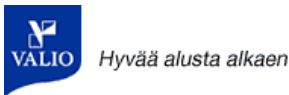


CUSTOMER CASE:



Valio Ltd is the biggest food business in Finland by net turnover, a dairy company that processes around 80 per cent of all milk produced in the country. International operations account for one third of net turnover.

Valio is the market leader in all key dairy product groups in Finland, and a world-class pioneer as the developer of functional foods. Its main products are milks, yoghurts, cheeses, butter and spreads, ice creams, milk and whey powders and baby foods.

Valio's Target Monitoring Process Supported by QPR ScoreCard

"Using the QPR ScoreCard, models are easy and rapid to construct," says Development Manager Eero Judin.

"By now, more than 100,000 values from different plants have been entered in Valio's score card model," reports Eero Judin



For Valio Ltd, both management by objectives and the scorecard concept were familiar and well-rehearsed things even before the adoption of the QPR ScoreCard. The company's measuring tools were contained in Excel files, but after analysis the data was not transparent or easily disseminated. The introduction of the QPR ScoreCard in Valio's production division began in May 2002.

Since the beginning of 2003, the tool has been introduced in other divisions. Under the name *Kompassi*, Valio uses the QPR ScoreCard to monitor the scorecards of individual activities. The most elaborate scorecards are used in the production division, where the next objective is to take the QPR ScoreCard to

the process and team levels. Valio plans to extend management by objectives across the whole company.

Simpler Reporting with the Help of the QPR ScoreCard Database-driven Solution

"Valio wanted an easy-to-use, database-driven program which would store all data and history and allow reporting. With 18 units around Finland, Valio was interested not only in getting in data, but also in decreasing network load. The gathering of data aims at calculating and making use of data which cannot otherwise be retrieved from the information system. Valio has applied the QPR ScoreCard on cumulative and periodical measures," says Development Manager Eero Judin from Valio Ltd.

Understanding the Big Picture Helps Prioritizing

With the help of the QPR ScoreCard, Valio's organization gains a better overview of each situation and is able to target corrections where they are needed. Resourcing has improved, as individual development targets are clearly identifiable with the QPR ScoreCard. The QPR ScoreCard supports the monitoring of targets based on the strategy, and thus guides the organization to analyze and achieve the targets defined by the management.

Smooth Co-operation with QPR's Product Development

Eero Judin is pleased with the work of QPR's product development: "Valio has co-operated closely with QPR's product development, and they have responded to our primary development needs. At its best, co-operation is daily communication with QPR's experts."

Effective Use of the QPR ScoreCard at Valio

Valio uses the QPR ScoreCard as a tool in the monitoring of targets and the management process. Thanks to it, Valio knows the situation of each division with respect to targets. The QPR ScoreCard supports the strategic communication process and the target monitoring process at Valio.

"The QPR ScoreCard gives Valio the clear benefit of allowing a better overview. The traffic lights help prioritization and timely corrective action, and the management can see where input is needed and can target resources appropriately. Thanks to the QPR ScoreCard, a proper situation analysis is possible and the analyzed data is transparent, so matters can be dealt with immediately", describes Eero Judin.

Historical Data for Managing Exceptional Situations

The situation analyses stored in the QPR ScoreCard can be used to manage exceptional situations. As an example, certain national holidays cause exceptional production demands, and with the QPR ScoreCard the problems or contingencies familiar from similar situations can be reviewed. The renovation and starting up of production lines can also draw on the historical data stored in the QPR ScoreCard, as it shows what was successful and what mode of operation is worth using again in similar situations.

Implementing the QPR ScoreCard Model at Valio

"Valio began to implement the QPR ScoreCard in divisions which had already used the scorecard philosophy for several years. After this, more divisions were gradually included. Valio places a high value on the setting of targets. This is carried out interactively, which requires plenty of internal discussion in order to define the crucial measures and targets", says Eero Judin on the introduction of the QPR ScoreCard at Valio. "It pays to construct the score card model together with QPR. That makes the work easier", is Judin's advice.

"Valio has two main users for the QPR ScoreCard software. At the implementation stage QPR provided a one-day consultant training, focusing on the construction of models. One day was sufficient for learning the essentials of the QPR ScoreCard. Valio has hundreds of browser users of the QPR ScoreCard. They have mostly started using the browser with the help of a brief introduction and concise written instructions. If necessary, support personnel will advise the browser users by phone", Eero Judin from Valio describes the implementation of the QPR ScoreCard.