# 12.4 Implementation and organisation

Name: _____ Class: _____ Date: _____ **Total: 14 marks**

**KEY WORDS** balanced scorecard • execution gap

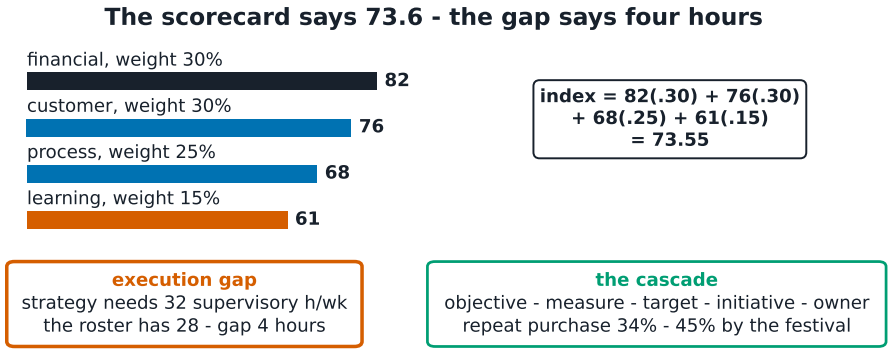
## Objective

Compute a weighted scorecard, find the execution gap, and cascade an objective to an owner.

## 1 Key knowledge and worked examples

### ■ Index, gap, cascade

Scorecard perspectives weighted to sum to one; the index is the weighted average. The gap = resources needed minus resources held. Cascade: objective - measure - target - initiative - owner.




*The index is the average - the gap is the diagnosis*

### ■ Worked example. The bakery

$82(.30) + 76(.30) + 68(.25) + 61(.15) = 73.55$ ✓; gap 32 - 28 = 4 hours ✓; cascade to repeat purchase 34% - 45% ✓.

## 2 Practice

A software firm's scorecard: financial 88, customer 74, process 66, learning 58, weighted 25/30/25/20. The strategy needs 41 engineering supervision hours a week; the team has 35.

**2.1** The index (one decimal). [3]

**2.2** The execution gap in hours, and two ways to close it with numbers. [4]

**2.3** Cascade: objective "the most trusted onboarding", measure "14-day activation (now 31%)", target, initiative, owner. [4]

**2.4** Which perspective is the leading indicator, and what follows it? [3]

## Solutions

**2.1**

- $88(.25) + 74(.30) + 66(.25) + 58(.20) = 22 + 22.2 + 16.5 + 11.6 = 72.3$.

**2.2**

- Gap $41 - 35 = 6$ hours.
- Any two with arithmetic: promote a senior engineer (+4h), cut one low-value ceremony (-2h), and measure the rest.

**2.3**

- Objective given; measure 14-day activation 31%; target e.g. 45% by Q3.
- Initiative: the onboarding checklist rebuild; owner: the product lead - someone who can move 31% this quarter.

**2.4**

- Learning 58 is the leading indicator.
- Process improves a quarter later, customer the quarter after - fund learning first.