

Content expert



Paul Bergquist

Paul Bergquist (Siv.øk. NHH, 1986) is the CEO of Dialog Software AS, the makers of the Dialog Strategy Balanced Scorecard Software. With more than 1200 customers he and his company have helped launch Balanced Scorecard solutions in every corner of the world.

Mr. Bergquist has a 15-year background as a consultant in Management Information Systems, ERP-solutions and Strategic & Operational Analysis. He has worked with companies like Statoil, Kvaerner and Volvo. He has also been assigned as Principal Advisor in Accounting and Performance Management at the SAS Institute - European Centre of Excellence for Oil & Gas.

For more information visit

www.dialogsoftware.com



Gartner, Inc.:

"Dialog Strategy is a simple-to-use and affordable application which supports all the necessary functionality for a Balanced Scorecard implementation."

Bernard Marr and Andy Neely, Cranfield School of Management, Authors of The Balanced Scorecard Software Report

Online Workshop "Certified Balanced Scorecard Practitioner"

~ An action-learning course leading to certification by Dialog Strategy and Eurofocus International Consultants~



The Ultimate Balanced Scorecard Workshop

- Experience The Power Right Now! -

Develop your own Balanced Scorecard (BSC) Business Navigation system with professional virtual experts.

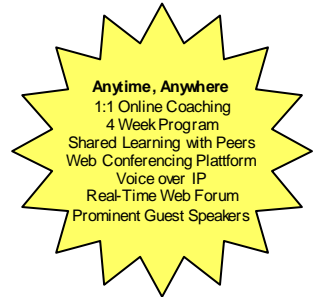
Finally, there is a Balanced Scorecard coaching solution at a price you can afford! This great course comes complete with built-in resources such as the BSC software, presentations, demo examples, articles and all kinds of useful stuff to help you understand the principles and be productive immediately.



The Balance Score Card approach to strategy has been widely accepted as the most innovative and powerful management tool available. However, the learning to implement it has traditionally been very expensive -- so expensive that almost only the Fortune 500 companies have been able to afford it.

With the introduction of this coaching course focused upon Dialog Strategy this is no longer so!

The course has been designed specifically with BSC in mind from ground up. All the elements you need for state of the art performance management are included in this solution. It is simply designed to help you release the power of this new thinking in a quick and easy fashion. This course is the ideal solution for small and medium sized organizations, nonprofits, educational institutions -- and an excellent training event and pilot even for the large corporations!



Facilitator



Dr. Oliver Schwabe is one of the world's foremost community moderators and facilitators with over 50 theme areas delivered virtually to over 2500 students in 60 countries in the past decade.

Key clients include:

- Jones International University
- The Open University Business School
- KnowInc
- Entovation
- Sveiby Knowledge Associates
- United Nations Virtual Development Academy

For more information visit www.euro-focus.com

The Balanced Scorecard – one of the most influential business ideas of the past 75 years!

The Balanced Scorecard is a performance measurement and management system developed in the early 1990's and published in the Harvard Business Review in 1992 by Prof. Robert S. Kaplan and Dr David P. Norton.

This strategic management approach translates a vision into a clear set of objectives or critical success factors. Key performance indicators then measure each objective's performance, representing a broad range of outcome measures and performance drivers.

'The Balanced Scorecard Software Report' helps organisations understand the Balanced Scorecard methodology and why software applications play a vital part in any scorecard implementation process.

The Balanced Scorecard is used to translate strategy into action and to create a strategically aligned organisation. Software tools are meant to support this process and therefore play an essential role in the implementation and operation of the scorecard. Choosing an application which does not fit the organisational culture and approach could mean jeopardising the entire implementation.

**What is the Balance Scorecard all about?
Master this approach within 4 weeks of personal coaching!**



The Balance Scorecard approach to Strategic Management grew out of a multi-company study group, sponsored by The Nolan Norton Institute and led by its CEO, David P. Norton, with Dr. Robert S. Kaplan, the Arthur Lowes Dickinson Professor of Accounting at the Harvard Business School, as an academic consultant. The study group consisted of executives from companies like Apple Computer, Bell South, CIGNA, DuPont, General Electric and others. The basic idea of the Balance Scorecard is to focus the organization on metrics that matter as seen from a strategic point of view. To avoid focusing only on short-term financial measures the scorecard comprises metrics from areas such as customer, internal processes, and learning and growth perspectives respectively. The process of "translating strategy into action" involves turning the company's strategic vision into clear and understandable objectives within all of those perspectives mentioned above.

Module 1: The Financial Perspective

When we are looking at an organization using the Financial Perspective it is all about financial performance -- at least for the profit maximizing business. The objectives should be defined in order to excite the owners or sponsors to ensure continued funding of the organization. Some examples: "Increase shareholder value," "Boost shareholder confidence," "Deliver RoACE of more than 10%," etc. Here we lay the groundwork for your own personal BSC project. Especially, you define your strategic model.

Module 2: The Customer Perspective

Looking at an organization using the Customer Perspective is about how the customers perceive the value offered. The objectives should closely define how customers should perceive the value proposal in order for them to reward the organization with the financial results they expect. Some examples: "Perceived as a low-cost supplier," "Perceived as flexible and adjustable," "Perceived as a high-quality furniture store," etc. Expanding your personal BSC to include your specific organizational perspectives and entering the key data.

Module 3: Internal Processes Perspective

The Internal Processes Perspective of the Balance Scorecard focus on the deliveries the organization must make in order to be perceived by customers according to its customer objectives. Some examples: "The lowest prices in the bay area," "Customization of services in less than a week," "Only Quality Brand Furniture," "Convincing market communication," etc. Again your BSC is expanded to include leading thinking around process optimization and innovation. Additionally you begin to share the view you are creating

Module 4: Learning And Growth

The Learning and Growth Perspective of the balance scorecard focus on the competencies and resources needed in order to make the deliveries defined in the internal processes objectives. Some examples: "Highly flexible material management system," "Top project management skills," "Strategic Alliance With Quality Furniture Makers," etc. In your project your professional BSC is completed, activities are defined and ready for implementation.

Benefits

Learn by doing: you won't listen to dry lectures on the BSC. You will assume the role of a "Practitioner" in a context of your choice and learn new concepts, assess how to implement them and practise newly acquired skills in specially designed, integrated simulation exercises.

The seminar itself focuses on providing insights into the fundamental issues of the BSC and finally on the development of a personal BSC for the organization of each participant.

The parallel learning tracks ensure that participants are able to gain knowledge about the Balance Scorecard which can be directly applied to their own environment and hence to move into a phase of learning by doing.

Methodology

An intensive 4 week program, consisting of a coached e-Learning program based on the the work of Paul Bergquist, David Norton, Robert Kaplan and other leading BSC practitioners.

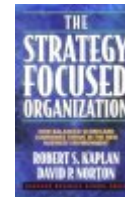
Required literature:



"The Balanced Scorecard: Translating Strategy into Action" by Robert S. Kaplan, David P. Norton



"Balanced Scorecard Step-by-Step: Maximizing Performance and Maintaining Results" by Paul R. Niven



"The Strategy-Focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment" by Robert S. Kaplan, David P. Norton

Offerings

- Four (4) week facilitated online course
 - One day face-to-face workshop
 - One (1) hr telecoaching
 - 4 x 2 hours telecoaching using online platform
- ~ Corporate rates available upon request ~

Registration: Please contact Dr. Oliver Schwabe via oliver.schwabe@eurofocus.com

Dates: Course starts monthly or by agreement. **Group size:** up to 10 **Time commitment:** Each week minimum 10 hours **Delivery:** Asynchronous delivery via www.communityzero.com . **Online seminars** are conducted using www.centra.com and www.glance.net. **Payment:** Via www.paypal.com. **Refunds:** Only before receiving course materials