



CORPORATER BALANCED SCORECARD



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suite V2.5

Leading Enterprise Performance Management Suite Featuring Balanced Scorecard

Corporater Balanced Scorecard Suite is the most commonly used IT-tool for balanced scorecard management in Scandinavia. The software is an extremely user-friendly, standardised solution with extensive and powerful functionality. The software is reasonable to purchase, implement and maintain. The Corporater software is developed making customisation of program code for each customer unnecessary. All aspects of the solution can be configured by the customer's administrator, without the need for customisations. Without help from external consultants, Corporater's customers develop and maintain their own scorecards.

Our customers have been, and still are, involved in our software development process. Focusing on our customers' needs has helped us develop robust, functional, easy to maintain and user-friendly software.

Corporater Balanced Scorecard Suite is a standardised software solution for balanced scorecard management. The solution contains modules for strategy development, building of strategy maps, manual and automated data collection, presentation, reporting, and follow-up of results with action plans. The scorecards are visualised for users through the web in a personalised user interface, customised for individual users or user groups.

Corporater's concept

Corporater offers a comprehensive balanced scorecard concept. The concept is a fully integrated, well tested solution based on the latest in technology and open standards. The solution contains the following:

- Web-based, personalised end-user interface for visualising strategy maps, scorecards, key performance indicators, Action plans and management reports

- Effortless building and maintenance of scorecards, including presentation of goals and results through key performance indicators
- Automated data collection from various external sources
- Robust functionality for data collection and surveys from internal and external users
- Integrated tool for development and visualising of strategy and work processes
- Extensive functionality for reporting results, as well as distribution and publication of Reports

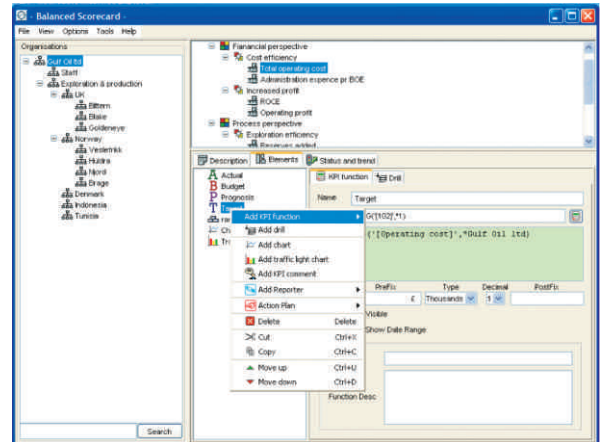


Illustration: Example of screenshot from Corporater Workbench

Corporater Balanced Scorecard v2.5

Corporater Balanced Scorecard Suite is a software solution based on modules in which the customer selects functionality based on requirements. The Corporater Balanced Scorecard main module contains the administration tool and the web-based user interface.

The main module of the software consists of an administration module (Corporater Workbench) in which the Balanced Scorecard model is defined and configured. In addition, the main module consists of a web-based, user interface (Corporater Explorer), which visualises the scorecard model for all users. Corporater Explorer allows access to all functionality in the other Corporater Balanced Scorecard modules.

In addition, customers can select from the following range of modules:

- Corporater Transformer - Automated data extraction, transformation and loading tool
- Corporater Forms - Manual data collection from internal users
- Corporater Surveyor - Surveys via the web
- Corporater Model Designer - Development and visualising of strategy and work processes
- Corporater Action Plan - Follow-up of results with action plans and tasks
- Corporater Reporter - Creation distribution of reports

Corporater Workbench (administration)

The administration module is designed to allow for several administrators (multi-user), and access rights are assigned to each user. The administration module contains the following functionality:

- Establishing scorecards and score card structure
- Establishing access rights
- Data administration (updating and deleting)
- Manual data input
- Establishing all data structures
- Maintenance of the application
- Configuring and establishing key performance indicators
- Configuring reports
- Defining "drill-down" reports
- Establishing internal benchmarking between departments
- Configuration of language and terminology
- Establishing dynamic goals, prognoses and budgets

The administration module is intuitive and easy to use for establishing and maintaining scorecards. A KPI calculator, which is replete with functions that make it easy for the administrator to define business rules, is a central part of the solution.

It is recommended that core data be loaded into the Corporater Balanced Scorecard database. By using the KPI calculator processing and presentation logic can be defined by the administrator. Using core data gives advantages when changing data structure, organisational structure or strategy,



and makes data collection and integration considerably easier. Corporater differs from competitors who implement pre-calculated KPIs that do not give the same advantages as Corporater's solution. One such advantage is Corporater's powerful option for drill-down reports, showing cause and effect in a clear and detailed manner.

Corporater Explorer (Web-application)

The module must be started from an internet browser, which is all that is necessary to use the solution. There is no need for any locally installed software on the individual computer (such as Applets, Cookies, Java beans etc.). Our only requirement is that the users have Internet Explorer or Netscape version 5 or higher, in addition to access to Intranet or Internet and a user name and

The Explorer module contains the following functionality:

- Visualising scorecards, perspectives and goals
- Adding comments and action plans
- "Drill-down" functionality to display details
- Opening and closing of periods
- Select visual template for the individual scorecard
- Manual data collection with the use of web-based forms
- View reports and descriptions
- Language configuration for each user

The scorecards are visualised through a personalised, intuitive and well-prepared user interface. Corporater has put a great deal of effort into achieving optimal visualising of the scorecards and an intuitive and optimal navigation model.

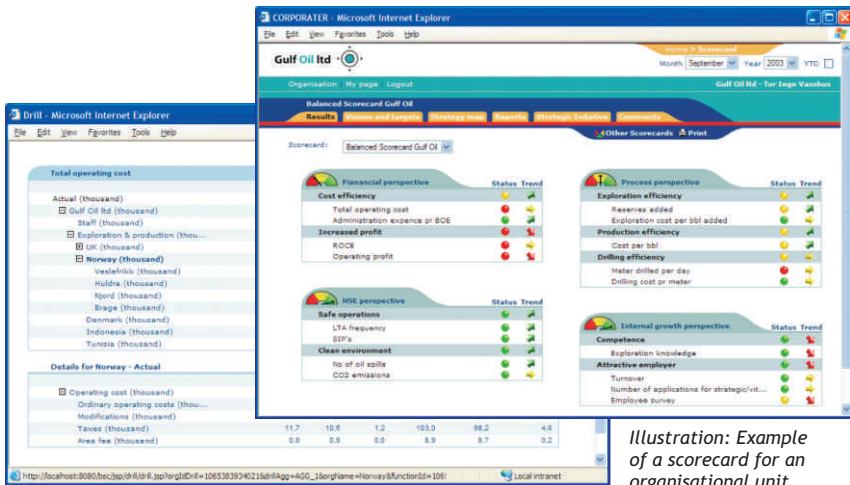


Illustration: Example of a "drill-down" report with information on data details

Illustration: Example of a scorecard for an organisational unit

What is Balanced Scorecard?

Balanced Scorecard is the leading method for developing, communicating and visualizing strategy and goals for governmental and private organisations. This concept was developed by Dr. Robert S. Kaplan and Dr. David P. Norton after considerable studies of management processes in large American and European organisations. Over the past 10 years Balanced Scorecard has helped thousands of organizations move from "accounting-based management" to a management process founded on a knowledge-based strategy, where all employees work towards mutual organisational goals.

Studies by Kaplan and Norton show great differences between organisations that use Balanced Scorecard and those that use other management principals. Some differences are:

Impact of Measurement Systems on the Alignment and Awareness of Organizations	"Balanced Measurement Companies"	"Non-Balanced Measurement Companies"
Agreement among senior management on strategy	90 %	47 %
Good cooperation and team work among management	85 %	38 %
Open sharing and communication	71 %	30 %
Effective communication of strategy	60 %	8 %
High levels of self-monitoring by employees	42 %	16 %

Source: Kaplan and Norton "The Strategy-Focused Organization" Harvard Business School Press, 2001

The core of Balanced Scorecard is that in order to improve something, you must measure it. The method helps organisations focus on the most important performance indicators. Goals are grouped by strategic objectives under different perspectives. In addition to measuring the financial perspective (history), the goals are balanced with indicators on the customer perspective and internal processes (present), and learning and growth (providing results in the future) or other relevant perspectives. In this way the strategy can be built so it is understood by the whole organisation, and all employees see how they can contribute to reaching the organisational goals.

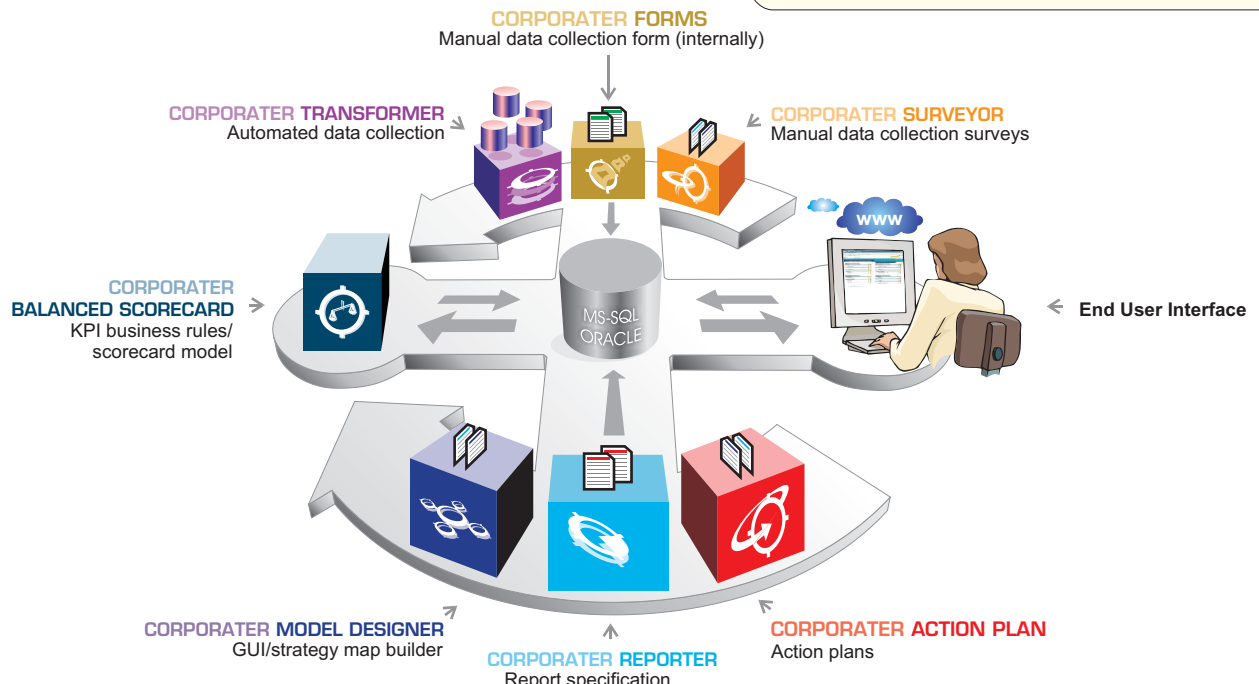


Illustration: Corporater Balanced Scorecard Suite v2.5 modules

A complete and standardised solution for Balanced Scorecard

CORPORATER FORMS

Manual data collection via web-forms from internal users

Corporater Forms is an integrated solution for manual data collection from internal users through web-based forms. The solution provides full control of manual data collection, and the administrator can easily see who has not reported results for a given period. E-mail functionality is included in the application to enable notification to users when results are due for registration or reminders when data is missing. Additionally, the administrator or owner of the form can receive an overview of non-respondents and contact the respondents to ensure that forms are responded to in time.

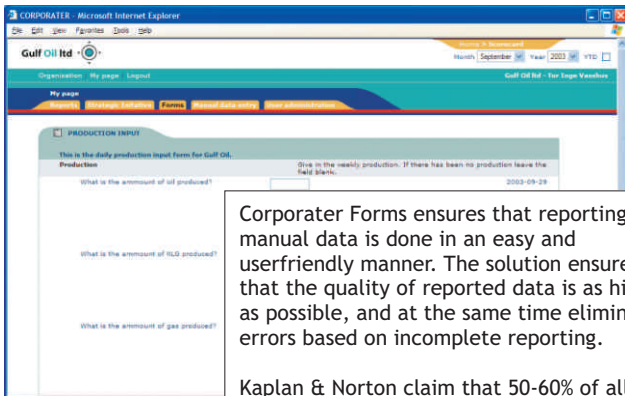


Illustration: Form for manual data collection in Corporate Forms

Corporater Forms ensures that reporting of manual data is done in an easy and userfriendly manner. The solution ensures that the quality of reported data is as high as possible, and at the same time eliminates errors based on incomplete reporting.

Kaplan & Norton claim that 50-60% of all performance indicators in typical scorecard projects are based on manual data collection. Corporater Forms is ideal for collection of data unavailable through automated data collection, such as periodic production data.

CORPORATER SURVEYOR

External and internal surveys via web-forms

Corporater Surveyor is an integrated module for web-based surveys. The surveys can be administered internally in the organisation or externally to customers, vendors or others. Data from surveys make up an increasing part of the scorecards and this module ensures efficient and inexpensive distribution and gathering of data. A separate e-mail server is built into the application to distribute invitations to participate in the surveys. Automated presentation of a survey to a web site is also possible.

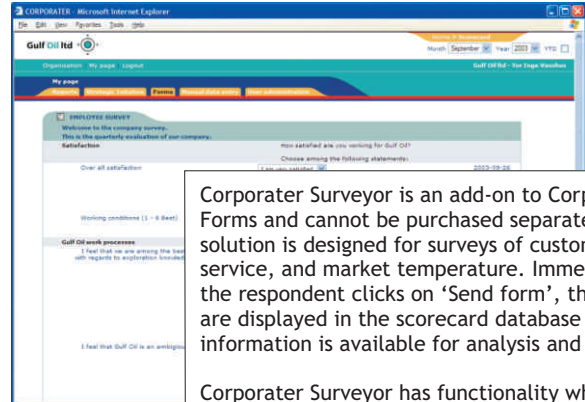


Illustration: Example of a simple survey from Corporater Surveyor

Corporater Surveyor is an add-on to Corporater Forms and cannot be purchased separately. The solution is designed for surveys of customers, quality, service, and market temperature. Immediately after the respondent clicks on 'Send form', the responses are displayed in the scorecard database and the information is available for analysis and reporting.

Corporater Surveyor has functionality which allows respondents to be anonymous. If the administrator chooses 'High integrity' for a survey, the response is physically separated from information about the respondent and can not be traced.

CORPORATER TRANSFORMER

Automated data collection from a range of data sources

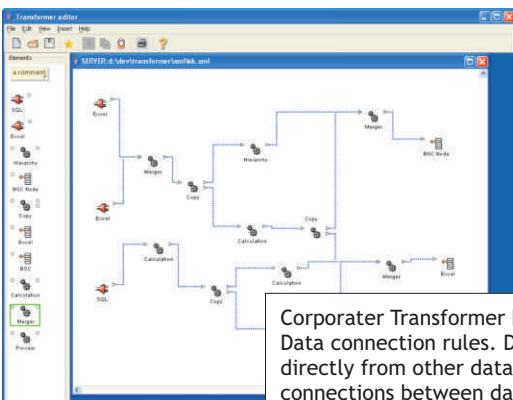


Illustration: Example of "data mapping grid" in CorporaterTransformer

Corporater Transformer is a user-friendly ETL (extracting, transforming and loading) module, optimised for loading data into the Corporater Balanced Scorecard database. The solution has automated data collection and can be scheduled to run at predefined times. Transformer has specialised objects that simplify data transformation and data connection. The tool is designed for users without IT specialisation.

Corporater Transformer has an easy to use graphical user interface for defining Data connection rules. Data can be easily loaded from spreadsheets, flat files or directly from other databases. The module contains Meta data and it is easy to specify connections between data sources and the scorecard database. Corporater Transformer contains tools to export data from the scorecard database to a range of formats.

CORPORATER BALANCED SCORECARD

The core where scorecards are developed and visualised for the whole organisation

CORPORATER ACTION PLAN

Follow-up results with activities, tasks and milestones

Corporater Action Plan is a module for following up action plans with integrated tasks and milestones. The action plans can be linked to scorecards, perspectives, strategic objectives or key performance indicators. Each action plan may contain a set of activities, milestones, attachments, responsibility, progress, periodical comments, priority and status.

An action plan can be established on a higher organisational level and easily distributed or linked to departments. This allows management to follow up action plans and activities in the departments through easily available overviews or key performance indicators directly.

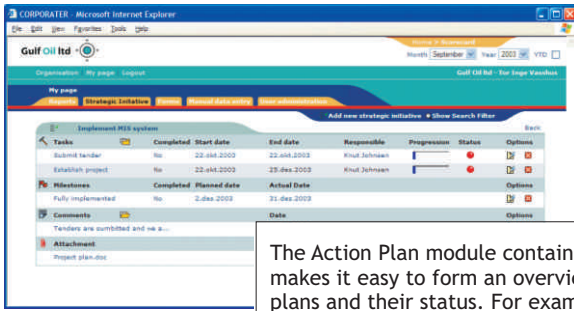


Illustration: Presentation of higher level action plans and tasks

The Action Plan module contains a filter that makes it easy to form an overview of action plans and their status. For example, they can be sorted by status, person responsible, date and progress.

Corporater Action Plan contains functionality to notify deadlines, milestones and changes in action plans or related tasks through email.

CORPORATER REPORTER

A complete and standardised solution for Balanced Scorecard

Corporater Reporter is an integrated module for reporting, where information from the scorecard can be merged and distributed throughout the organisation. Separate reports (that may consist of text, Excel files, tables and graphs) can be distributed to individuals and groups. Additionally, the reports may be added to scorecards, perspectives, key success factors or performance indicators.

Corporater Reporter contains separate reports that that make it possible to produce ranking lists, reports on goals that have not been reached and reports allowing navigation from a key performance indicator on a higher organisational level to a performance indicator on a lower level. An example can be a ranking list of all units with sick leave over X%, with an option to navigate down on each department for follow-up and detailed information, such as comments, action plans and tasks in progress.

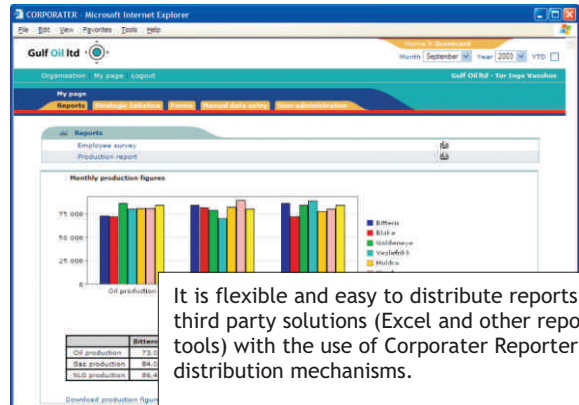


Illustration: Example of a report from Corporater Reporter

It is flexible and easy to distribute reports from third party solutions (Excel and other reporting tools) with the use of Corporater Reporter's distribution mechanisms.

Corporater Balanced Scorecard has options for configuring graphs (line and bar graphs) and tables. Reporting functionality is considerably expanded with Corporater Reporter. Corporater Reporter is a comprehensive reporting tool that expands the possibilities for analysis, comparison and Presentation.

CORPORATER MODEL DESIGNER

Develop, document and visualise strategy with graphical presentation

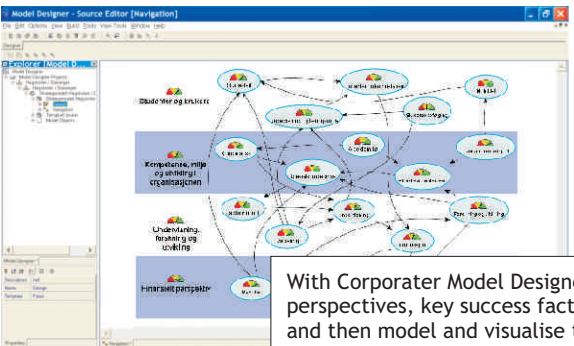


Illustration: Example of a strategy map from Model Designer

Corporater Model Designer is an integrated module for developing and visualising strategy and work processes. The strategy process can start with the strategy map and conclude with converting it to a scorecard and connecting data. Central to the module is the establishment of the strategy map and linking of relations between objectives. Strategy maps consist of critical success factors (CSFs) shown in a cause and effect diagram. Presenting cause and effect in this manner is a great way to visualise and communicate scorecard relationships. Corporater has active strategy maps with active links to the scorecards. Additionally, results for each individual critical success factor can be displayed. With Corporater Model Designer you can take a 'visual' journey in the scorecard model.

With Corporater Model Designer you can start from "scratch" and model strategy with, amongst others, vision, perspectives, key success factors and performance indicators. It is possible to load all objectives from existing scorecards and then model and visualise the strategy.

Model Designer's client version allows you to load all strategy maps and scorecards to a laptop. This allows for external strategy meetings and consolidation of changes afterwards. Corporater Model Designer has a range of graphical functions that is specifically designed to meet the challenges related to producing graphic models, and allows for adding pictures and graphical elements from external sources. The finished models can be used for visualising strategy achievement using colour codes, speedometers and traffic lights.

Easy to use—easy to maintain

Corporater's software solution is very userfriendly, and considerable resources have been invested in developing an appealing and intuitive user interface. Corporater has used external specialists to achieve optimal user friendliness, and, there is generally no need for users to participate in courses to learn to use the solution. Consequently we recommend that our customers focus on the organisation's vision, strategy and targets, and how the employees can contribute towards the organisation's overall goals.

Our focus has been on developing a stable and robust platform based on forward-looking and well-accepted technology and platforms. Corporater uses Microsoft SQL Server or Oracle database, J2EE application servers, and the scorecards can be visualised for end users in a standard browser such as Internet Explorer or Netscape, without the need for local customisation (no need for Java Beans, Applets or similar). Consequently, Corporater's programs are easily rolled out to large groups of users.

Corporater's software is also very user-friendly for the administrators of the solution. Business rules are defined through a powerful "calculator" in order to visualise selected performance indicators. The solution is configured and administrated through an easy and fast multi-user administration module. Corporater's solution is based on core data being entered into the database and the calculations being run when data is extracted from the database. To ensure optimal response times, Corporater stores the most important processed data in memory structures (cache) on the server. In this way we have established a very scalable solution that can handle 1000 - 2000 hits per second without negative influence on the response times.

All logic for processing and presentation is configured by the administrator, and data mapping, integration and operation requires minimal effort.

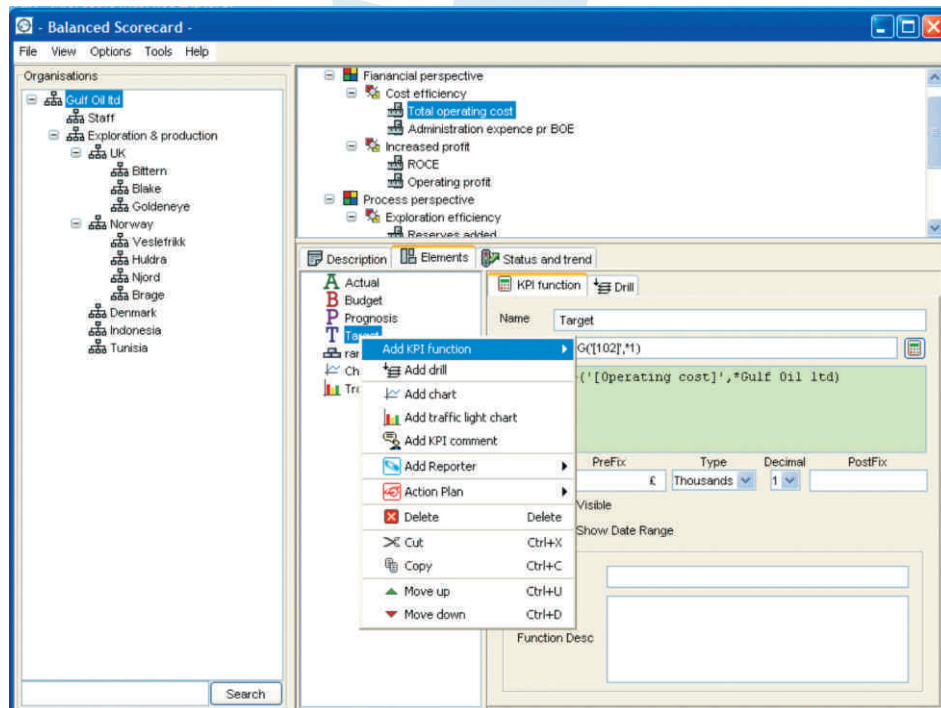


Illustration: Configuration of a key performance indicator (KPI)

There are extensive possibilities for global formulas and performance indicators, links to formulas, and cut and paste functions that simplify establishment and maintenance considerably. Corporater's products have been developed to limit the need for external consultancy. Our key success criterion is that the customer should be able to run and further develop the solution on his own with limited training. An administrator would in general need no more than two days training to master configuration and maintenance of the solution.

Low acquisition, implementation and maintenance costs

Corporater Balanced Scorecard Suite is a standardised solution without the need for customisation for each individual customer. This contributes to keeping acquisition, implementation and maintenance costs to a minimum. In development projects, there is always a risk of delays and unforeseen events. This can be avoided by choosing Corporater's Balanced Scorecard solution.

By taking responsibility for implementation of the project, our customers can further reduce costs. Corporater's focus is on software development, not on sale of consultancy hours. Consequently, our programs have been developed so they can be configured, run and further developed by the customer.

Our maintenance agreement includes upgrades of the software, in addition to free support. Corporater develops the programs based on our customers' requests and requirements, and the functionality is included in the standard software to the benefit of all our customers.

Corporater has consistently focused on ensuring software of high quality, and has extensive routines for automatic and manual testing of the software before it is released to our customers. In this way we are contributing to keeping our customer's maintenance cost.



This is what our customers say

Our main goal, which is reflected in our success, can be summarised in two words - customer satisfaction. Corporater has the most satisfied customers in the market, and we are proud not to have lost a single customer. Our customers have been, and still are, very important contributors to the continual development of Corporater Balanced Scorecard Suite. Our solutions are used by over 150,000 licensed users.

"BKK is the leading energy supplier on the west coast of Norway. After a period of expansion and diversification, BKK decided to develop and implement a new enterprise performance model. Balanced Scorecard is "the foundation" of this model.

BKK uses Corporater Balanced Scorecard linked to a data warehouse. This solution means that data from a wide range of sources can be combined and automatically updated in the scorecards in the different enterprises. This gives BKK an excellent foundation for enterprise performance management"

Eivind Fretheim,
Corporate Controller BKK AS

"Component Software has worked with Balanced Scorecard solutions since 1999. In 2003, after a careful evaluation of local and international vendors in the market, we chose to replace our own product with Corporater's. Corporater was chosen after an evaluation of the product's functionality, quality, maturity and suitability for Component Software's existing customers. The reception Corporater has received from existing and new customers confirm that it was the right choice"

Håvard Ellefsen,
*Director CRM and Technology
Component Software*

"Statens vegvesen has chosen Corporater's solution to implement Balanced Scorecard in the organization. - Of the solutions presented, Corporater came up as the best for Statens vegvesen, and the investment will most likely pay for itself in a short time"

Per Ove Nydal,
*Manager for IT-implementation Corporater in
Statens vegvesen (The Main Road Department)*

"We evaluated other BSC vendors and Corporater was chosen because their model gave a credible picture of each single department in our organisation"

Trond Skjæveland,
*Project manager planning and development
Stavanger kommune (Stavanger municipality)*

"Investing a lot of energy and resources in the start phase, especially through top management involvement and involvement by a large part of the organization, gave a good starting point for implementing Balanced Scorecard in Trondheim Energiverk. We will characterise "the project" as successful. Corporater has in this regard played a significant part, and has met our expectations".

Åge Andresen,
Finance Director Trondheim Energiverk



CORPORATER
Business in Control

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Corporater is a Norwegian software company specialising in development of software for balanced scorecard management. The company is the market leader on IT-solutions for balanced Scorecards in Scandinavia, and currently has over 150,000 licensed users. Corporater was established in April 2000 and is based in Stavanger Norway.

Corporater cooperates with leading management consultant companies with expertise within balanced scorecard methodology and has distributors in worldwide.