

“Our scorecarding system frees up management to focus on process and results. We consider this to be the first step towards corporate performance management.”

Cees Van Der Linde, Carante Group



The Carante Group is a cooperative venture of independent, regionally-active care organizations in the Netherlands that together employ about 12,500 people. These organizations provide daily care to people with a mental disability, elderly people, and psychiatric patients. The Carante Group supports the affiliated organizations with various general and technical services such as information and communications technology. The group also manages all systems, such as HR, finance, and client systems, and is responsible for processes.

Challenges faced

Over the last few years, the care sector has become increasingly demand driven. Organizations no longer receive a budget from the government that they may allocate as they see fit. Instead, care administration offices or customers in need of a certain type of care approach them directly.

“The quality of the service is more important than ever,” says Cees van der Linde, who is in charge of business intelligence for finance and IT at Carante Group. “What’s more, you must be able to justify your performance to the public. Starting in 2007, we will probably even be legally required to do this every year. So the results count.”

Anticipating these developments, in 2001 the Carante Group created a special department for business intelligence. The group chose Cognos scorecarding software, together with the ‘Organizational Cockpit’ model of Leo Kerklan, to provide essential information about financial, personnel, and production performance to the management of their affiliated organizations, about 450 people.

“The number of reports has increased enormously in recent years, and with this the need for consolidated management information: a single, easy-to-read page containing all the important management data,” says Van der Linde.

Industry

- Healthcare

Geography

- The Netherlands

Information Needs

- A more results-oriented approach to management
- Concise information to address the needs of care sector
- Clear performance indicators for the affiliated organizations
- Financial, personnel, and production scorecards to justify performance
- General scorecards and scorecards per institution

Platforms

- Windows, SQL Server, Oracle

Users

- 450 users

Solution

- Cognos Business Intelligence

Benefits

- Results-oriented management
- Insight into underlying factors
- Making existing information from various sources available
- Analysis of information by the users themselves

Strategy followed

To provide more concise and effective management information, the Carante Group introduced scorecarding. “As a part of performance management, we offer our organizations the ability to measure their performance against predefined objectives,” says Van der Linde. “Scorecards let you bundle information and concisely report on performance in the form of indicators: not only financial data, but also information on customer and employee satisfaction or on management style.

With 15 to 20 indicators that together form a big picture, management can view and manage in a very process-oriented way.”

On the basis of benchmarks in the care sector, the Carante Group developed general scorecards on production, customers, the organization, finances, and administrative offices. About 150 people in the organizations’ upper management are currently using the scorecards. The lower management layer will follow later. The group is also developing custom scorecards for the affiliated care institutions.

“The scorecards give us the flexibility to focus on the areas currently requiring attention in our sector and organizations, and then change the scorecards later if required,” says Van der Linde.

Benefits realized

Through the scorecards, the Carante Group expects to improve the flow of information at the affiliated organizations and make it easier to manage in a results-oriented way. “Right now it’s important that the users learn to work properly with the scorecards. If, for example, work-related absenteeism increases, it doesn’t mean that you will fail to stay within your budget and must stop or change everything. It is a signal that something is going wrong in the process that might require intervention,” says Van der Linde. To find out what is going on, users can simply click through to information contained in the underlying cubes.

In the future, scorecard users will be able to further analyze the information themselves in a simple way.

“We have recently been using the latest Cognos reporting and analysis software for our financial management information,” says Van der Linde. “Soon users will be able to access current information from various source systems directly from the scorecards. The challenge is to find out, with a minimum number of clicks, exactly why an indicator is red. Much more is now possible, especially in combination with the latest generation of Cognos business intelligence.”

About Cognos

Cognos, the world leader in business intelligence and performance management solutions, provides world-class enterprise planning and BI software and services to help companies plan, understand and manage financial and operational performance.

Cognos brings together technology, analytical applications, best practices, and a broad network of partners to give customers a complete performance system. The Cognos performance system is an open and adaptive solution that leverages an organization’s ERP, packaged applications, and database investments. It gives customers the ability to answer the questions — How are we doing? Why are we on or off track? What should we do about it? — and enables them to understand and monitor current performance while planning future business strategies.

Cognos serves more than 23,000 customers in more than 135 countries, and its top 100 enterprise customers consistently outperform market indexes. Cognos performance management solutions and services are also available from more than 3,000 worldwide partners and resellers. For more information, visit the Cognos Web site at <http://www.cognos.com>.

