

THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Implementation of Balanced Scorecard: Evidence from a Service Company in Turkey

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Abstract

The introduction of the Balanced Score Card (BSC) concept in the 1990s by Kaplan and Norton has enhanced the way companies strategically manage their operations. Numerous studies have been conducted on the implementation of this approach however; most of them are either focused on conceptual issues or conducted as explanatory survey studies. Insufficiency of real life case studies focused on BSC implementation on Small and Medium Sized Enterprises (SMEs) in emerging markets especially in the period of financial crisis is the motivating factor for the study. This study evaluates the existing performance measurement processes of the company and develops a theoretical framework for the application of BSC approach utilizing the accounting information system and the other sources of information in the company. By providing information about the challenges faced and the benefits utilized during the implementation process, this study provides further managerial insight for likewise implementations in business world. Also it contributes to the literature with its unique attributes such as being conducted in a non-listed SME, operating in an emerging market like Turkey and giving outsource call center services.

Keywords: AIS, BSC, SMEs, Case study, Performance management

1. Introduction

The development of Balanced Scorecard (BSC) emerged as a revolution on early management control and performance measurement systems providing a strategic management and information system that focuses on the entire organization (Kaplan and Norton 1996a). Following the vast amount of theoretical studies pioneered by Kaplan and Norton, managers, capturing the significance of this multidimensional tool, have focused on the implementation process to derive the proposed benefits out of this approach. Survey studies have revealed the arising importance attributed to the BSC by worldwide evidence. In his study, Silk (Silk 1998, p.39) states approximately 60% of the Fortune 1000 firms in US have engaged in BSC applications. Norton claims 50% of organizations in the UK and US use BSC as a value enhancement tool as pointed out in the conference report prepared by Williams (Williams 2001, p.29). Rigby (Rigby 2001, p.143) provides further worldwide evidence that the utilization rate of BSC as a management tool is 44%. As emphasized in another study, 57% of UK organizations have adopted BSC whereas, 56% of the remaining nonusers have stated their intention of adoption in the following year (Anonymous, 2001, p.5).

Despite the numerous survey studies conducted in literature, limited number of empirical analyses exists referring to the BSC implementation. Some of these studies can be named as that of Malina (2001), Papalexandris et. al. (2004), Papalexandris et. al. (2005), Kocakulah and Austill (2007), Gurd and Gao (2008), Farneti and Guthrie (2008).

As emphasized by the study of Atkinson et. al. (Atkinson et. al. 1997), BSC is regarded to be a breakthrough in management accounting. Driven by the fact that traditional financial measures of performance could not provide a complete understanding of the companies' overall condition, Kaplan and Norton (1996a) introduced the BSC to transform the companies' vision into clearly defined objectives, which are then associated with performance measures from different perspectives. These perspectives developed to support traditional financial performance measure are customer satisfaction, internal business processes and learning and growth. Therefore, a four dimensional framework has been developed to tie long-term strategic objectives with short-term

actions (Kaplan and Norton 1996a). Referring to the uses of BSC, Kaplan and Norton (1996b, p. 56) state that, 'by articulating the outcomes the organization desires as well as the drivers of those outcomes senior executives can channel the energies, the abilities, and the specific knowledge held by people throughout the organization towards achieving the business's long-term goals.' The unique characteristic of BSC is its ability to link strategies into actions via a cause and effect relationship, which is effectuated by means of key performance indicators (KPIs). Incorporating KPIs to the model, a balance between short and long-term objectives, between financial and non-financial measures, between lagging and leading indicators, and between internal and external performance perspectives is achieved (Fernandes et al. 2006, p. 624).

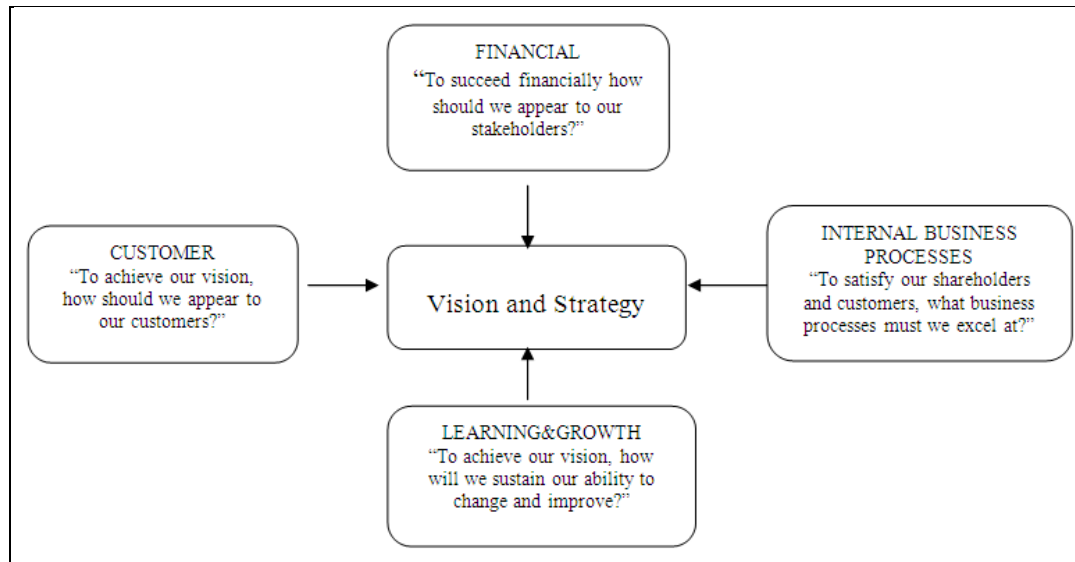


Figure 1: BSC Framework

The extensive implementation of BSC both by public and private, and service and manufacturing companies draws the attention of researchers to the outcomes and perceived benefits of this strategic management tool. Bedford (Bedford 2008) lists eleven of the benefits as increased emphasis on non-financial performance drivers, more focus on company strategy, clarification and communication of strategy, linking long-term strategic planning to short-term activities, providing a common basis for communication within the company, improved stakeholder consideration, strategy development, better understanding of the strategic objectives by management, creating a forum for employees to share specific knowledge, reducing attention of management on financial measures, improving the investment in intangibles; while listing three outcomes as the capability to achieve strategic objectives of the company, success of BSC scheme and monetary advantages from BSC implementation.

Despite the four phase model proposed by Kaplan and Norton (1996a), academicians and practitioners applied models tailored to the peculiar needs of the companies and their business environments. To name a few of the studies conducted, a six phase model is proposed by Ahn (2001), a nine phased approaches are developed by Papalexandris et al. (2005), Letza (1996), and Lohman et al. (2004), a 7 step implementation model is utilized by Papalexandris et al. (2004), and an eight phased approach is used by Fernandes (2006). In this study, a seven phased methodology is developed for the implementation of BSC in a service company. However, due to the scope of this paper, the last two phases, 'Incorporating the measurement process into the company's information system' and 'Reviewing the implementation' are not conducted in this study.

As aforementioned, lack of adequate implementation studies conducted on small and medium sized enterprises (SMEs) is one of the motivation factors driving this project. Even though Kaplan and Norton (2001) state that BSC is applicable to SMEs, they do not propose a clear-cut strategy for BSC implementation in these companies. As pointed out in the work of Fernandes et al. (2006, p. 626), implementation of BSC in large companies is relatively practical from the perspective of resource, time and expertise availability. However, practicality of implementation in SMEs is an issue that needs further investigation.

The remainder of the paper is organized as follows. In the second section, an overview of the sector and company is provided. Then, the methodology of the study is described together with the applied phases of the project. Following that, implementation outcomes are emphasized with a managerial insight onto the benefits and drawbacks for similar projects.

2. The Sector and Company Overview

As of 2013, it is estimated that the call center market size in Turkey has reached a level of USD 875 mn. The total number of call centers has exceeded 1100.

With the cheap German speaking workforce located in Turkey; German speaking countries represent a big expansion opportunity as well as the untapped domestic market.

The Company, established in the early 1990s, was bought shortly after its establishment by the current five shareholders. The Company stands as the one of the first established call center companies in Turkey.

The Company's main operations include outsourcing services, with contact center services being the most significant one. Contact Center services are comprised of both inbound services (Customer Services, Product Activation, Complaint Management and Directory Services) and outbound services (Telesales and Telemarketing). For these services, different channels such as phone, fax, web forms, web chat, SMS and e-mail are used. In addition to contact center services, the Company provides technical support, data management, fulfillment, marketing services and HR Consultancy.

The Company has three sites, two in İstanbul and one in Anatolia, and employs around 1.000 people, of which 850 work at company sites and others on customers' premises.

The Company places special emphasis to 'service quality'. For this reason the Company holds an ISO 9001:2000 Quality Management System Certificate and employs many ITIL Certified and 6-sigma Certified Managers. The Company currently initiated the certification process by COPC (Customer Operations Performance Center).

Ninety percent of the Company's customers are big and reputable multinational companies who awarded the Company many times as the Regions' 'best technical business partner', 'the best telesales channel', and 'the the best database manager'.

The Company's Vision is *'to be the first service provider that comes to mind for Turkey in the procurement of differentiated, unique, measurable and strategic value added national and international contact services'*

The Company's Mission is *'to offer high quality, profitable and value added Call Center and CRM services in accordance with outsourcing strategies of our clients and provide them a competitive advantage by leveraging our experience and technological infrastructure'*.

The Company has been experiencing a significant growth in the last couple of years. The total revenue of the Company recorded a CAGR of 29% and increased from USD 9 mn to USD 15 mn. The expected revenue for current year is USD 17 mn. The budgeted revenue for next year is USD 22 mn. The Company's mid-term goals are as follows:

- (a) Expanding to international markets
- (b) Creating world-wide alliances
- (c) Expand geographically by opening other branches in Anatolia which have high youth population and universities
- (d) Leveraging operational costs
- (e) Starting Multilingual Support : German & Dutch
- (f) Focusing on certain 'untouched' industries

In order to align the organization with the fast pace of the company, top management decided to review Company Strategy and to monitor performance on a more structured and effective way. This motive has triggered the implementation of BSC in the Company.

3. The Methodology

The figure below shows a graphical presentation of the implementation process. Each process is described in detail in the following sections.

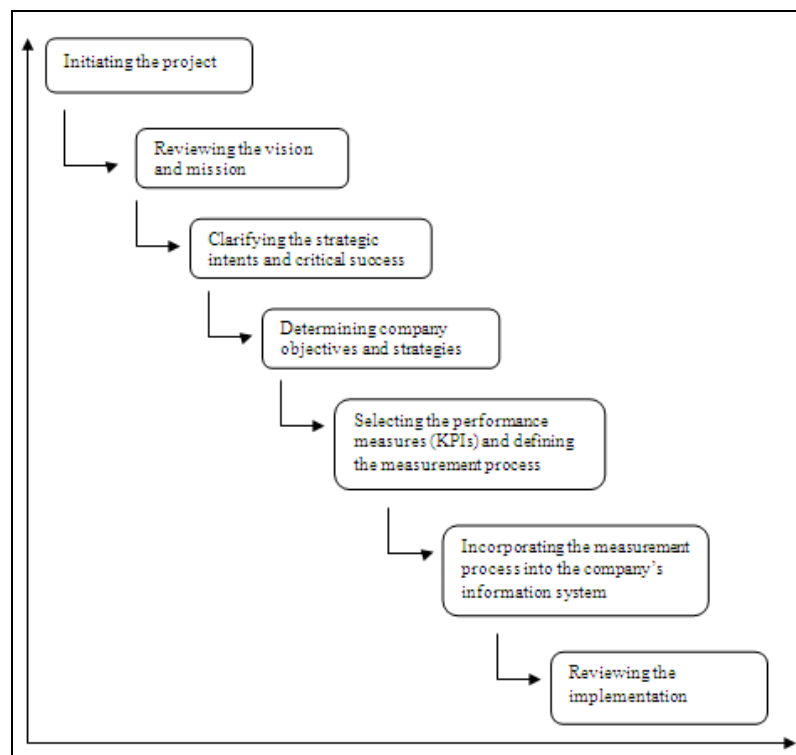


Figure 2: The Implementation Phases

3.1. Phase I: Initiating the Project

The initial phase is of crucial importance to the whole project as it requires the generation of an overall picture of the entire process and its communication to the company top management and board of directors (BoD). As the adoption of the project means devotion of time and resources together with allowing access to confidential information, gaining the trust and commitment of key persons is very critical for the accomplishment of the project.

The project team is formed of both academic advisors and company personnel. The academic members consisted of a professor and 4 academic staff while the remainder of the team is made up of functional leaders from the finance, human resources (HR), information technologies (IT) and operations departments. The project team is led by one of the academicians who was working for the company. Furthermore, throughout the process two software consultants are involved to provide assistance in the implementation process.

As a first step of this phase, a kick-off meeting is arranged with the top management and BoD to explain the necessity and benefits of BSC implementation and clarify their concerns regarding the topic. Also, a schedule for the meetings at company premises is set out. The academic advisors spent half a day once or twice a week as required together with off the field meetings to organize the outputs gathered in the field work

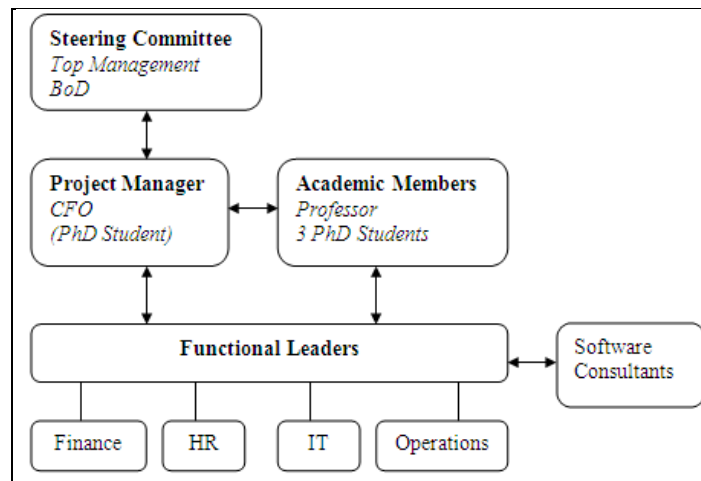


Figure 3: BSC Project Team

3.2. Phase II: Reviewing the Vision and Mission

The second phase of the project comprise of generating a clear understanding of the external and internal environment to determine the threats and opportunities directed at the company, and the specific characteristics of the company implying its strengths and weaknesses to envision the strategic direction for the future. As quoted by Niven (Niven 2002), 'the first step in developing a vision statement is to lock the managers in a room and have them debate what is meant by a vision statement, and how exactly it differs from a mission statement. These are important questions, because one wrong move and the employees will start doing 'vision' things when they should be doing 'mission' things and before long it will be impossible to sort it all out'.

To produce custom tailored mission and vision statements referring to the company's peculiar needs, SWOT analysis and several managerial interviews are conducted. In developing a new mission statement to thoroughly reflect the dynamics of the company, emphasis is given on its qualifications to be innovative, long-term oriented and ease of communication and understandability. As to the vision statement, the focus is given onto its being concise, appealing to all stakeholders, consistency with mission and values, verifiable, feasible and inspirational (Niven 2002). The values, which can be defined as the principles guiding the organization are also redefined in this phase. Table 1 below shows the existing and prospective values, mission and vision statements which are determined as a result of the As-Is and To-Be documentation.

	Current	Prospective
Mission	"To offer high quality, profitable and value added Call Center and CRM services in accordance with outsourcing strategies of our clients and provide them a competitive advantage by leveraging our experience and technological infrastructure".	To offer high quality, profitable and value added Call Center and CRM services in accordance with outsourcing strategies of our clients and provide them a competitive advantage by leveraging our experience, know-how and competencies
Vision	To extend our exclusive, quality-oriented services to an international platform and establish the company as a strong brand.	To be the first service provider that comes to mind for Turkey in the procurement of differentiated, unique, measurable and strategic value added national and international contact services.

Table 1: Current and Prospective Mission and Vision Statements

The inception of this phase brings about the need to engage in a change management approach to effectively and smoothly implement the BSC process. Therefore, extensive collaboration of the project team with the company personnel is significantly important.

3.3. Phase III: Clarifying The Strategic Intentions And Critical Success Factors

Strategy analysis is one of the most challenging and critical phases of the overall BSC process. As Henry Mintzberg (Mintzberg 1994) points out ‘My research and that of many others demonstrates that strategy making is an immensely complex process, which involves the most sophisticated, subtle, and, at times, subconscious elements of human thinking’. The purpose of this phase is development of the strategy map by agreeing on strategic intents and defining relevant critical success factors. Therefore, several workshops were conducted with top management and shareholders deliberating to identify the most suitable strategic goals.

Company mission and vision have been broken down into workable parts that will be the basis to formulate strategies on. A consensus as to the strategic intents and critical success factors for each of these workable parts is reached. For instance, being ‘profitable’ from the mission statement, and offering ‘differentiated services’ from the vision statement are highlighted. Then, ‘high financial returns’ and ‘sound financial condition’ are noted as strategic intents from the financial perspective, whereas, ‘pioneer role in the supply of differentiated and measurable services’ is determined from the internal processes perspective as a strategic intent. In the same manner, critical success factors are identified as ‘increasing profitability’ and ‘being liquid and credible at all times’ for the financial perspective, and ‘establishing an integrated reporting system’, ‘establishing an integrated reporting system’ and ‘applying Total Quality Management (TQM)’ for the internal processes perspective. This process can be seen clearly in Appendix 1, which shows an excerpt from company strategic mapping diagram.

3.4. Phase IV: Determining company objectives and strategies

The fourth phase is intended to drill down the strategic intents and critical success factors to company objectives and strategies. Brain storming sessions including key managers from various departments are held to drive the prioritization of company objectives and strategies. The criteria employed in the prioritization process are determined as strategic significance, improvement potential, feasibility of implementation, and correlation of other strategic objectives based on the work of Papalexandris et al. (2005). However, the third criterion – feasibility of implementation – is not taken into consideration at this stage of the project implementation since it may lead to the omission of a significant objective that is critical to the company. The measurability and quantifiability issues are tackled in a later phase of the project. Appendix 1 displays the company objectives and strategies and relationships with strategic intents and critical success factors based on four perspectives.

3.5. Phase V: Selecting the performance measures (KPIs) and defining the measurement process

This phase involves determination and selection of high level KPIs and definition of the measurement process. KPIs are quantifiable measurements that are used to monitor the implementation of strategies determined for the company objectives. Niven (2002) determines the background material for identifying the KPIs as indicated in the Table 2 below. Due to the nature of the company subject of this study, only the most applicable materials are taken into account and impractical ones such as manufacturing reports and trade journals are discarded.

<p style="text-align: center;">Financial</p> <ul style="list-style-type: none"> • Annual report • Performance reports • Analyst reports • Trade journals • Benchmark reports 		<p style="text-align: center;">Customer</p> <ul style="list-style-type: none"> • Marketing department • Trade journals • Consulting studies • Project plans • Strategic plan • Performance reports • Benchmark reports
	<p style="text-align: center;">Mission, Values, Vision and Strategy</p> <ul style="list-style-type: none"> • Mission statement • Values • Vision statement • Strategic plan • Organizational histories • Consulting studies • Project plans 	

<p>Internal Process</p> <ul style="list-style-type: none"> • Operational reports • Manufacturing reports • Competitor data • Benchmark reports • Trade journals • Consulting studies • Project plans 		<p>Employee Learning and Growth</p> <ul style="list-style-type: none"> • Human resources data • Trade journals • Core values • Benchmark reports • Consulting studies
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Table 2: Background Material for Identifying KPIs
 Source: Niven P. R. 2002. *Balanced Scorecard*. p.102.

The Project Team first listed all high level KPIs currently being used by the Top Management in the ordinary running of the business. The Team then prepared a matrix-type table that showed the outputs of the first four phases all together. This document and the list of existing KPIs were used to structure two phased workshops with the top management to determine high level KPIs that best represents the measurements for the related strategies identified in the project. Each of the meetings took a day long, full of detailed and challenging discussions. As the outcome of these meetings, consensus was reached on the list of high level KPIs to be used with further information as to the owner of the KPI, measurement frequency, the level of cascading down, long-term target and budget for the KPI. The table below shows one KPI example selected from each perspective. Additionally, Appendix 2 displays a complete picture of the high level key performance indicators that are used to monitor company objectives and strategies based on four perspectives.

BSC Perspective	Measure	Measure Owner	Measurement Frequency	Compared to	Cascade down by	Target	Budget
Financial Perspective	Gross Margin	Finance Controlling	Monthly	Previous periods and budget	Company, business unit, operation / customer, new/existing business	30%	25%
Customer Perspective	Customer Satisfaction	Quality	Annual	Previous measurements and target	Customer	95	90
Internal Processes Perspective	Service Level	Operations	Monthly	Previous measurements and target	Customer / operation	90% of the calls taken answered in 20 seconds	80% of the calls taken answered in 20 seconds
Learning & Development Perspective	Employee Satisfaction	Human Resources	Bi-annual	Previous measurements and target	Department	80	75

Table 3: A KPI Example for Each Perspective

4. Concluding Remarks

Recently, Balanced Scorecard has received considerable attention due to the significance of its offered benefits. Being able to better measure the company performance enhances the awareness of drawbacks and acts as an early warning system. This case study clearly showed that BSC framework can be applied to SMEs by following the implementation methodology not much different than large corporations. Indeed, implementation in an SME has more advantages when compared with a similar implementation in a large corporation. The duration and complexity in the overall project implementation is much less since shareholders and top management are readily available, highly motivated and devoted to the project work. Decision making is easier and faster in an SME environment. Team efforts are easily coordinated and utilized in a smaller organization, thus, easier implementation can be achieved when compared to large scale organizations. Further study can be conducted to evaluate the implementation process and propose insights on dealing with change management.

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Appendix 1 Excerpt from Company Strategic Mapping Diagram

	Finance Perspective	Customer Perspective	Internal Processes Perspective	Learning & Growth Perspective
STRATEGIC INTENT	<ul style="list-style-type: none"> -High Financial Returns -Sound Financial Condition 	<ul style="list-style-type: none"> -Delighted Customers 	<ul style="list-style-type: none"> -Pioneer role in the supply of differentiated and measurable services 	<ul style="list-style-type: none"> -Outstanding Intellectual Capital -Effective Knowledge Management - Institutionalization
CRITICAL SUCCESS FACTORS	<ul style="list-style-type: none"> -Increase Profitability -Be liquid and credible at all times 	<ul style="list-style-type: none"> - Establish and sustain very good relations with customers - Deliver more than what is required - exceed expectation and value add - Be agile and flexible -Ensure full protection of Customer Data and confirm confidentiality 	<ul style="list-style-type: none"> -Establish an integrated reporting system -Improve Resource Management -Apply Total Quality Management (TQM) 	<ul style="list-style-type: none"> -Develop and retain high performing workforce -Recruit right people on time -In generation, utilization, and reservation of critical information, placing reliance more on systems and processes than people -Decisions being made by professional managers based on company policies, standards, rules and procedures, management and control systems taking place human reliance and dependence in the ordinary running of the business
COMPANY OBJECTIVES	<ul style="list-style-type: none"> -Improve EBITDA margin to 15% -Ensure cash availability with optimum cost of borrowing on a sustainable basis -Balance Sheet hedge for exchange rate risk (tackle both translation exposure and transaction exposure) 	<ul style="list-style-type: none"> -Customer Satisfaction Rating should be at least 90 -Client Loss Rate to be less than 5% (in numbers and excluding projects) -No accidents in Customer Confidentiality (know-how and sensitive information) -At least one problem solution proposal or one added value recommendation for each of our customers on a periodic basis 	<ul style="list-style-type: none"> -Improve operational efficiency through COPC -Effective and integrated reporting system -Increase productivity / employee utilization -Improve quality -Improve the readiness of support functions and operations during times of sudden growths 	<ul style="list-style-type: none"> -Increase employee satisfaction to 85 -Increase employee retention by reducing turnover -Improve Knowledge management -Improve training efficiency -Improve Institutionalization & Professionalism -Invest and train in leading-edge technologies

		-Diversify customer portfolio		
STRATEGIES	<ul style="list-style-type: none"> -Apply 6-sigma approach to identify cost saving opportunities and process engineering by utilizing cross-functional project teams -Maintain effective relations and good communication with bank / finance contacts -As the company grows, prepare finance organization for the right organizational set-up and structure, staff, work-flow, tools and systems and improve financial controlling accordingly -Change the currency of related customer and supplier contracts during their renewals to achieve exchange rate risk hedging 	<ul style="list-style-type: none"> -Recruit or internally assign and develop a Sales Team and a Key Account Management Team over time -Utilize / give emphasis to PR activities specific to the target markets rather than mass marketing and advertising -Focus on niche opportunities (preferably inbound) instead of high volume low profitability businesses where the job is doable by all others and competition is price driven 	<ul style="list-style-type: none"> -Implement COPC -Implement BSC -Implement an integrated online reporting tool that will provide data integrity and critical information for management -Invest in systems and tools to enhance data security and confidential information -Set up a functioning Operational Controlling Team who works on risk management, internal controls, auditing, integrated reporting and knowledge management 	<ul style="list-style-type: none"> -Apply basic Corporate Governance set up in the management of the Company -Conduct Gap Analysis by running a Health Checklist for organizational development and implement action plan -Implement fully functioning thorough Performance Appraisal System linked to BSC and 360' feedback and providing output to employee development & training system -Build and Implement Management Development & Succession Pan -Foster a culture of our 'Values' – management conducting periodic meetings with different levels of staff to enhance communication, training all staff on Company values -Explore and adapt use of new technologies in services offered
KEY PERFORMANCE INDICATORS	<ul style="list-style-type: none"> -EBITDA % -Gross Margin -Operating Expenses as a % of sales -Overhead per agent -Available Credit Lines -Diversity of Credit Supply -Cost of Borrowing 	<ul style="list-style-type: none"> -Customer Satisfaction Index -Customer Loyalty Index -Diversification Index (change in % of new business) 	<ul style="list-style-type: none"> -Revenue -FTE (Fix-time Equivalent), FTA (Fix-time Availability), FTS (Fix-time Seat) -Seat Utilization -Chargeability per employee (%) -Occupancy -Service Level -Bonus / Penalty 	<ul style="list-style-type: none"> -Employee turnover -Employee satisfaction index -% Training in leading edge technologies -Training efficiency Index -Recruitment success (% of new recruits who left the Company within 6 months)

	-Free Cash Flow		-Average Speed of Answer (ASA)	
	-Capital Expenditures		-System Up-time	
	-Average Collection Days			
	-Average Payment Days			
	-Liquidity Ratio			
	-Leverage Ratio			

Appendix 2 AS-IS Document ation	Description	Compared to	Cascade down by	Reporting Body	Reported to	Reporting Frequency
(I) FINANCIAL PERSPECTIVE						
Turnover	Sales	Previous periods, budget	Company, business unit, operation/customer, new/existing business	Finance Controlling	Top Management	Monthly
Gross Profit	Sales-COGS	Previous periods, budget	Company, business unit, operation/customer, new/existing business	Finance Controlling	Top Management	Monthly
Gross Margin	(Sales-COGS) / Sales	Previous periods	Company, business unit, operation/customer, new/existing business	Finance Controlling	Top Management	Monthly
EBITDA	Earnings before interest, tax, depreciation/amortization	Previous periods, budget	Company	Finance Controlling	Top Management	Monthly
EBITDA %	EBITDA / Sales	Previous periods, budget	Company	Finance Controlling	Top Management	Monthly
EBIT	Earnings before interest and tax	Previous periods, budget	Company, new/existing business	Finance Controlling	Top Management	Monthly
EBIT %	EBIT / Sales	Previous periods, budget	Company, new/existing business	Finance Controlling	Top Management	Monthly
EBT	Earnings before tax	Previous periods, budget	Company	Finance Controlling	Top Management	Monthly
EAT	Earnings after tax	Previous periods, budget	Company	Finance Controlling	Top Management	Monthly

Operating expenses	R&D (MIS), Sales & marketing expense, general & administration expense	Previous periods, budget	Company, expense type	Finance Controlling	Top Management	Monthly
Cost per agent	Costs / number of agents	Previous periods	direct cost, indirect cost, support functions	Finance Controlling	Top Management	Monthly
Liquidity ratio	Current Assets / Current Liabilities	Previous periods	Company	Finance Controlling	Top Management	Monthly
Avg. Supplier Payment Days	Avg. Payables / Daily expenses	Previous periods	Company	Finance Controlling	Top Management	Monthly
Avg. Collection Days	Avg. Receivables / Daily Sales	Previous periods	Company	Finance Controlling	Top Management	Monthly
Leverage Ratio	Debt / Equity	Previous periods	Company	Finance Controlling	Top Management	Monthly
Capital expenditure	Investment related expenditure that are capitalized	Previous periods, budget	fixed assets, repair & furnishment, IT assets	Finance Controlling	Top Management	Monthly
Total Assets	Total assets in balance sheet	Previous periods	Company	Finance Controlling	Top Management	Monthly
Free Cash Flow	Amount of cash that is left over after paying all of expenses and investments.	Previous periods, budget	Company	Finance Controlling	Top Management	Monthly
Dividends	Payments to shareholders as part of profit distribution	Previous periods, budget	Company	Finance Controlling	Top Management	Monthly
Working capital	Current assets - Current liabilities	Previous periods, budget	Company	Finance Controlling	Top Management	Monthly
Overdue receivables	Receivables which are not collected in due dates	Previous periods	Company	Finance Controlling	Top Management	Weekly
Cost of borrowing	Cost of bank credits taken	Previous periods	Company	Finance Controlling	Top Management	Weekly
Available credit lines	Borrowing limits of the banks assigned to The Company	Previous periods	Company	Finance Controlling	Top Management	Daily

Diversity of bank credit supply	Number of banks credits utilized from	Previous periods	Company	Finance Controlling	Top Management	Weekly
(II-a) EXECUTIVE OPERATIONAL PERSPECTIVE						
Bonus & Penalty (Quality KPI's)	Monthly achieved scores on pre-determined KPI's - Sales & Service	Previous periods	Operation specific	Operations	Top Management	Monthly
Actualized FTE (fix time equivalent), FTA (fix time availability), FTS (fix time seat)	Compared data on allowed number of staff and actualized - Sales & Service	Month to date	Operational specific	Operations	Top Management	Weekly & monthly

Utilization	Utilization percentage of the team according to COPC standards. Sales & Service	Pre-set target	Operational specific	Operations	Top Management	Monthly
Occupancy	Occupancy percentage of the team according to COPC standards - Sales & Service	Pre-set target	Operational specific	Operations	Top Management	Monthly
Service Level	Percentage of transactions that are responded in a specific time frame (customer/end user centric)- Service Ops	Pre-set target	Operational specific	Operations	Top Management	Daily/monthly
Target vs. Actual Revenue	Revenue achieved vs target quota	Quarterly	Sales Operations	Sales Ops	Top Management	Weekly & monthly
ASA (average speed of answer)	average of transactions that are responded in specific time frame - Service Ops	Pre-set target	Operational specific	Operations	Top Management	Daily / monthly
Attrition		Year to date	Company & Ops specific	Human Resources	Top Management	Monthly
Turnover		Year to date	Company & Ops specific	Human Resources	Top Management	Monthly
Seat Utilization	Utilization of the seats in use by the same or various other operations	Year to date	Company	Operations	Top Management	Monthly
System up-time SL	Measuring connection down-time of the company	Pre-set target	Company	Operations	Top Management	Monthly
(II-b) OPERATIONAL PERSPECTIVE						
Service Level	Percentage of transactions that are responded in a specific time frame	Pre-set target	Operational specific	Operations	Mid Management	Daily / monthly
ASA	Average of transactions that are responded in specific time frame.	Pre-set target	Operational specific	Operations	Mid Management	Daily / monthly
Attrition			Operational specific	Human Resources	Mid Management	Monthly
Turnover			Operational specific	Human Resources	Mid Management	Monthly
Shift & Scheduling adherence	Controlling the parameters effecting shifting and scheduling adherence.	Previous months	Operational specific	Operations	Mid Management	Daily
Offered calls	Increase or decrease in number of offered calls	Previous months	Operational specific	Operations	Mid Management	Monthly
System up-time SL	Measuring connection down-time of the	Previous months	Operational specific	Operations	Mid Management	Monthly

	company					
Overall Answer rate	Percentage of calls answered in overall	Previous months	Operational specific	Operations	Mid Management	Daily / monthly
First call resolution %	Percentage of calls resolved in the first call made.	Yearly or Quarterly Pre-set target	Operational specific	Operations	Mid Management	Weekly / monthly
Case Creation	Number of case created in the system vs. number of calls received.	Previous months	Operational specific	Operations	Mid Management	Weekly / monthly
Diagnosis Efficiency	How efficient is the team on diagnosing problem	Previous months	Operational specific	Operations	Mid Management	Weekly / monthly
Diagnosis Accuracy	How accurate is the team on diagnosing problem	Previous months	Operational specific	Operations	Mid Management	Weekly / monthly
Absenteeism	work force loss caused by absenteeism	Previous months	Operational specific	Operations	Mid Management	Weekly / monthly
Data Accuracy	measuring & controlling the accuracy of the entered data by CSR	Previous months	Operational specific	Sales and Service Ops	Mid Management	Weekly / monthly
Penalty / bonus	Reimbursements made or bonus gained	Previous months	Operational specific	Sales and Service Ops	Mid Management	Weekly / monthly
Revenue in pipeline	The amount waiting in the pipeline	Previous months	Operational specific	Sales and Service Ops	Mid Management	Weekly / monthly
Forecast accuracy	Measuring the accuracy of the forecasted sales figures	Previous months	Operational specific	Sales and Service Ops	Mid Management	Weekly / monthly
% Revenue over forecast	Actualized revenue vs. forecasted revenue	Previous months	Operational specific	Sales and Service Ops	Mid Management	Weekly / monthly
(III) LEARNING / PEOPLE PERSPECTIVE						
Employee Satisfaction	Survey Results	Previous results and target	Departmental specific	Human Resources	Top Management	Bi-annual
Employee Turnover - voluntary	Voluntary leavers as a % of total employee	Previous results and target	Operational specific	Human Resources	Top Management	Monthly
Employee Turnover - involuntary	Involuntary leavers as a % of total employee	Previous results and target	Operational specific	Human Resources	Top Management	Monthly
HR Department Labor per Employment			Company	Human Resources	Top Management	Monthly
Job Posting Cost	Cost of job advertisements	Pre-set target	Company	Human Resources	Top Management	Monthly

Recruitment Agency Cost	Cost of recruitment agency	Pre-set target	Company	Human Resources	Top Management	Monthly
Initial Training & Induction Cost	Cost of initial training and induction cost	Pre-set target	Company	Human Resources	Top Management	Monthly
Revenue loss due to delayed recruitment				Human Resources	Top Management	Monthly
(IV) CUSTOMER PERSPECTIVE						
Prospects	Pipeline revenue	Previous periods, budget	Company, prospect	Business Development	Top Management	Monthly
New Business Penetration	New Business revenue	Previous periods, budget	Company, new business	Business Development	Top Management	Monthly
Customer Satisfaction	Survey Results	Previous results and target	Company, customer	Quality	Management	Annually