sectors in Brazil.

Today, the mission of the Eldorado Research Institute is to increase its share in the ICT global market and to execute projects to assist the technological evolution, professional development and consolidation of the Brazilian ICT Research and Development network.

QPR ScoreCard is agile, flexible and easy to use

In order to be able to improve the strategic planning process and to be able to provide Eldorado's management with up-to-date information on the organization's results, Eldorado started looking for a tool that was easy to implement and use.

"Our need was to acquire a tool that would provide the integration of many databases and make the gathering, analysis and prioritization of indicators more agile and safer. The tool should support process oriented approach and should show clearly the relation between the strategic, operational, and tactical levels," says René Strefezzi Khouri, Strategic Planning Advisor.

After a long research analyzing the products available in the market and the previous use of other similar tools, Eldorado chose QPR ScoreCard because it was the tool that suited their needs better by being agile, flexible, easy to use and easy to deploy.



Eldorado office building in São Paulo, Brazil

Balanced Scorecard Methodology

The Balanced Scorecard methodology had been used at Eldorado since 2005, but the organization needed a tool to be able to automate and share all this information with all relevant people. The implementation of QPR ScoreCard did then start during the last quarter of 2006.

"Initially we went through an adaptation and learning period. The indicators were implemented gradually: first the strategic indicators, then the tactical ones. We are currently working on the operational indicators," adds René Strefezzi Khouri.

Aligning Initiatives and Strategy

When moving gradually through the implementation phases, Eldorado started obtaining visible results very soon, and thus increasing personnel's motivation and commitment.

Among the benefits that could be noticed first, following could be highlighted:

- **Process Efficiency.** The considerable reduction of difficulties and efforts necessary to gather and consolidate metrics. The process is now smoother and does not require as much time as it used to.
- **Strategy Alignment and Transparency.** The alignment of the many existing initiatives with the strategy of the organization. Now, all personnel is aware of the strategy, adding transparency to the decision making process and helping Eldorado to direct all efforts towards the same goals.
- **Collaboration.** The importance of starting a more thorough approach to the critical processes in a collaborative environment in order to achieve better organizational results. Collaboration through QPR Portal has been vital in order to be able to share improvement ideas and initiatives.



An employee in Eldorado's premises

The future: Integrating Indicators to Business Processes

Eldorado expects to have all indicators displayed in QPR ScoreCard by the end of 2008 and thus be able to have a complete model that will highlight the relation among all the vital indicators. This will make the decision making process easier, faster and much more transparent.



René Strefezzi Khouri, Strategic Planning Advisor

Eldorado is also planning to start using QPR ProcessGuide to map their processes and integrate this tool with QPR ScoreCard. This integration will allow them to link processes and indicators and therefore measure the performance of their most critical processes in a very effective way.

"Now, all personnel is aware of the strategy, adding transparency to the decision making process and helping Eldorado to direct all efforts towards the same goals." says Norberto Marim, Executive Manager of Organizational Planning

"This year our objective is to map the most critical business processes using QPR ProcessGuide and as a result getting to keep the Excellency and competitiveness levels of Eldorado," adds Norberto Marim.