

ASVZ GROUP



“SCORECARDING ENABLES MANAGEMENT TO OPERATE IN AN ENTIRELY PROCESS-ORIENTED AND RESULTS-DRIVEN WAY AS WE TAKE THE NEXT STEP TOWARDS CORPORATE PERFORMANCE MANAGEMENT.”

— CEES VAN DER LINDE, ASVZ GROUP

The ASVZ Group is a cooperative association of independent care-providing units that operate regionally and employ a total staff of approximately 12,500. These organisations provide care on a daily basis to people with learning difficulties, as well as to elderly and psychiatric patients. The ASVZ Group supports its affiliates with a range of facilities services, including IT. The Group handles management for all of the IT systems in areas such as human resources, finance and customer relations, and is also responsible for the various processes used.

THE CHALLENGE

- To anticipate the level of demand for care
- To be accountable for performance
- To guide development towards more results-driven services
- To meet the growing need for concise, to-the-point information

A current development in the care sector is that it is operating increasingly on a demand-driven basis. These days, organisations are no longer simply given a budget by government to spend as they see fit. Instead, they are approached directly by care-providing units or by customers with a requirement for a particular type of care. “Quality in the service we provide is more important than ever,” says Cees van der Linde, who is the ASVZ Group’s Controller of Business Intelligence for Finance and IT. “We also have to show social

responsibility for our performance, and from 2007 onwards, it is likely to become a statutory requirement for us to do so annually. So we simply have to report on our results.”

Operating ahead of its time, the ASVZ Group first set up a special department for Business Intelligence in 2001. With the help of Cognos software, this department has since been providing essential information on financial HR and production performance to the management of the Group’s affiliated organisations, totaling some 450 people.

“In recent years, however, the number of reports has risen enormously,” continues Mr Van der Linde. “This has generated a need for consolidated management information in executive summary format, in other words a single sheet of A4 containing all of the important data for running our organisation.”

THE APPROACH

- The introduction of scorecards
- Consistent performance indicators
- Customised organisation of the care sector
- General scorecards and scorecards per institution

To obtain more succinct and effective information for running the organisation, the ASVZ Group recently introduced scorecarding. “In line with Corporate Performance Management thinking, we provide our institutions with the opportunity of measuring their



THE NEXT LEVEL OF PERFORMANCE™

performance in relation to pre-defined objectives,” says Mr Van der Linde. “With scorecards, you can bundle information and then reproduce the performance concisely in the form of indicators. Not just financial data, but also information about the satisfaction of customers and staff, as well as management style. With 15 to 20 indicators that generate an interconnected whole, scorecarding reflects a complete process and hence enables management to view and direct business in a process-oriented manner.”

Using a benchmark on scorecarding in the care sector the ASVZ Group has developed general scorecards for production, customers, organisation, finance and care-providing branches. These scorecards are currently being introduced to senior management within the organisations, or approximately 150 people. The middle and lower management levels will follow later. The group is also involved in creating scorecards that are customized for each affiliated care institution. Cognos scorecarding software is being used in conjunction with Leo Kerklaan’s ‘Organisation Cockpit’ model.

“This gives us a great deal of flexibility in selecting the areas on which we want to focus,” says Mr Van der Linde. “We can gear our choice to the needs of our sector and the various organisations in it. It is also possible to adjust the scorecards later if it becomes necessary from a strategic point of view.”

THE BENEFITS

- Running the organisation in a results-oriented manner
- Greater insight into fundamental factors
- Access to current information from a variety of sources
- Analysis of the information by the organisation

The ASVZ Group expects the scorecards to make it possible to improve the provision of information to the affiliated organisations whilst making it easier to run them in a results-driven way.

“Now the important thing is to get users to learn to work with the scorecards,” explains Mr Van der Linde. “For example, when the level of sick leave rises, it does not mean that you will not achieve your budget and that everything has to grind to a halt. It is merely a signal that something is missing in the process and that you may have to take corrective action.”

To find out what is going wrong, you can drill down to information in the underlying cubes in the Business Intelligence software. In the future, the aim is to enable scorecard users to analyse the information themselves.

“We have also been using the latest Cognos reporting and analysis software for our financial management information since the beginning of the year,” concludes Mr Van der Linde. “After that, we want to use the solution to make it possible to gain direct access to current information from the various source systems and use it for further analysis. Our aim is to make it possible with a minimum number of mouse-clicks to find out why a particular indicator is in the red. There is no doubt that in conjunction with the latest generation of Cognos Business Intelligence, just about anything is possible.”

ABOUT COGNOS

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