

CUSTOMER CASE:



Innovation Norway gives local ideas global opportunities.

In order to be able to serve their customers in an effective and satisfying way, Innovation Norway has put an emphasis on their performance and process management. After thorough evaluation, they selected QPR tools to help them achieve their goals.

Innovation Norway is the result of a merger of four state-owned agencies at the beginning of 2004: the Norwegian Industrial and Regional Development Fund (SND), the Norwegian Trade Council, the Government Consultative Office for Inventors (SVO) and the Norwegian Tourist Board. Innovation Norway offers products and services intended to help boost innovation in business and industry nationwide, foster regional development and promote Norwegian industry and Norway as a tourist destination. The new-state owned company employs more than 700 people. Innovation Norway has offices in all the Norwegian counties and in more than 30 countries worldwide. The head office is located in Oslo.

Innovation Norway Enhances Performance and Process Management with QPR

"QPR ScoreCard provides a complete picture of the state of an organization and gives management a basis for good decision-making."

Randi Hestnes, Vice President, Strategic Projects, Innovation Norway



According to its mission statement, Innovation Norway's purpose is to be a backer and promoter of entrepreneurs, newly-founded and small and medium-sized enterprises that seek to grow, generally in an international market. The organization's role is to provide or arrange financing, link customer enterprises to know-how and help them build networks for their innovation projects.

The challenge: How to streamline the visibility of working processes across national boundaries

Innovation Norway is connecting its knowledge of local conditions and the company's potential with international technology, expertise, market opportunities and value-adding opportunities.

The company has been engaged in an effort to improve its performance and work processes since 2004, with the aim of achieving:

- Uniformity
- Simplicity
- Consistency
- Flexibility
- Integration

In order to be able to succeed with this, they needed to align all efforts and processes with the strategy and realized that Balanced Scorecard was the right methodology to do it.

QPR ScoreCard helped to create a strategy-focused organization

The first phase of the project was the implementation of the performance management tool, QPR ScoreCard at all 20 regional offices of the former

Regional Development Fund (SND) in a cohesive manner.

Through QPR ScoreCard critical target data is made available to each office through an individual scorecard. This way the managers all over the country have a common focus in their management follow-up.

Results status and trends are now shown as "traffic lights" in the scorecards for the regional offices. This allows them to focus on trends and possible divergence from critical targets.

Innovation Norway had for some years made use of scorecard methodology in the division as a whole, but that had been based on the use of basic office tools. This gave a limited picture of the totality, and it required too much work to break it down to all the units.

Once QPR ScoreCard had been introduced, all the managers were given "their results" straight from the web-based QPR Portal – every month. This had previously required 13 reports from various sources. Now all divisions can easily and quickly produce their reports extracted from their own scorecards.

Kirsten Solhaug has been a promoter of QPR ScoreCard from the beginning.

"QPR ScoreCard is a very easy tool to use. It makes delegation of responsibility easier, creates a common focus and contributes to engagement", says Kirsten Solhaug, Senior Adviser at Innovation Norway.

QPR's partner in Norway, Biz Management helped Innovation Norway with the implementation and all technical issues while their own personnel focused on creating common working practices.

Based on the excellent results Innovation Norway decided to use balanced scorecards as a basis for their common strategy management in 2005.

Streamlining business operations and creating visibility of work processes with QPR ProcessGuide

Innovation Norway's initiative to streamline and increase the visibility of work processes across different fields and national boundaries gained importance as their personnel were more and more scattered around the world at local and regional offices. To be able to provide their customers with the same quality of service, no matter which local office they contact, it is crucial to have common processes and measuring systems in place.

"We asked for several bids from process management vendors. After a thorough evaluation process we were impressed with QPR ProcessGuide and what it can do for us."

Therefore the implementation of the comprehensive process management tool QPR ProcessGuide was a logical step in their drive to improve their process management in a more efficient way at the end of 2006. Before taking a major step towards process excellence by purchasing QPR ProcessGuide Innovation Norway had drawn basic processes in Microsoft® Word and PowerPoint.

Easy access to process information for everyone no matter where in the world your employees are

Improvement of business processes starts with providing visibility and gaining a firm understanding of current business processes and how they are performing.

In addition to meeting the goals of uniformity, simplicity, consistency, flexibility, and integration, it is vital for Innovation Norway to achieve knowledge transfer from its employees to the company, as the employees

have participated in developing the processes and will be involved in making future improvements.

Innovation Norway must document, systematize and finally communicate this knowledge to all its employees, and QPR ProcessGuide will be a key tool in this effort.

At local offices worldwide QPR ProcessGuide provides users with web-based access to process information, discussion forums and online action planning. The dynamic web-publishing features furthermore allow management to ensure that users have direct access to exactly the process information that is relevant to them.

The results

"We wanted a user interface which was easy to use, quick access to the individual's work areas and areas of responsibility, and a total overview of the relationship between different processes across organizational and hierarchical boundaries."

"For us it was very important to maintain a focus on our common goals and vision, and thereby to improve, quality-assure and increase the efficiency of the services we provide to our customers," explains Randi Hestnes, Vice President of Strategic Projects at Innovation Norway.

Continuous development

QPR software is currently used at the headquarters in Oslo and at regional offices throughout Norway, and they will roll out the solution to their 30 offices worldwide.

Innovation Norway is also looking for further and better utilization of their performance and process management tools. Some of the suggestions are to start measuring processes and present their results in the scorecard, and use the combination of QPR ProcessGuide and QPR ScoreCard as their risk management solution.