

INDIVIDUAL ASSIGNMENT

Description

As a CEO, you have to define a strategy and create an organization that will execute this strategy. Strategy starts with your vision and mission and then split them into sub-goals that will help you reach your targets. One tool to communicate and have people execute your strategy is using a strategy map (Kaplan & Norton 2000). So a strategy map quantifies the value of tangible and intangible assets and links them to your overall strategy.

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Figure 1: Example of a strategy map

In this assignment, you are the new CEO of the Orion company. You have decided that you will take a data-driven approach to strategy and first will analyze the company as is, to discover its strong and weak points. Then you will define a mission and a vision and break it down in a strategy map. Finally, you will create a balanced scorecard that enables management to track the performance of the company and how well it executes the CEOs strategy.

Data

The Orion SAS data accompanying this course

Deliverables

A tableau that works correctly on a computer that does not have the dataset available. So when I open it, it has to function correctly. This means if you create a database, it has to be accessible for the teacher as well.

- Tableau storyboard to explain the weak and strong points of your company
- Balanced scorecard in visualized in tableau. (You can find an example at https://public.tableau.com/profile/rudy#!/vizhome/scorecard_cleaned/ARAggingDashboard)
- Include your strategy map as a picture into tableau

Deadline and submission guidelines:

By the 5th December 2017 at 23:59 CET, everyone has to upload every document to Moodle.

A penalty of 5 points out of 20 is used for every day you are late.

Grading Rubric

Criteria	Weight	0	1	2	3	4
Analyzing the current performance of the company (storyboard)	35%	Almost no insights are given into the current state of the company	Some insights are given into the company, but they lack coherence. Statements are not always backed up by data.	Actionable insights into the company are found, but statements are not always backed up by data	Actionable insights are found and clearly backed by data-driven evidence	An abundance of actionable insights are found and clearly backed by data-driven evidence
Balanced scorecard (dashboards)	35%	The balanced scorecard is not aligned with the strategy and vision defined	The balanced scorecard is somehow aligned with the strategy map. Most targets are communicated through the model.	The balanced scorecard is well aligned with the strategy map. Targets are clearly communicated through the model. The targets are only defined at the company level	The balanced scorecard is well aligned with the strategy map. Targets are clearly communicated through the model. Most see how well they are performing against their targets.	The balanced scorecard is well aligned with the strategy map. Targets are clearly communicated through the model. Every manager at his level can see how well he is performing against his targets.
Visualizations (quality and quantity)	30%	Few visualizations are used, and they are very simple. The visualizations contain errors such as overinking, distortions of the axis	Only a few and simple data visualizations are used, but the visualizations are done correctly.	There are sufficient but simple data visualizations that have been executed correctly.	There are many data visualizations from which some require special techniques such as a double axis. At least one dynamic visualization is used.	At least as good as 3 but there are also data visualizations that require a special data preparation specifically for this graph. (for instance a network graph)

References

Kaplan, R. S., & Norton, D. P. (2000). Having trouble with your strategy? Then map it. *Focusing Your Organization on Strategy—with the Balanced Scorecard*, 49. Retrieved from https://s3.amazonaws.com/academia.edu.documents/46833152/Kaplan_Norton_Balanced_Scorecard_-_3_articles.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&Expires=1510908897&Signature=kxZyFklxP0o6dPAe6jMA%2F959iNs%3D&response-content-disposition=inline%3B%20filename%3D2_Putting_the_Balanced_Scorecard_to_Work.pdf#page=50