

GOVERNMENT XYZ									
CORPORATE SCORECARD (Shared Strategic Agenda)			LINE OF BUSINESS			BUSINESS PROCESSES			
Targets (SBO)	Objectives (CSF)	Measures (KPI)	Area	Group	Competency	Process Area	Process Group	Business Process	Process Activity/Step
Cost Efficiency	Efficient Cost Utilization	Better integration of legacy and new solutions	Corporate Service	IT Management	IT planning and management	Manage Information Technology	Manage enterprise information	Perform enterprise data and content management	Define sources and destinations of content data
		Decrease ownership of non-differentiating assets	Corporate Service	Financial Strategy	Asset maintenance	Develop Vision and Strategy	Develop business strategy	Create organizational design (governance, reporting, etc.)	Evaluate breadth and depth of organizational structure
	Improve Cash Flow	Account payable invoicing processing costs	Corporate Service	Financial Management	Account payables	Manage Financial Resources	Manage internal controls	Operate controls and monitor compliance with policies	Implement & maintain controls-related enabling technologies
		Average monetary value of invoices outstanding	Corporate Service	Financial Management	Account payables	Manage Financial Resources	Manage internal controls	Operate controls and monitor compliance with policies	Implement & maintain controls-related enabling technologies
Cost Reduction	Reduce Administration Costs	Consolidate billing operations	Corporate Service	Financial Management	Account receivables	Manage Financial Resources	Perform general accounting and reporting	Manage policies and procedures	Establish accounting policies
		Credit analysis costs as a % of revenue	Corporate Service	Financial Management	Account payables	Manage Financial Resources	Perform planning and management accounting	Perform cost accounting and control	Perform inventory accounting
	Reduce Operations Cost	Cost per minute of handle time	Corporate Service	Service Call Center	Call processing	Manage Call Center Finance	Manage internal finance controls	Operate controls and monitor cost per minute of handle time	Call enters
		Ratio direct versus indirect costs per incoming phone call	Corporate Service	Service Call Center	Call processing	Manage Call Center Finance	Manage internal finance controls	Operate controls and monitor cost per minute of handle time	Call enters
	Reduce Service Center Operations Cost	Average direct costs per incoming phone call	Corporate Service	Service Call Center	Communications	Develop and manage call center services	Manage call center service portfolio	Call center incoming phone call handling	Automated greeting
		Average employee costs per incoming phone call	Corporate Service	Service Call Center	Communications	Develop and manage call center services	Manage call center service portfolio	Call center incoming phone call handling	Automated greeting
	Reduce Cost of Goods Sold	Consolidate/outsource logistics and distribution functions	Product Development	Service Offering Management	Service management and maintenance	Deliver product/services	Plan for and acquire necessary resources	Develop product/service and materials strategies	Define manufacturing goals
		Design services to use cost-effective materials	Product Development	Service Offering Management	Service design	Develop and manage product/services	Develop product and services	Design, build, and evaluate product and services	Build prototypes
		Improve focus on higher-value services	Product Development	Service Strategy	Evaluate product/service performance	Develop and manage product/services	Manage product/service portfolio	Evaluate performance of existing product/services/services	Manage value of business service
		Improve purchasing on a national/global basis	Corporate Service	Financial Strategy	Procurement management	Deliver product/services	Procure materials and services	Develop sourcing strategies	Collaborate with suppliers to identify sourcing opportunities
Lower Risk (Cost Governance and Compliance)	Ensure Cost Compliance	% coverage of total cost instances	Corporate Service	Financial Management	Accounting	Manage External Relationships	Manage legal and ethical issues	Ensure compliance	Plan and initiate compliance program
		% of implemented non-cost compliance issues raised in audits	Corporate Service	Financial Management	Accounting	Manage External Relationships	Manage legal and ethical issues	Ensure compliance	Plan and initiate compliance program
		% of past due corrective actions	Corporate Service	Financial Management	Accounting	Manage External Relationships	Manage legal and ethical issues	Ensure compliance	Plan and initiate compliance program
		% of policies reported with non-cost conformances	Corporate Service	Financial Management	Accounting	Manage External Relationships	Manage legal and ethical issues	Ensure compliance	Plan and initiate compliance program
Optimize Cost	Optimize Onboarding/Sales Costs to other departments	Increase Internal Rate Of Return (IRR) with onboarding other departments	Corporate Service	Service Call Center	Solution & Service Delivery	Market product/services	Develop marketing onboarding strategy	Define onboarding offering and department value proposition	Ask permission to survey
	Optimize Sales Costs	Actual vs. budgeted costs	Corporate Service	Service Call Center	Solution & Service Delivery	Manage Financial Resources	Manage internal controls	Operate controls & monitor compliance with costs	Ask permission to survey
	Consolidate IT systems, service lines and service mechanisms	Corporate Service	IT Management	IT planning and management	Manage Information Technology	Manage the business of information technology	Develop the enterprise IT strategy	Define/establish IT architecture and development standards	
	Divest low-utilization infrastructure	Corporate Service	Financial Strategy	Asset maintenance	Acquire, Construct, and Manage Property	Dispose of product/service and non-product/service assets	Dispose of product/service and non-product/service assets	Perform sale or trade	
Strengthen Growth	Increase revenue through cost optimization	Align advertising with cost cutting strategies	Marketing & Promotion	Campaign Administration	Marketing and advertising	Market product/services	Develop and manage marketing plans	Establish marketing budgets	Confirm marketing alignment to business strategy
		Improve cost of promotions	Marketing & Promotion	Campaign Administration	Delivery cost management	Market product/services	Develop and manage marketing plans	Develop and manage packaging strategy	Refine promotional performance metrics
		Improve understanding of citizen price-cost sensitivity	Marketing & Promotion	Prospect Identification	Needs/requirements identification	Market product/services	Develop and manage marketing plans	Develop and manage pricing	Evaluate pricing performance
		Reduce cost of complementary services	Marketing & Promotion	Campaign Administration	Delivery cost management	Market product/services	Develop and manage marketing plans	Develop and manage pricing	Execute pricing plan

Cost Cutting

Business Unit Process →

Partly Shared Process →

Fully Shared Process →

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