



QPR Performance Management Solution - **Overview**



Your organization's success with Performance Management certainly depends on more than just the technology to support it. Expertise in KPI development, target setting, cascading of scorecards, dashboard development and change management does not come with a software package. Nor does the ability to apply that expertise to the unique environment that is shaped by your organization, business partners, employees, owners, industry and market.

Software however *does* play an important role in how well your organization manages its' performance management initiative, be it the management of personnel motivation, branch offices, teams, skill levels, suppliers or distributors. This is all about how well the software supports and facilitates change, acceptance, participation, productivity, transparency, insight and decision making.

With QPR you choose a software that focuses on the people that need to turn your strategy into a action: your employees. Our partners in over 50 countries across the globe help turn our offering into a complete solution by complementing it with implementation, consulting, training and support services.

More than 1,500 organizations worldwide depend on QPR to support their effort to continually improve their operations and achieve their goals. All of them benefit from the ability to implement and roll out fast...and many of them are awarded as the best among their peers.

With QPR Dashboards you will provide your managers with quick updates on their areas of responsibility and help in quickly identifying areas that require attention...

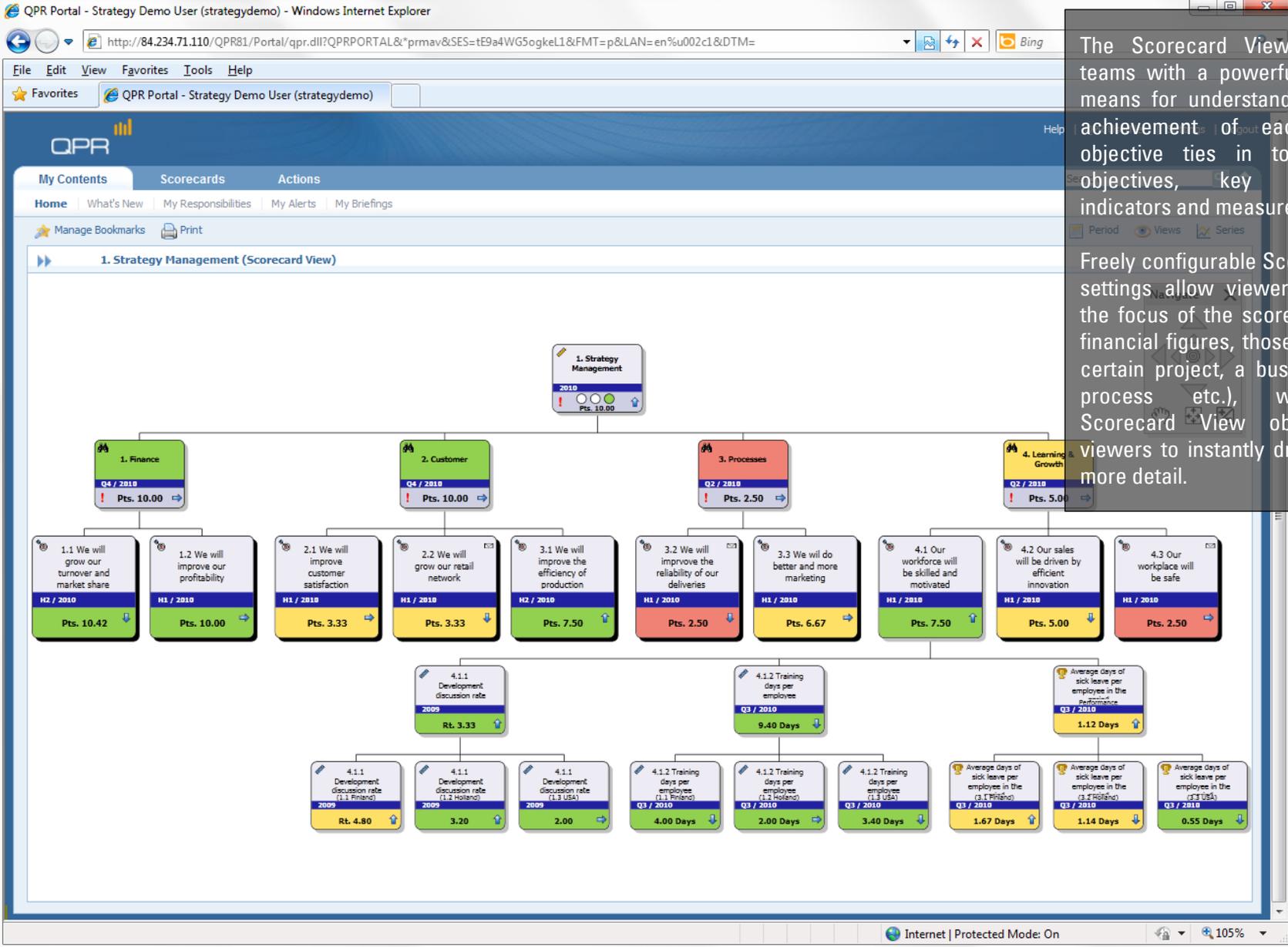


Dashboards in QPR are easy to create, simply by dragging and dropping objects from the performance management system (such as perspectives, KPI's, objectives, measures, projects, risks etc.) on to the dashboard and deciding on their visual representation. Dashboards are interactive, meaning that clicking on an object will bring users to deeper levels of detail, which can be a lower-level dashboard, a Measure Detail View, an Analysis, Navigator or Scorecard View or even a web page, document, online form, or any other type of media content.

While performance scorecards for each organizational unit provide an excellent starting point for your periodic performance review meetings!

The Scorecard View arms your teams with a powerful and visual means for understanding how the achievements of each strategic objective ties in to their own objectives, key performance indicators and measures.

Freely configurable Scorecard View settings allow viewers to change the focus of the scorecard (e.g. to financial figures, those related to a certain project, a business unit or process etc.), while each Scorecard View object allows viewers to instantly drill down into more detail.



Navigator Views provide insight in how your KPI framework is built up from top to bottom!

You can view QPR ScoreCard as a database of performance measures that are built in a tree-like hierarchy to form a single scorecard. It does not stop there as scorecards – for example for each business unit - are also built up in a tree-like hierarchy of scorecards (e.g. To form the corporate level scorecard).

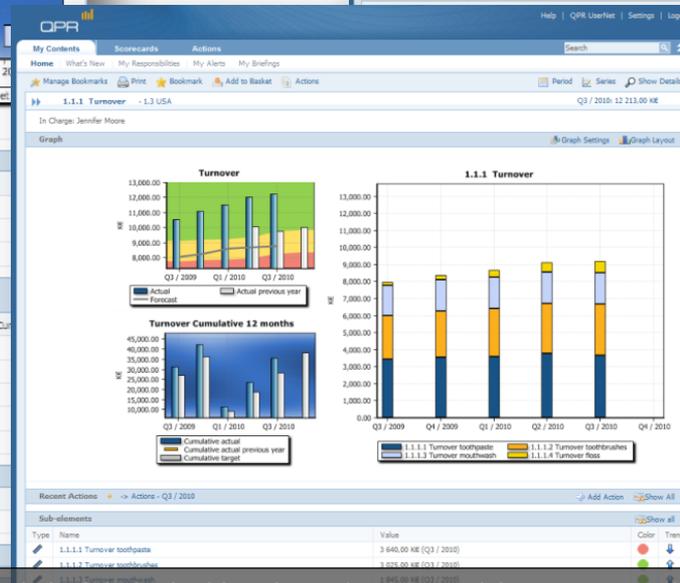
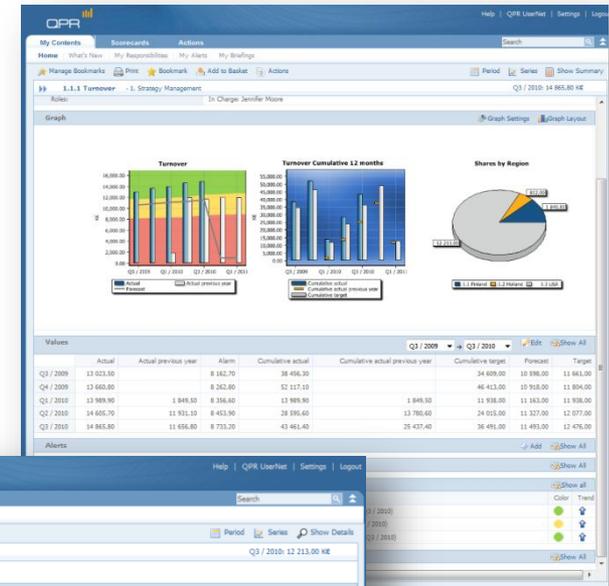
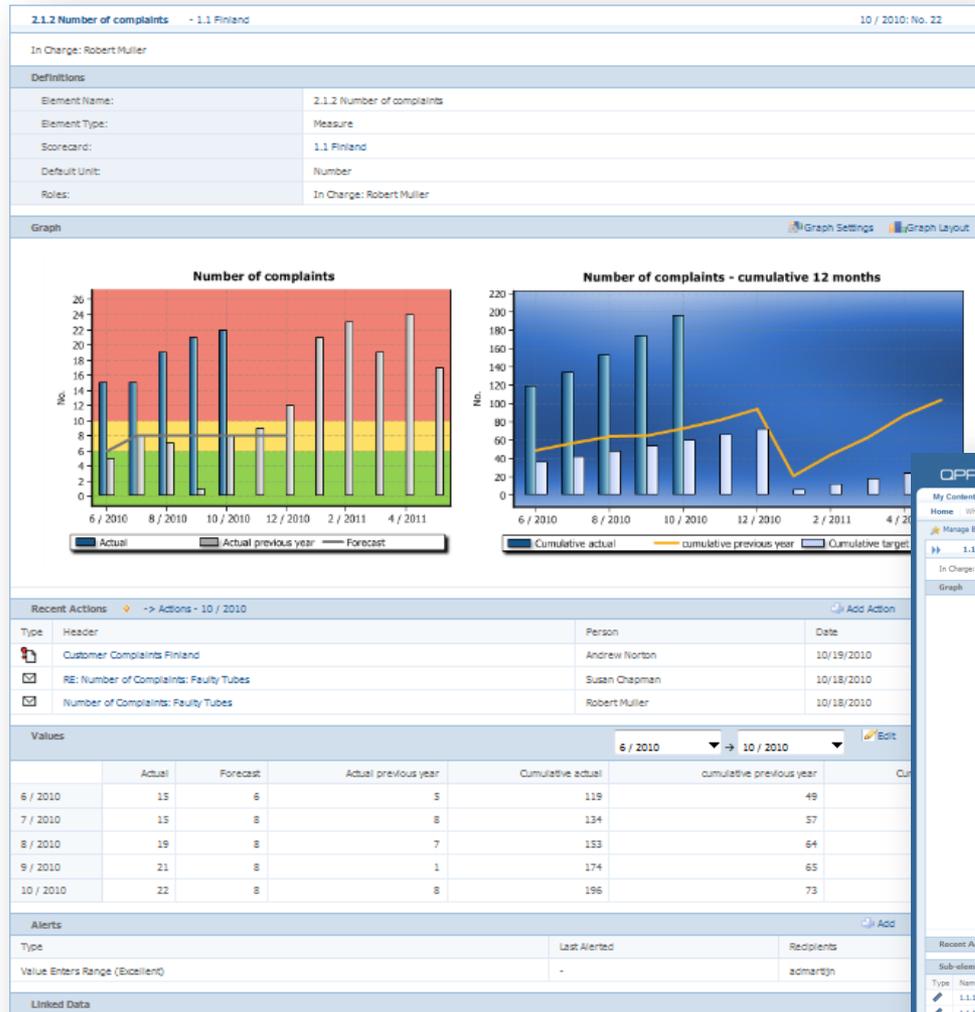
The Navigator View makes sense of it all and provides an easy to browse tool for reviewing performance. Navigator Views are furthermore customizable in what attributes of each measures are shown. For example owner, value, last periods' value, budget, forecast, color indicators, trend information, comments, tasks and much more!

The screenshot displays the QPR Portal interface in a browser window. The main view shows a hierarchy of KPIs under '1. Strategy Management'. The KPIs are listed with their values and trends, such as '1.1 Finance' with 2010 Pts. 10.00 and '1.1.1 Turnover' with 2010 Pts. 14,865,80 K€.

The detailed view on the right shows a table of performance data for a specific KPI, including values for different periods and trend indicators. The table includes columns for 'Action headers' and 'Add action'.

Action headers	Add action
Q4 / 2010 Pts. 10.00	[Add]
H2 / 2010 Pts. 10.42	[Add]
Q3 / 2010 14,865,80 K€	[Add]
Q3 / 2010 1 840,80 K€	[Add]
Q3 / 2010 812,00 K€	[Add]
Q3 / 2010 12 213,00 K€	[Add]
10 / 2010 26.33 %	[Add]
H1 / 2010 Pts. 10.00	[Add]
Q4 / 2010 Pts. 10.00	[Add]
H1 / 2010 Pts. 3.33	[Add]
H1 / 2010 Pts. 3.33	[Add]
H1 / 2010 2.73 Surv.Avg.	[Add]
10 / 2010 No. 298	[Add]
H1 / 2010 3.47 Surv.Avg.	[Add]
H2 / 2010 Pts. 7.50	[Add]
Q2 / 2010 Pts. 2.50	[Add]
H1 / 2010 Pts. 2.50	[Add]
H1 / 2010 Pts. 2.50	[Add]
H1 / 2010 Pts. 6.67	[Add]
Q2 / 2010 Pts. 5.00	[Add]
H1 / 2010 Pts. 7.50	[Add]
H1 / 2010 Pts. 5.00	[Add]
H1 / 2010 Pts. 2.50	[Add]

Measure Detail Views provide insight in all there is to know about each individual element of your performance management system



With QPR, each measure has a Measure Detail View. This is where users obtain insight in the historic performance of the measure, who is responsible for it, its description, contextual information such as comments by colleagues, as well as past or ongoing initiatives to fix problems. The measure detail view also shows its sub-elements, in case there are such, and allows users to configure alerts that will notify them in their email inbox of problems or missing values. The Measure Detail View supports many chart types such as line, bar and pie charts, benchmark charts, heat maps, radar charts, scatter plot charts etc. making QPR suitable for a multitude of performance management applications.

Analysis Views equip your employees with ad-hoc performance analysis capabilities across your complete performance management system

The image displays three overlapping screenshots of the QPR software interface, demonstrating its performance analysis capabilities.

Top-Left Screenshot: Strategy Management Scorecard

Element	Scorecard	In charge	Value & Period	Action headers
1.2 We will improve our profitability	1.1 Finland	Sharon Butterworth (sharonb)	11 / 2010 Pts. 2.50	
1 Customer	1.1 Finland	Jack Springer (sacks)	Q3 / 2010 Pts. 0.00	
2.1 We will improve customer satisfaction	1.1 Finland	Peter Heineman (peterh)	11 / 2010 1.67	
2.1.2 Number of complaints	1. Strategy Management	Jennifer Moore (jenriferm)	10 / 2010 No. 33	
2.1.2 Number of complaints	1.1 Finland	Robert Muller (robertm)	10 / 2010 No. 22	
2.2 We will grow our retail network	1.3 USA	Jennifer Moore (jenriferm)	11 / 2010 3.33	
3.2 We will improve the reliability of our deliver	1.1 Finland	Jennifer Moore (jenriferm)	11 / 2010 2.50	
4 Learning and innovation	1.1 Finland	Jack Springer (sacks)	Q3 / 2010 Pts. 1.67	
4.2 Our sales will be driven by efficient innova	1.1 Finland	Frank Lowell (frankl)	11 / 2010 3.75	
4.3 Our workplace will be safe	1.1 Finland	Norman Wiefels (normanw)	11 / 2010 2.50	
1.1.1.1 Turnover toothpaste	1.3 USA	Robert Muller (robertm)	Q3 / 2010 3 640,00 KE	
1.1.1.2 Turnover toothbrushes	1.2 Holland	Robert Muller (robertm)	Q3 / 2010 83,00 KE	
1.1.1.3 Turnover mouthwash	1.1 Finland	Robert Muller (robertm)	Q3 / 2010 73,00 KE	
1.1.1.4 Turnover floss	1.1 Finland	Robert Muller (robertm)	Q3 / 2010 20,80 KE	

Top-Right Screenshot: Action analysis view

Owner	Status	Category	Header	Linked to	Last modified
robertm	Identified	Market risk	Toothpast turnover in USA decline	1.1.1.1 Turnover toothpaste	10/19/2010
robertm	Mitigated	Financial risk	Low new products share in sales	4.2.2 New products share of total sales	10/19/2010
robertm	Proposed	Internal process	Damaged product ratio	Damages as percentage of throughput	10/19/2010
robertm	Proposed	Internal process	Customer Complaints Finland	2.1.2 Number of complaints	10/19/2010
robertm	Proposed	Internal process	Unsafe Work environment - Finland	4.3 Our workplace will be safe	10/19/2010
robertm	Proposed	Market risk	Online in product image by retailers	2.2.3 Product image among retailers	10/19/2010
robertm	Proposed	Market risk	Retailer network decline	2.2 We will grow our retail network	10/19/2010
robertm	Proposed	Market risk	Customer Satisfaction Ration Holland	2.1.1 Customer satisfaction ratio	10/19/2010
robertm	Proposed	Internal process	R&D - Strategy alignment: need for improved control	The new operational model	11/18/2008
robertm	Under Identification	Internal process	R&D - The new operational model	The new operational model	3/11/2004
robertm	Identified	Internal process	The new operational model	RE: Improving Customer Satisfaction	3/11/2004

Bottom Screenshot: Quality Performance Management Scorecard

Element	Scorecard	Value	Period	Previous Value
Accuracy of distributor forecasts	3.3 USA	79.67 %	H2 / 2010	80.00 %
Accuracy of distributor forecasts	3.2 Holland	66.33 %	H2 / 2010	64.33 %
Accuracy of distributor forecasts	3.1 Finland	77.50 %	H2 / 2010	
Average days of sick leave per employee in the period	3.1 Finland	1.67 Days	Q3 / 2010	1.56 Days
Average days of sick leave per employee in the period	3.2 Holland	1.14 Days	Q3 / 2010	1.22 Days
Average days of sick leave per employee in the period	3.3 USA	0.55 Days	Q3 / 2010	0.55 Days
Average number of prototypes per new product	3.1 Finland	No. 9	11 / 2010	No. 10
Average number of supplier improvement targets achieved in period	3.3 USA	No. 78	H2 / 2010	No. 71
Average number of supplier improvement targets achieved in period	3.1 Finland	56.00 %	H2 / 2010	48.00 %
Average order processing time	3.1 Finland	4.61 h	11 / 2010	4.35 h
Average order processing time	3.2 Holland	2.95 h	11 / 2010	2.92 h
Average order processing time	3.3 USA	4.42 h	11 / 2010	4.92 h
Average span of control	3.1 Finland	No. 26	11 / 2010	No. 22
Average span of control	3.3 USA	11.00	11 / 2010	10.00
Average span of control	3.2 Holland	18.00	11 / 2010	19.00
Average time to update employee records	3.1 Finland	16.17 Days	Q4 / 2010	15.92 Days
Average time to update employee records	3.3 USA	13.07 Days	Q4 / 2010	15.68 Days
Average time to update employee records	3.2 Holland	6.83 Days	Q4 / 2010	6.92 Days
Awareness growth percentage following campaign	3.2 Holland	2.55 %	H1 / 2010	3.01 %
Awareness growth percentage following campaign	3.1 Finland	0.72 %	H1 / 2010	1.22 %
Awareness growth percentage following campaign	3.3 USA	2.12 %	H1 / 2010	2.22 %
Cycle time from job acceptance until job start	3.1 Finland	16.08 Days	Q4 / 2010	16.79 Days
Cycle time from job acceptance until job start	3.3 USA	12.51 Days	11 / 2010	11.43 Days
Cycle time from job acceptance until job start	3.2 Holland	19.17 Days	11 / 2010	19.44 Days
Damages as percentage of throughput	3.3 USA	3.76 %	10 / 2010	3.48 %
Damages as percentage of throughput	3.1 Finland	6.89 %	10 / 2010	6.45 %
Defects per million tubes	3.1 Finland	No. 24	10 / 2010	No. 26
Defects per million tubes	3.3 USA	91.00	10 / 2010	97.00

Unlike Navigator Views that display performance measures from one scorecard, the Analysis View supports analyzing of measures from all available scorecards. Powerful but easy-to-use filtering functionality enable each user to define their own overviews of performance measures, bookmark these views for future use and share them with colleagues inside the portal or export them to Microsoft Excel for further analysis and distribution.

Your people will learn the full story behind performance - not just numbers - to base their decisions and actions on...

Performance data alone is not enough to understand the causes of problems or reasons for improvement. Comments, suggestions, incident reports, ideas, lessons learned and complaints all add context to this data and turn it into information you can act upon. With QPR you enable your employees to add context to performance measures by using online forms that are easily configured to match all your information capturing requirements. The portal actions also allow users to assign tasks to other users and follow progress – an excellent way for taking action to fix problems.

Orders arrived at correct location and accepted. - 3.3 USA
 Items arrives at the right location and accepted, i.e. order is complete



QPR Portal - qualitydemo - Windows Internet Explorer

http://84.234.71.110/QPR81/Portal/qpr.dll?QPRPORTAL&"puasev&SES=tE9n70G7p78cKY0&FMT=p&ATY=1&PEOID=1_0_826064641_934497995&L

Create Comment

Action type: Comment

Description

Header: Confusing Bills of Lading

Description: We've found that quite often arriving shipments at the customers' location are rejected due to the Bill of Lading stating amounts that mismatch with what is in the actual shipment. Goods that will be send in a later shipment need to be more clearly identified

Dates

Date stamp: Year: 2010 Month: July Day: 2 Select Period...

Categorization

Category: Not categorized

Publish To

Users of linked elements

Me only

Everyone

Selected users

Notify via e-mail

Attachments

Bill of Lading - Example

Linked to

Percentage of orders arrived at correct location and acco

Created by: qualitydemo - 7/2/2010
 Last Modified by: qualitydemo - 7/2/2010

Recent Actions -> Actions - 7 / 2010

Type	Header	Person	Date
<input checked="" type="checkbox"/>	Confusing Bills of Lading	qualitydemo	7/2/2010
<input type="checkbox"/>	Bill of Lading - Example	qualitydemo	7/2/2010

Values 7 / 2005 -> 11 / 2010

	12 Period MA	Actual
7 / 2005		94.00
8 / 2005		93.00
9 / 2005		95.00



...that are easily communicated and followed online to provide clear insight in all past, current and planned improvement activities!

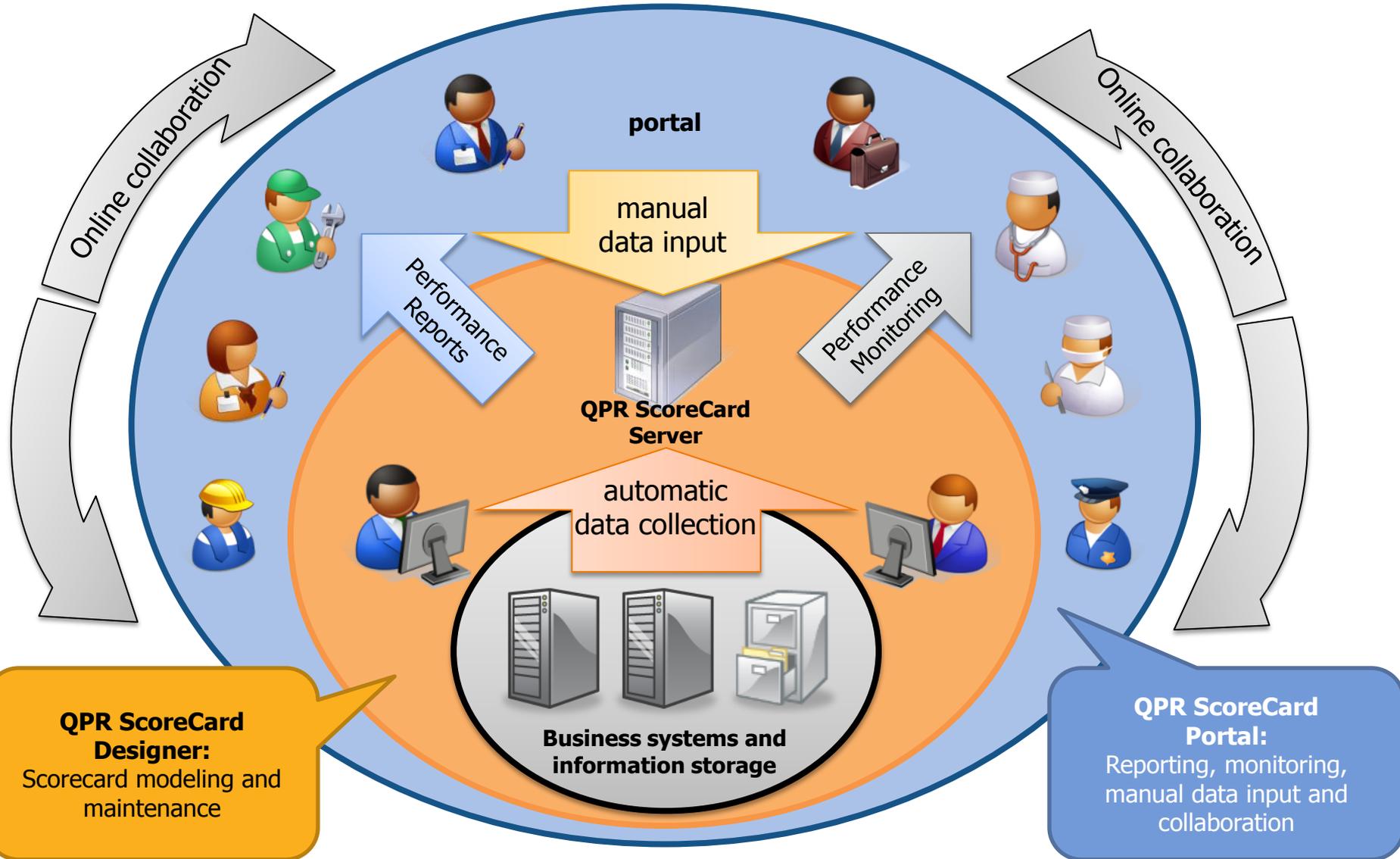
Hierarchy	Type name	Status	Creator	Last modified	Category	Attachments
Incorrect RMA requests causing delays	Non-conformance	In progress	qualitydemo	8/6/2010		
Production batch quality fail due to operating error	Non-conformance	In progress	qualitydemo	8/6/2010		
RE: Production batch quality fail due to operating error	Action Plan	Waiting for approval	qualitydemo	8/6/2010	Task	
RE: RE: Production batch quality fail due to operating error	Comment		qualitydemo	8/6/2010	Not categorized	
Workers not using protective gloves	Non-conformance	In progress	qualitydemo	8/6/2010		
Employment contracts without Recruitment Team involvement	Non-conformance	In progress	qualitydemo	8/6/2010		
Incorrect return shipments received	Comment		qualitydemo	5/31/2010	Not categorized	
RE: Incorrect return shipments received	Action Plan	Approved	qualitydemo	5/31/2010	Task	
Outdated work instructions	Non-conformance	In progress	qualitydemo	5/31/2010		
Improvement suggestion	Comment		tero	5/31/2009	Not categorized	
Improvement suggestion	Comment		tero	5/31/2009	Not categorized	
Improvement suggestion	Comment		tero	5/31/2009	Not categorized	
Safety observation	Comment		tero	5/31/2009	Not categorized	
Safety observation	Comment		tero	5/31/2009	Not categorized	
Safety observation	Comment		tero	5/31/2009	Not categorized	

Production batch quality fail due to operating error - qualitydemo - 8/6/2010 11:35:47 AM		Reply	Edit	Delete
Upon quality testing an entire production batch of mint-flavored extra whitening tooth past failed the test due to too high level of abrasives: The tooth past will damage customers' teeth.				
Approval date	8/6/2010			
Classification	Major			
Deadline	8/6/2010			
Description	Upon quality testing an entire production batch of mint-flavored extra whitening tooth past failed the test due to too high level of abrasives: The tooth past will damage customers' teeth.			
Description	The machine operator was unaware of the correct level-setting of abrasives and had not yet been certified to operate the machine.			
Description	Process to be adapted to include early and instant testing of production samples prior to production runs are started for the whole batch.			
Id	1689573225			
Name	Production batch quality fail due to operating error - qualitydemo - 8/6/2010 11:35:47 AM			
Responsible	eetu			
Status	In progress			
Type	Non-conformance			
Type	Quality			

Quick properties | **All properties** | Description | Corrective Action | Linked to

The QPR system will allow you to capture all identified non-conformances, risks, occupational hazards, customer complaints, projects, tasks and actions, and link these to the processes and performance measures they relate to. Analysis Views such as the one displayed will provide your managers with an overall view of ongoing activities, assign tasks and responsibilities and monitor progress in improving your organizations' management system. Importantly, all information is logged centrally to assist you during (internal) audits.

A typical system implementation looks like this...



It introduces several user types...

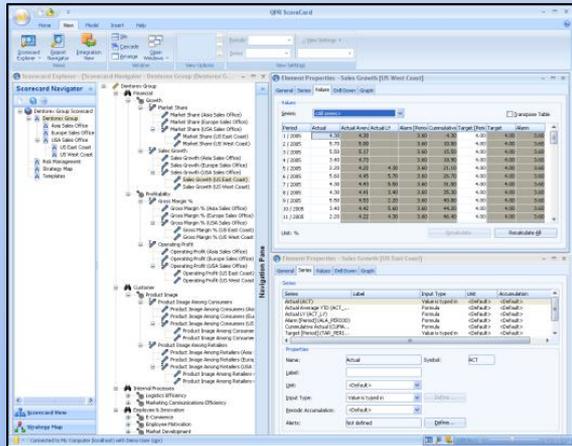
Designers



QPR Windows Clients

They can:

- Analyze and simulate processes
- Create strategy maps and scorecards
- Define measures
- Manage users rights



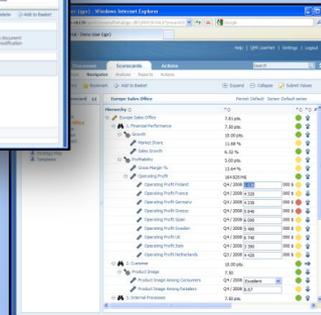
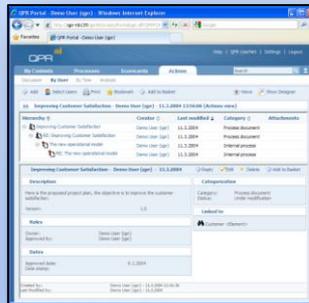
Communicators



QPR Web Portal

They can:

- Update values
- Create comments
- Create action plans
- Upload documents
- Create Best Practices



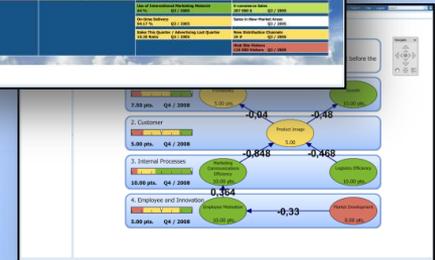
Viewers



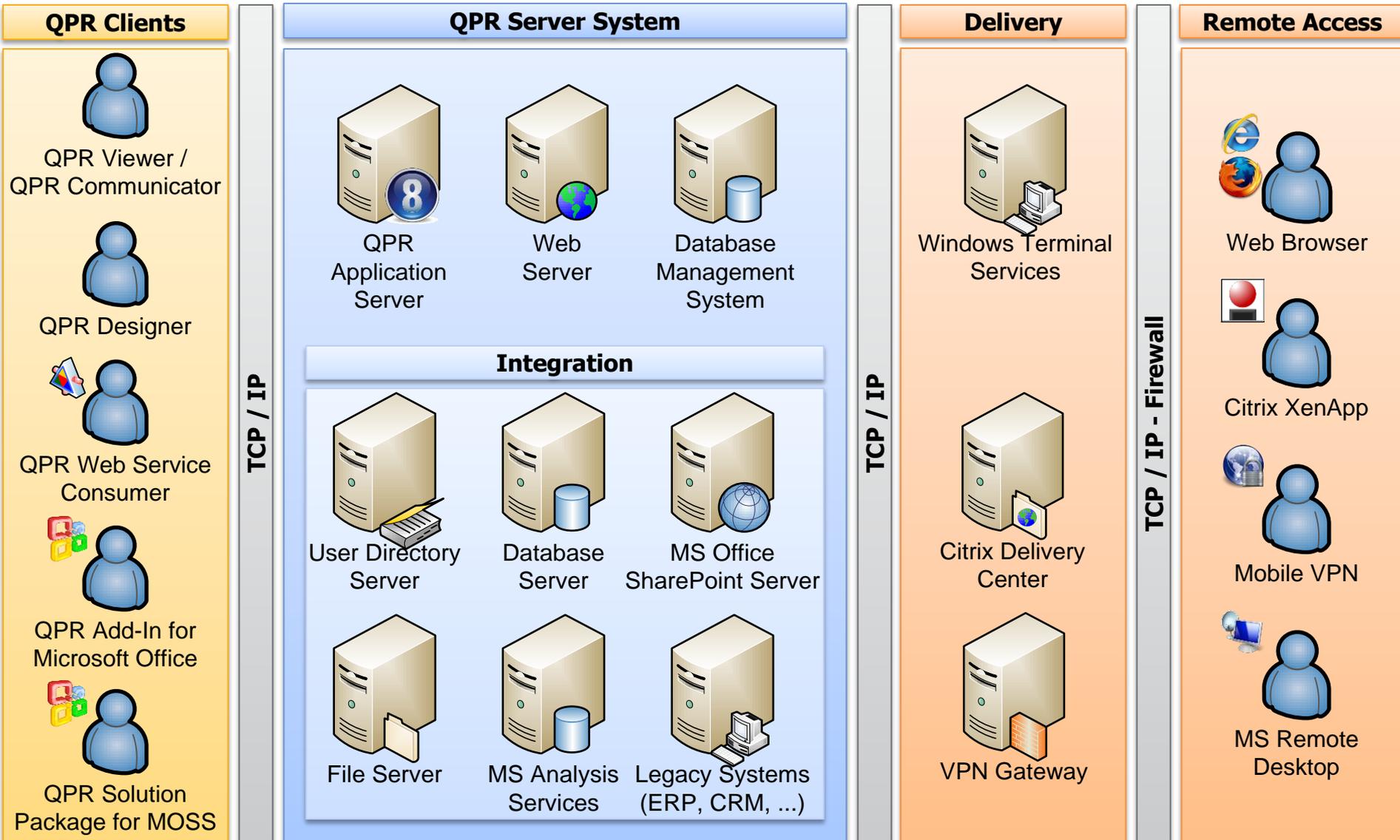
QPR Web Portal

They can:

- Review performance
- Analyze strategy
- See strategy in action
- Analyze processes



And has a technical architecture like this...





Additional information

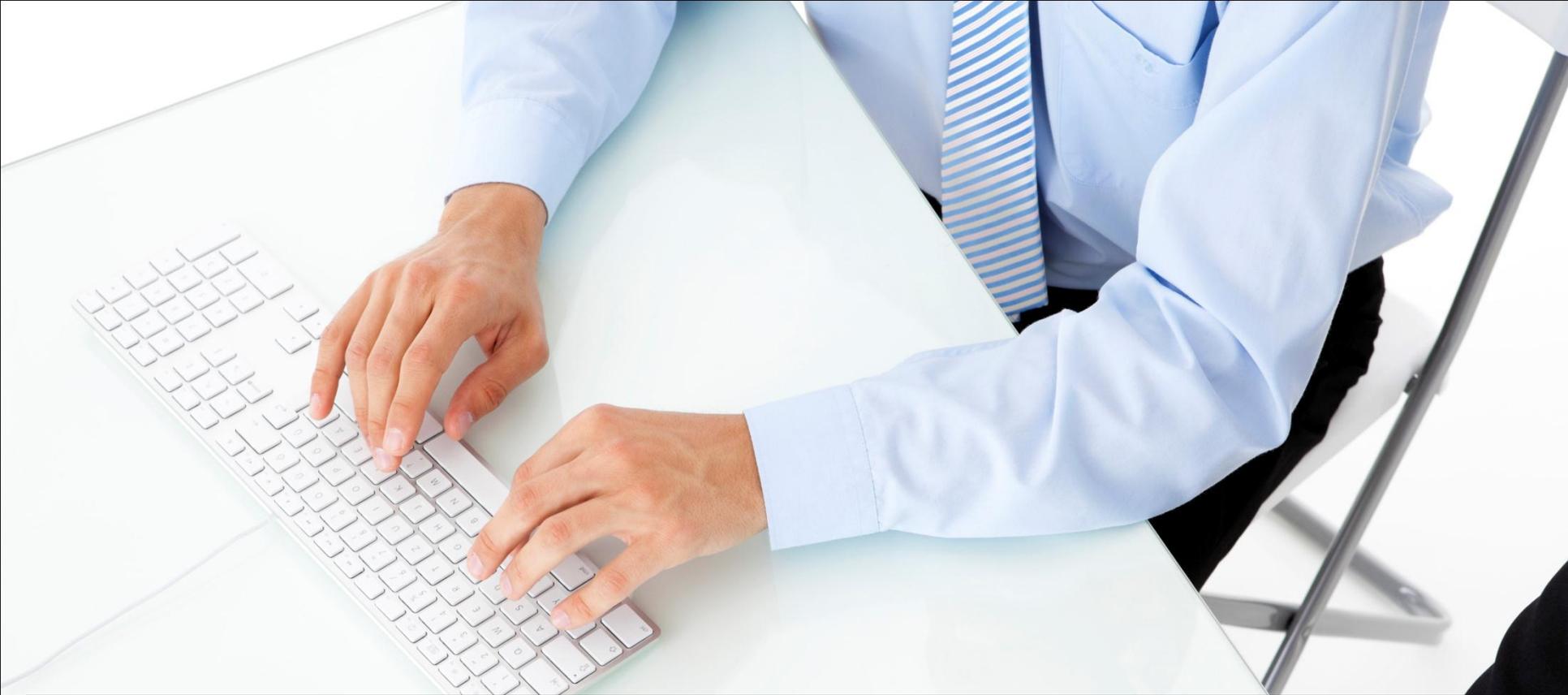
Our product that provides complete support for your Performance Management initiative is:

Performance Management Software QPR ScoreCard

Performance Management Software QPR ScoreCard provides organizations with a fast upgrade path from manually maintained and in-house built performance reporting solutions.

For more technical information about QPR ScoreCard please consult:

<http://www.qpr.com/qpr-scorecard.html>



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