

CUSTOMER CASE:



TRE-FOR's overall vision is to become Denmark's leading multi-energy and utility company by 2009.

QPR ScoreCard and QPR ProcessGuide are the tools chosen to assist in achieving it.

TRE-FOR is an important energy and utility company in Denmark, that provides more than 130,000 customers with electricity, water, district heating, and cable-services (Internet, TV and phone). TRE-FOR delivers its services in the Vejle, Kolding, and Fredericia area and it has more than 400 employees.

TRE-FOR Gets LEANer Using QPR ScoreCard and QPR ProcessGuide



"Since we were already using QPR ScoreCard for both top management's overview on the whole company as well as a Performance Management tool for all 5 business units - to our satisfaction - it was obvious to have QPR ProcessGuide as a basis for our LEAN project and measure results of the LEAN tracks we were following."
Pia Conradsen, Lean Manager

Utilizing QPR ScoreCard for Performance Management (BSC), TRE-FOR decided to use QPR ProcessGuide for value stream mapping. Now TRE-FOR's LEAN project is very successful due to the combined use of the modules.

- Tool for company-wide communication

QPR ScoreCard was chosen because it was easy to work with. Scorecards are modeled fast and the user interface is intuitive and flexible. The presentation in the QPR Portal was visually engaging and made it easy for the users to find and understand the information presented.

Step 1: Performance Management through a balanced scorecard

The original objectives for having a system supporting a balanced scorecard at TRE-FOR were:

- Actively working with the strategies
- One tool for coordination of and follow up on the fulfillment of strategic action plans
- Gathering and visualizing critical information / Key Performance Indicators
- Fast and flexible management information

Focus driven implementation

From the start implementing QPR has had great attention from the top management and Lean Manager Pia Conradsen has been in charge as project leader and key person. This attention made it clear that TRE-FOR really wanted these projects to be successful and to have a huge impact in the rest of the organization.

QPR ScoreCard was implemented on top of TRE-FOR's data warehouse. This

approach was chosen by TRE-FOR due to the parallel merger of former separate business units which had very different data definitions.

The QPR integration to the data warehouse was straight forward since all information was now structured neatly and that enabled a quick implementation and several quick wins.



QPR ScoreCard benefits

Both top and middle management in the business units found a new way of staying informed on the defined business success criteria.

Implementing QPR ScoreCard has given TRE-FOR a new possibility to have 'early warnings' in their management system. Furthermore people have a clear understanding of what their contribution to the total company performance is.

"Technique" was added as a fifth element to the classic four perspectives of the balanced scorecard at TRE-FOR in order to make it easy to find the critical numbers showing the actual grid performance for the business units.

Step 2: LEAN on the agenda

2006 TRE-FOR was about to initiate a LEAN project with the following "tracks":

- Continuous improvements
- Performance measuring
- Resource-, task- and capacity-control
- Customer oriented and sales promoting activities

Resource planning and creating transparency of the use of time

throughout the organization was expected to be the key to achieving more – without working more.

Since management had had a good experience with QPR ScoreCard, it was decided that QPR ProcessGuide should be the framework for the LEAN project – and all of the management information would fit into the same portal.

"QPR is very easy to work with. Drawing the processes in QPR ProcessGuide is extremely fast and the time consuming part of the LEAN project is definitely the workshops, which are necessary in order to create the motivation and commitment in the organization."

Appreciative Inquiry

Who knows the processes best? The employees carrying them out of course. Therefore, a long series of workshops, where groups of employees contributed to describe processes, became the baseline for all LEAN tracks.

This very much appreciative approach to the work of technicians and Pia Conradsen's respectful way of letting the best informed people describe the "as is" workflow lead to hundreds of suggestions for business process improvement from the organization - unforced.

Step 3: Linking QPR ScoreCard and QPR ProcessGuide

Understanding the flexibility of QPR ScoreCard, it was chosen to set up a scorecard for the LEAN tracks in QPR ScoreCard.

This feature was not originally part of the decision towards QPR at TRE-FOR, but came as a benefit due to the functionality of QPR: Any kind of measure hierarchy can be set up and

made available for individual users in the portal.

Now it is possible to measure not only the company's performance in the balanced scorecard but also the progress in solved problems, decreasing process time and suddenly free resources. It is a company secret how much improvement the LEAN projects have brought so far to corporate results, but the CEO Knud Steen Larsen and Pia Conradsen are very happy with the results.



It seems that the organization will keep learning and improving on the use of resources, while keeping the employees highly committed to the continuously optimized way of working. Smarter – not harder.