

Third Generation Balanced Scorecards for Libraries

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Northumbria 8 Conference, 20 August 2009, Firenze

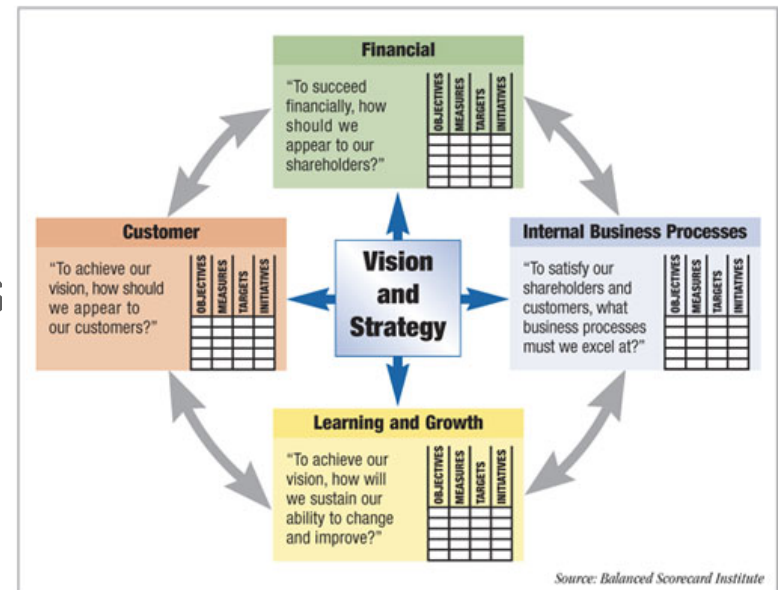


Outline

- Historical overview
- Libraries and the Balanced Scorecard
- Case study: University of Pretoria Open Scholarship Programme
- Conclusion

Balanced Scorecard Basics 1992-

- 4 Perspectives:
 - financial
 - customers
 - internal business processes
 - learning and growth
- 5-6 good measures for each
- Most important perspective at 12h00
- Goal: balance and future readiness
- Compatible with the needs of non-profit organizations but they should also pay more attention to financial measures



1st Generation Shortcomings

- Vagueness
- Lack of direction with regard to measure selection (from a vast range of possibilities) and measure clustering
- Confidence and resulting buy-in was low
- Disappointing results

New Insights → 2nd Generation

Successful implementation was reported whenever the BSC supported major strategic initiatives →



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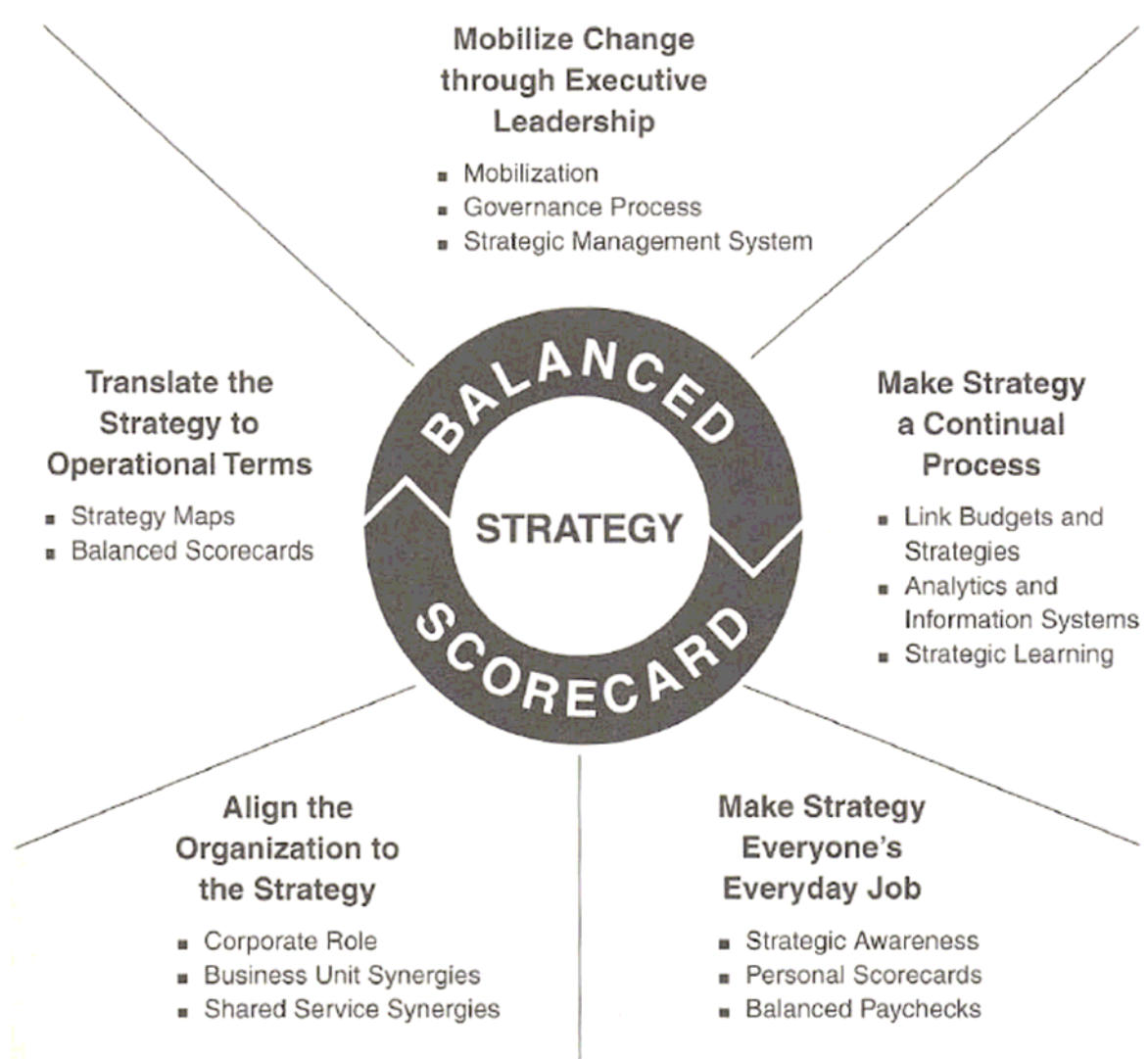
Additional perspectives will not necessarily guide the organisation towards doing and measuring the right things

The **right things** are already included in the strategic plan →

MEASURE STRATEGY IMPLEMENTATION AND EXECUTION!

2nd Generation: BSC's strategic niche

- Clarifying and translating **strategy**
- Making **strategy** operational
- Driving **strategy** execution
- Identifying and aligning **strategic** initiatives
- Linking resources with **strategy**
- Aligning the organization with **strategy**



Kaplan, R. S. and Norton, D. P. (2000) *The strategy-focused organization: how balanced scorecard companies thrive in the new business environment*. Harvard Business School Press, Boston, Mass.

2nd Generation: The Strategy Map

- Framework for describing and visualizing strategy
- Outcomes and the strategic objectives to fulfill them
- Grouped according to the BSC perspectives
- Cause and effect relationships between objectives describe the logic of the strategy and prevent non-related objectives from creeping into the model



Unpacking and translating strategy to make it

MEANINGFUL, ACTIONABLE, MEASURABLE

3rd Generation BSC Developments

- Multiple scorecards for complex organizations
- **Destination statement**: what will the organization look like when success has been achieved?
- Active involvement of management needed to write the destination statement → commitment
- Simplified linkage model: Outcome & Activity

Libraries and the BSC

- Enthusiasm, experimentation, survivors
- Few signs of 2nd and 3rd generation implementations
- Few strategy maps
- Two well-established examples
 - 1) German BIX project
 - 2) Measuring quality: Performance Measurement in Libraries

UP Open Scholarship Programme

To change scholarship practice at the University of Pretoria towards becoming an Open Scholarship institution with the following characteristics

1. Theses and dissertations are available online with open access based on a policy of mandatory submission
2. Research and conference papers are available online with open access and researchers actively contribute based on a policy of mandatory submission
3. Researchers and students actively use open access material
4. Researchers publish in available open access journals and the institution has policy and financial support in place for that

UP Open Scholarship Programme (2)

5. Researchers actively manage the copyright of their publications, inter alia with addenda to their contracts or using Creative Commons contracts, and the necessary policy exists
6. Publications from the institution's press/publishing house are available in open access based on policy
7. The institution publishes its own online open access journals OR provides infrastructure and support for members of its community who are involved with society publishing
8. Dissemination forms part of the University's publication strategies

www.ais.up.ac.za/openup/

The following slide provides context for the programme: it forms part of the **Library Strategic Areas**

- **Enabling research**: impact positively on research, and
- **E-Strategy**: developing, implementing and integrating e-services to enhance UP research, learning, teaching, and Library products

We strive to be a world-class 21st century academic research library enabling the University of Pretoria to be an internationally recognized research university

LIBRARY STRATEGIC AREAS

Information Collection

Information Literacy

Enable research

Learning & teaching excellence

E-Strategy

Community development

HR

Sustainability

LIBRARY STRATEGIES

2009 2010

Redefine the information collection to meet the challenges of the new information environment

Enhance information literacy for academic success and lifelong learning by using an integrated approach

Impact positively on research and e-research

Strengthen the role of the Library in the facilitation of learning and teaching

Develop, implement and integrate e-services to enhance UP research, learning, teaching & Library services

Contribute to community development

Obtain, retain and train staff with relevant competencies and attitude

Ensure the sustainability of the library: Financial health, Quality assurance, Physical facilities, Marketing, Fundraising, Risk management



UP STRATEGIC THRUSTS

Academic excellence

People centered institution

Excellence in core functions

Excellence in support functions

Local impact

Transformation

Interfaces

Sustainability

Performance measurement needed

- **New(ish) initiative straddling two important strategic areas**
- **New manager with limited experience**
- **How good is open access actually?**
- **Return on investment needs financial indicators**
- **Managing a “virtual” team and many role players need clear strategy communication**
- **Existing measures and quality assurance activities do not provide adequate indicators to assess performance**

**If you are not
keeping score,
you are
just practicing**

Balanced Scorecard for Dummies

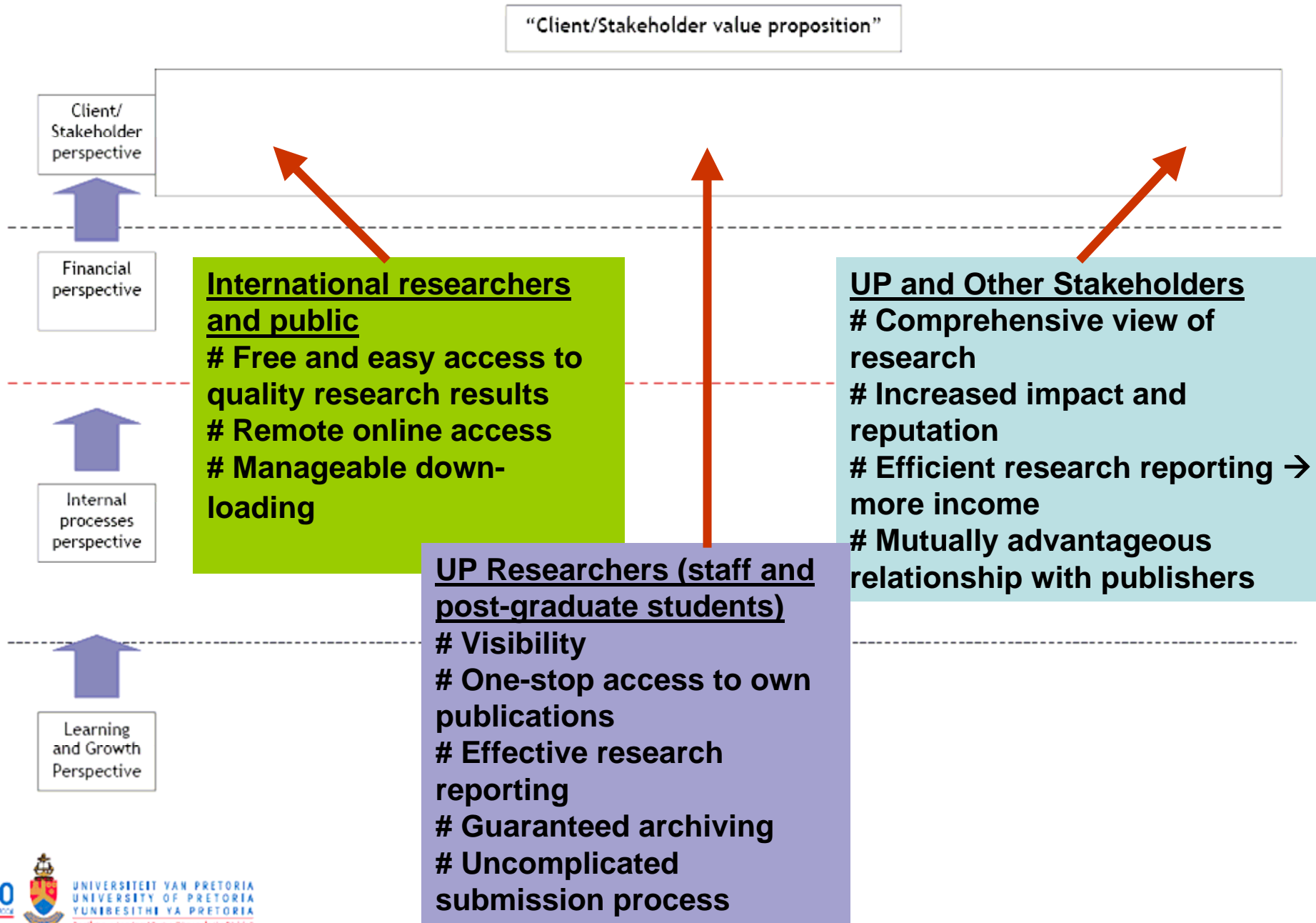
Developing the strategy map

1. Outline the value creation context
2. Identify clients and stakeholders, develop client/stakeholder value proposition
3. Identify financial goals
4. Describe internal processes necessary to fulfill financial goals and client/stakeholder value proposition in terms of Operations Management, Customer Management and Innovation
5. Identify and describe the Human Capital, Information Capital and Organizational Capital that will provide capacity to drive the other three perspectives
6. Indicate logical linkage
7. Identify and describe appropriate measures

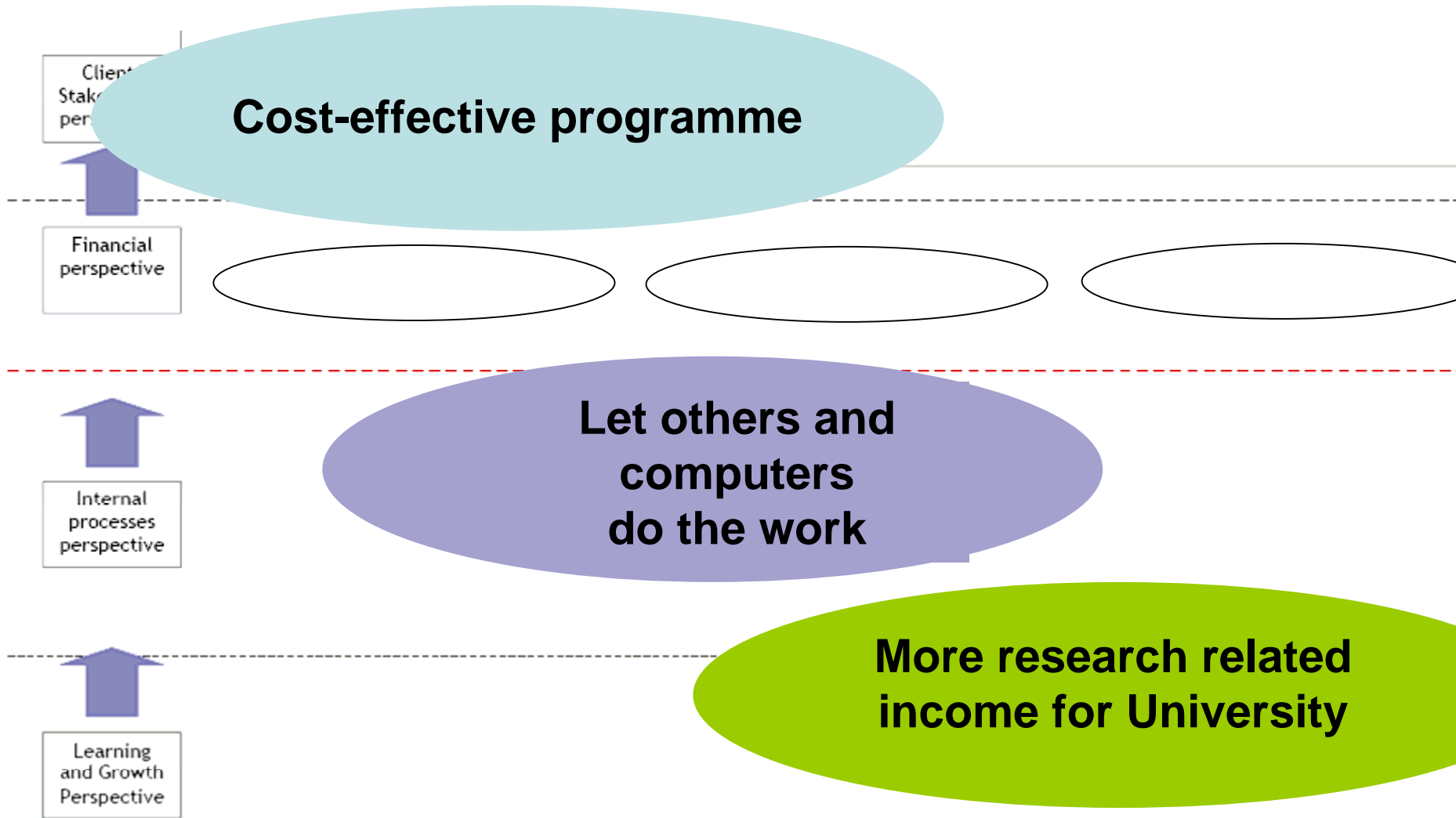
1: Outline the value creation context

Mission	<i>Why we exist</i>	UP: ... promotion of scholarship
Values	<i>What's important for us</i>	UP:... share information and knowledge
Vision	<i>What we want to be</i>	World class modern university that contributes to international knowledge
Strategy	<i>Our game plan</i>	Establish effective and sustainable open scholarship programme
Strategy map	<i>Strategy translated</i>	
Balanced Scorecard	<i>Measure and focus</i>	
Targets and initiatives	<i>What we need to do</i>	
Personal objectives	<i>What I need to do</i>	

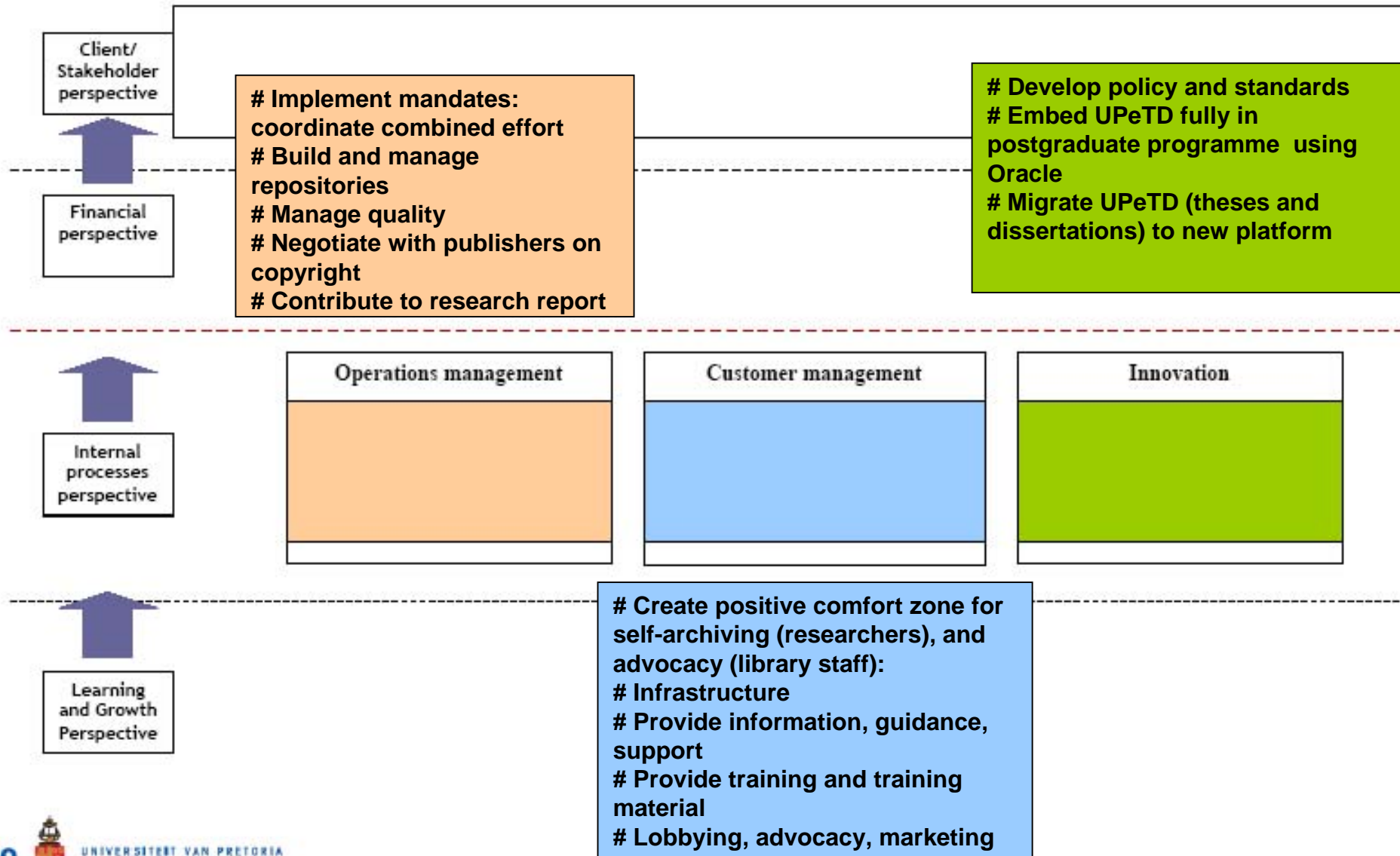
2: Develop client/stakeholder value proposition



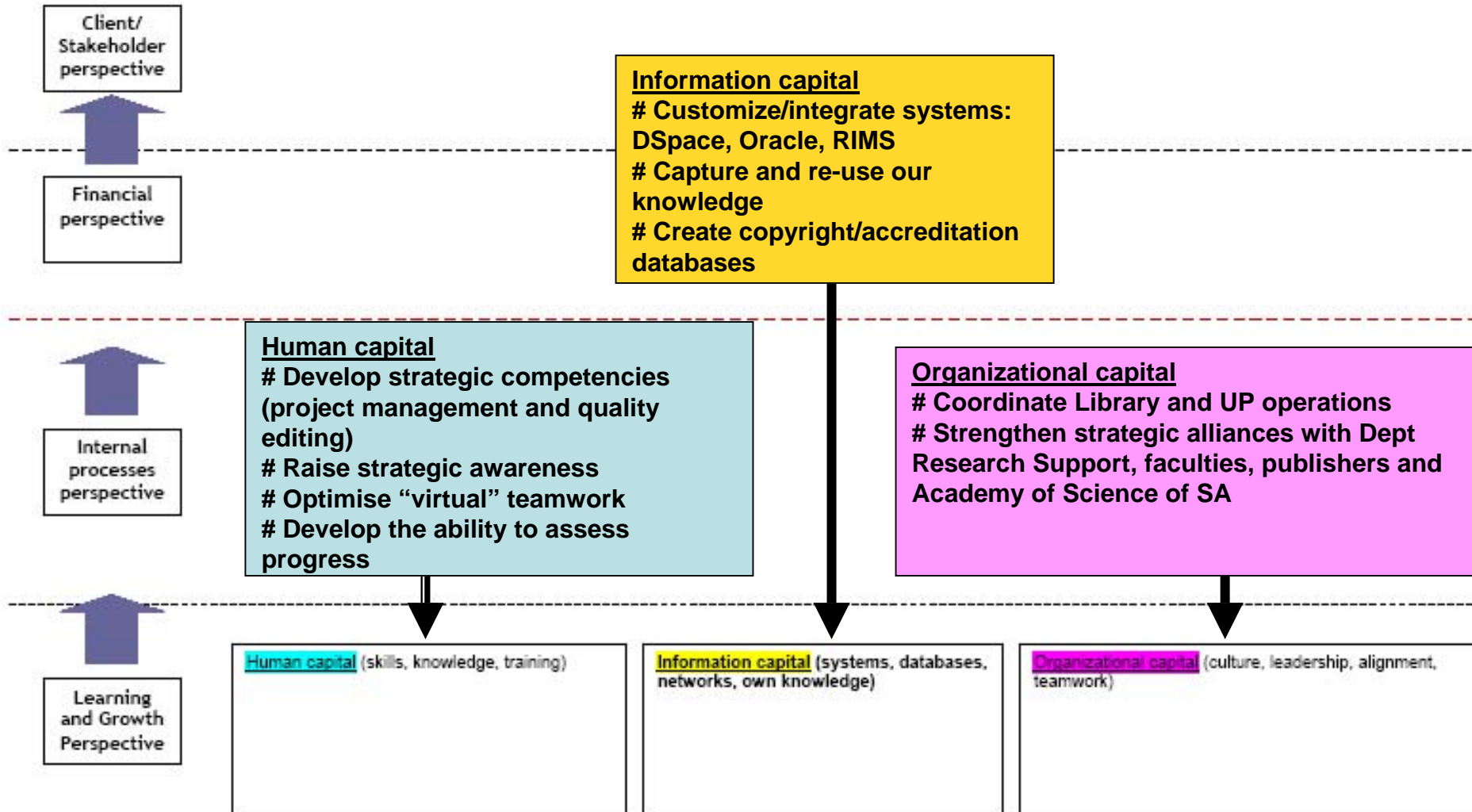
3: Identify financial goals



4: Describe internal processes

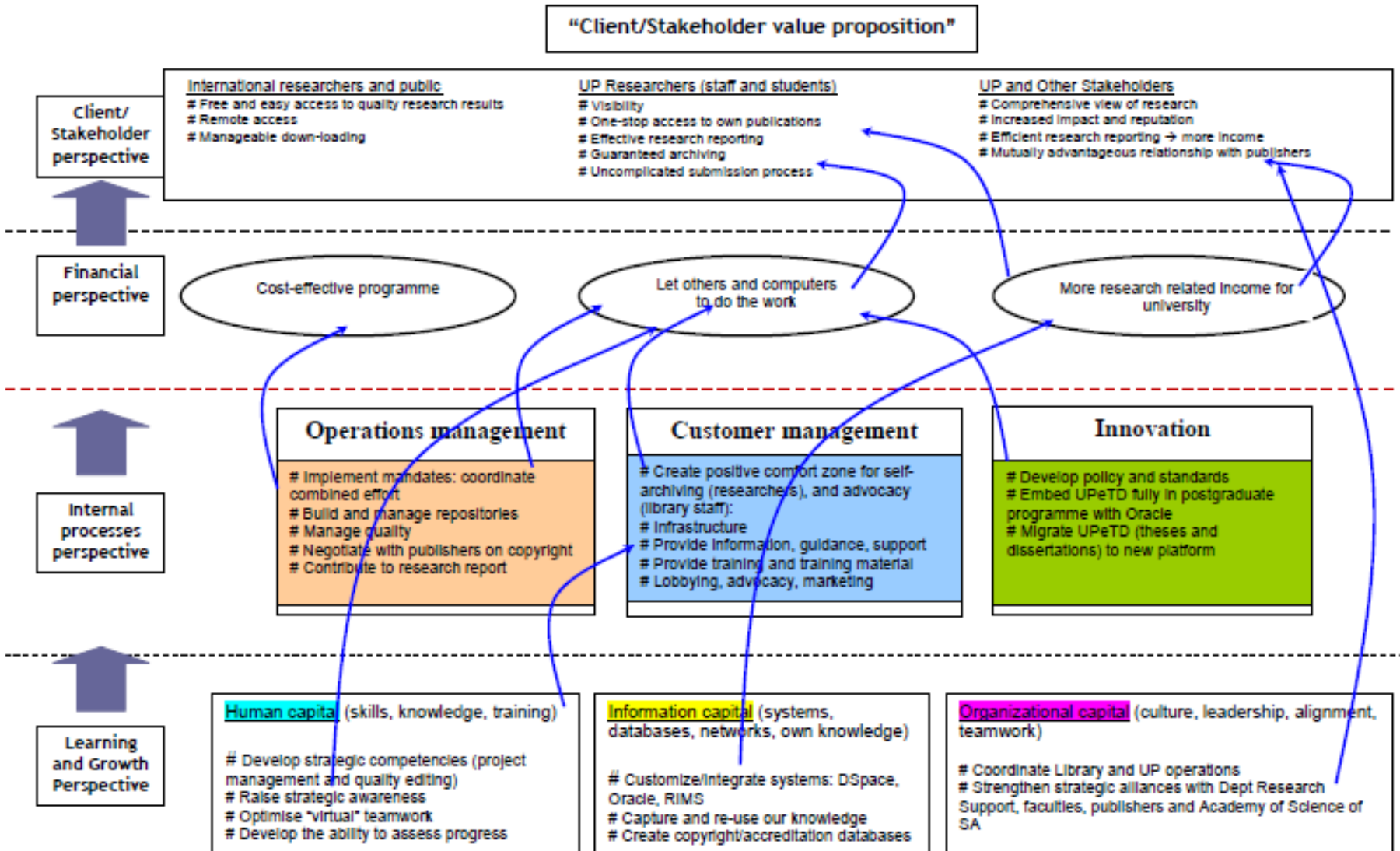


5: Identify and describe capacity needs



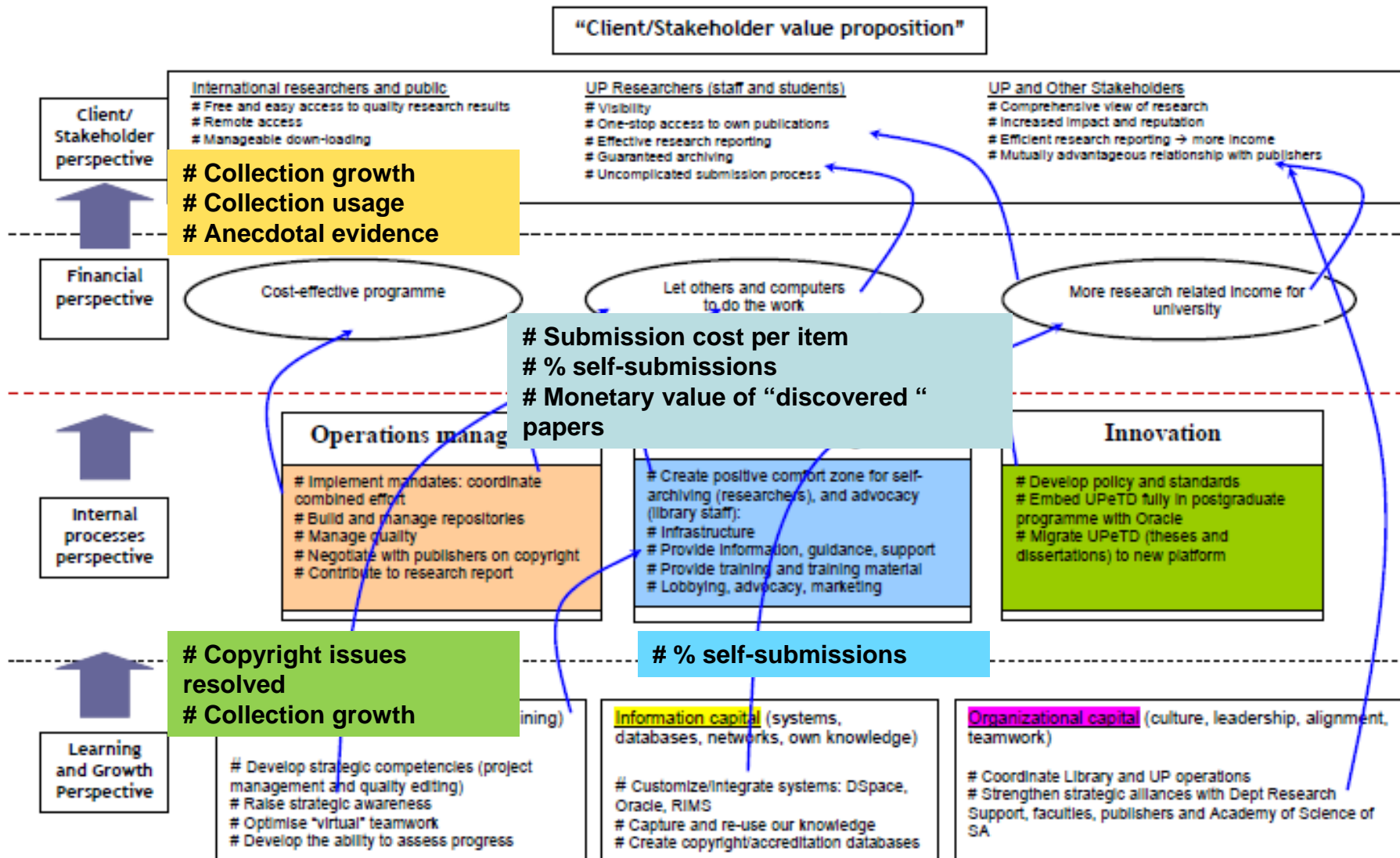
6: Add logical linkage

STRATEGY MAP FOR THE UNIVERSITY OF PRETORIA'S OPEN SCHOLARSHIP PROGRAMME



7: Identify and describe measures

STRATEGY MAP FOR THE UNIVERSITY OF PRETORIA'S OPEN SCHOLARSHIP PROGRAMME



Conclusion

- **Effective tool for clarifying, translating and communicating strategy**
- **Simplifies implementation and monitoring of progress**
- **Holistic view of strategy and progress**
- **Very effective for developing measures for new initiatives**
- **Limited to one programme it is manageable, sustainable and transferable**

Thank you!

Questions and comments

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