

Alina Group is the market leader in the production and distribution of decorative construction materials in Central Asia. It's product portfolio includes widely known paint, cement, insulation and flooring material brands like "Alinex", "Alina Paint", "G-Ex", "Forbo", "Tarkett", "Isover", "Kronotex" and "Domo". The group has over 2100 employees working in 20 branch offices located in Kazakhstan, Russia, Kyrgystan and Tajikistan and operates a dealer network of more than 1000 members located in all the cities in Russia and Central Asia.

## Alina Group Manages, Drives and Directs Growth with QPR ScoreCard and QPR ProcessGuide

### CUSTOMER CASE:



Alina Group of Companies aims to be the leading market influencer by 2010. It sees hi-tech management solutions, the creation of strong brands, field expert training and the formation of a building manufacturer culture as the cornerstones for achieving its' vision.



*" We needed a way to automate the performance management process and at the same time be able to provide a direct link between our key performance indicators and our key business processes. QPR provided us that."*

*Andrey Karpin  
VP of Business Development,  
Alina Group of Companies*

***Founded in 1991, the Alina Group of Companies has grown rapidly to become Central Asia's leading player on the market for dry miscellanies and blends for construction purposes. With its' growth clearly accelerating, Alina's management opted for the Balanced Scorecard method, implemented with QPR, to better manage the growth-related challenges.***

### Growing Pains

Intensive growth and development of the company had become a big challenge for the Alina Group. The problems were most prominent in the management of financial resources

and the ability of identifying the performance of the company's individual branches and main business processes.

"Collecting and processing of performance data, whether financial or not had become a major headache in our day-to-day operations. QPR has improved these processes, resulting in better quality, faster processing and improved employee satisfaction." Andrey Karpin, Vice President of Business Development explained.

Because Alina's products are highly recognized for their quality, the company sees a clear relationship between further growth and the continuous improvement of its product

and service quality, the relationship with its partner network and the expansion of its product portfolio. Improving this required the Alina Group to increase its focus on the business processes that affect product and service quality as well as those processes that interact with suppliers and distributors.

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## QPR - Fast, Easy & Efficient

With the help of QPR Partner Trodos Consulting, QPR ScoreCard allowed Alina Group to implement the Balanced Scorecard model fast and without any complexities. The system does not require any special IT knowledge from its users.

Business processes, job descriptions and job regulations were modeled, refined and communicated with QPR ProcessGuide, providing the Alina Group the ability to focus on improving processes and ensuring quality.

The ability to manage KPI's together with the business processes that affect those KPI's inside the same software environment was seen as a huge benefit.

**The whole implementation process took 8 days.**

Currently about 280 users from the production, distribution and retail divisions of the company are using the system, which contains scorecards that have been cascaded from corporate level all the way down to individual department managers.

"Another advantage of QPR was the ability to introduce a system of operative indicators. These dashboards provide our management team the ability to quickly analyze the

company's operative performance", Mr. Karpin indicated.

*"It took only 8 days to model the prototype of our Balanced Scorecard and train our employees"*



## Local Consulting Expertise

With many years of expertise in building performance and process management systems, QPR Partner Trodos Consulting was able to provide the Alina Group with local support and expert consulting.

"First, we diagnosed the system of measurement indicators. This allowed us to filter the balanced indicators from the irrelevant ones. The next step was to develop the mathematical model for calculation and consolidation. By using replication we could cover the whole organizational structure within a short period of time." Trodos Consulting CEO Mher Parunakyan explained the quick implementation time of the system.

"Once we had developed the full model, we put in place the integration with the existing systems in order to input the data automatically" he continued.

## Next Step: Employee Motivation

The Alina Group has always seen its people as the most valuable assets, and considers' everyone's work invaluable as a contribution to overall company success. In order to keep

employees motivated and align their contribution with the company's strategy, Alina Group has implemented a "Personnel Motivation System" in January 2007, The system runs in parallel with the Balanced Scorecard project and is based on indicators of personal achievement. Trodos Consulting took care of implementing the system in QPR ScoreCard, which now provides a real driver for employee satisfaction and motivation.

## Future Vision

The Alina Group of Companies envisions itself as a leading influencer in its industry in terms of customs, fiscal and pricing policy. It is aiming at obtaining the highest level of professionalism and moral conduct in its employees, create strong brands that are recognized by customers as best, use hi-tech to support its distribution, manufacturing and management processes and introduce an effective operational system for training their field experts.

With the adoption of QPR ScoreCard and QPR ProcessGuide it has taken an important facilitating step towards reaching their goals.

*"We would like to mention the professionalism that the representatives of QPR partner Trodos Consulting displayed. Their consulting and product training services allowed for a smooth and fast implementation and enabled our employees to develop and support the system on their own."*