



Company: ICS Computing

Sector: I.T. Software and Services

Project: Balanced Scorecard

Productivity Improvement

Learn how to maximise output
from your assets

ICS COMPUTE SIGNIFICANT RESULTS WITH THE BALANCED SCORECARD

This case study outlines the benefits ICS have realised since implementing a Balanced Scorecard in association with the Centre for Competitiveness.

The objective of the project was to implement a Balanced Scorecard that would improve overall performance and communication of key objectives.

Implementing a Balanced Scorecard has resulted in:

- ✓ *Turnover and profit increasing year on year*
- ✓ *Value of orders increasing from £1m to up to £7m*
- ✓ *Customer database increasing annually by 25 new customers*
- ✓ *Achievement of Investors in People*

ABOUT ICS COMPUTING

ICS is one of the UK and Ireland's leading computer software and services organisations. Employing 230 staff they provide a range of IT solutions across a number of sectors. Headquartered in Belfast, they have a number of offices located throughout the UK, Ireland and India.

THE PROJECT

Two years ago, on completing a review of their continuous improvement and innovation activities, ICS discovered that their traditional performance measurement system was providing misleading signals. They approached the Centre wanting a more Balanced presentation of both financial and operational measures plus the maintenance of a strong link between their plans and activities.

ACTIONS TAKEN

In conjunction with the Centre a Balanced Scorecard was implemented in 2004. The Scorecard articulates goals and translates these into specific measures. It also clarifies and communicates the business direction and objectives to all staff. All ICS managers now use the Balanced Scorecard.

EFFICIENCIES

ICS have realised significant results with the Balanced Scorecard including:

- ✓ Clarification of company direction
- ✓ Strategy communicated more effectively
- ✓ An increase of 46% of staff feeling they are kept current with business developments
- ✓ An increase of 37% of staff feel co-operation and communication have greatly improved
- ✓ 90% of staff have clearer understanding of what is needed to help their division succeed
- ✓ Employee motivation and involvement improved with significant progress in meeting key results.

“Through the Balanced Scorecard we have improved our productivity, competitiveness, profitability and achieved our goal of becoming one of the leading suppliers of strategic outsourcing and software services to customers in both the UK and Ireland. We have created an excellent service culture that encourages the desire to ‘go the extra mile’ for the customer thus gaining long-term loyalty. We have moved from a small inward looking company, to become Northern Ireland’s largest indigenous computer services company.”

David Mawhinney
Managing Director

BENEFITS

- ✓ Significant increase in turnover and profit
- ✓ Increased order value from £1m up to approximately £7m.
- ✓ Adding 25 new customers per year to customer database
- ✓ Achievement of IIP

Centre for
Competitiveness
www.cforc.org

Innovation & Creativity

Learn how to add new value to your organisation

Productivity Improvement

Learn how to maximise output from your assets

Quality Excellence

Learn how to manage improvement & deliver superior results

Members Services

Join a network of business leaders sharing best practice & collaborating for growth

The Centre for Competitiveness is a private sector, independent, not for profit, membership organisation.

The Innovation Centre, NI Science Park, Queens Road, Belfast, BT3 9DT
Tel: 028 9073 7950 Fax: 028 9073 7951 Email: compete@cforc.org Web: www.cforc.org

innovate.learn.grow