An Introduction to

The Balanced Scorecard and Strategy Maps

Mass Cultural Council Podcast Resource Supplement 2020

Presented by Sue Dahling Sullivan

NOTE: Materials should not be replicated or shared without permission. For reference only.
Strategic Planning – When?

- Growth or transformation
- Change of Leadership
- Change in organizational direction
- New business model
- Clear resource allocation framework
- Need for focus
- Aligning board, staff, external stakeholders
- Response to new operating environment, customer shifts, etc.
Strategic Planning – Why?

- Clarify Vision throughout the organization
- Gain consensus, ownership, and focus
- Provide a framework for alignment
- Evaluate initiatives & projects
- Drive resource allocation and capital needs
- Integrate strategic management & d-making
- Balance today’s needs and tomorrow’s wants
Strategic Planning – Who?

- Executive Director
- Key Board Members
- Management Team/Staff
- Dedicated Champion/Leader
- External Stakeholders
- Customers/Clients
- Program Lead and/or Team
Strategic Planning – How? The Balanced Scorecard
Vision: Citi Performing Arts Center boldly redefines the role of a performing arts center by creating new organizational models and partnerships to support broad-based access to the performing arts and arts education. As a performing arts and education integrator and leader, Citi Performing Arts Center gains national recognition and substantially increases the organization’s funding base and audience reach.

Customer: To achieve our vision, how should we appear to our customers?

Internal Process: To satisfy our customers, which processes & programs must we excel at?

Learning & Growth: How will we sustain our ability to change and improve?

Financial: To financially sustain our mission, what must we focus on?

COMMUNITY
- Build Strategic Partnerships
- Public Programming & Arts Education
- Broad-based Access, Diversity, & Outreach

PARTNERS
- Create New Arts Education Model w/breadth, depth, impact
- Collaboration, Relationship Building, & Integration
- Research & Advocacy

TICKETBUYERS
- Focus on high-quality, diverse, culturally relevant Arts and Entertainment
- Continuous Programming, Product, and Service Innovation

SUPPORTERS
- Become Virtual Nexus for the Arts and Arts Education
- Leverage Operational Efficiencies through Scale

FINANCIAL STABILITY, GROWTH, and SUSTAINABILITY
- Strategic “Investors” Value ROI through Community-wide Impact
- Increase Sales of Services
- Improve Cost Structure
- Balance and Grow Earned and Contributed Revenues for LT Sustainability
- Manage Risk
- Build Endowment and Capital Funds

Value ROI through Community-wide Impact
3 Parts/3 Steps to Simplify Strategic Planning

Part I: THE PLAN

1) Identify 2+ key **Stakeholders**

2) Identify 2+ top level **Objectives** in the following areas
   - Customers: Providing customer value
   - Internal Processes: Delivering program impact
   - Learning/Growth: Building capacity and resources
   - Financial: Sustaining a financial foundation

3) Create a 1-page visual or **Strategy Map**
3 Parts/3 Steps to Simplify Strategic Planning

Part II: THE DASHBOARD

1) Identify 5-10 Key **Objectives** and assign a **Goal** to each

2) Assign a **Metric** (or more than one) to each goal that will symbolize success
   - % change or increase/decrease
   - Numerical benchmarks (#’s, $)
   - Dates: Launch of a pilot or initiative; completion of a phase
   - Renewals vs. new; in-kind vs. cash, survey responses (Survey Monkey), etc.

3) Create a 1-page **Dashboard** (word table, excel, chart)
3 Parts/3 Steps to Simplify Strategic Planning

Part III: EVALUATION

1) **Review** Dashboard 2-4x/year with color codes (red, green, yellow, blue)

2) Annually **evaluate** success/challenges/changes and think about context; what impacted outcomes?

3) **Update** Dashboard
   - Change/update/repeat goals
   - Change/update/repeat metrics
   - Begin to implement
An Introduction to

The Balanced Scorecard and Strategy Maps

Mass Cultural Council Podcast Resource Supplement 2020

Presented by Sue Dahling Sullivan

sdahlingsullivan@comcast.net

With special thanks to the Boch Center for the use of their 2006 strategy map.

NOTE: Materials should not be replicated or shared without permission. For reference only.