12.4 Implementation and organisation

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

KEY WORDS balanced scorecard • execution gap

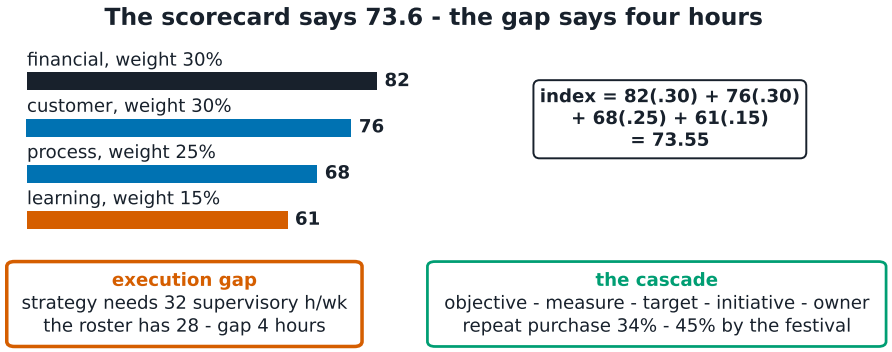
Objective

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]