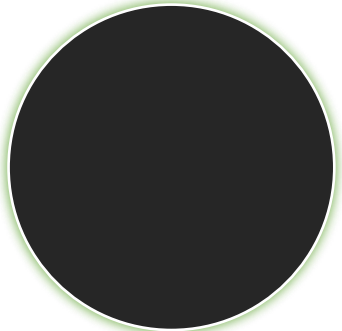


BALANCED SCORECARD WEST AFRICA

COMPANY PROFILE



Value guaranteed



Introduction

Balanced Scorecard West Africa is a management consulting firm incorporated in Nigeria and specialized in strategy and performance management consulting and training services. The company is the leading provider of balanced scorecard training and consulting services in Nigeria and a global partner of the Balanced Scorecard Institute (BSI), a strategy Management Group, USA

We assist organizations in facilitating the development of winning strategy and balanced scorecard management systems and work them through the required change management, automation and effective implementation of the strategy and scorecards

The company commenced management consulting services in 2010 and has assisted many organizations in building required internal capacities in balanced scorecard systems. Our clientele cuts across private and public sectors, in manufacturing, retail, oil and gas, financial services and telecommunication

Other global partners include, Spider Strategies Inc. for scorecard automation, and Performance Factory (strategy execution)



Mission

We provide tailored business solutions with flawless execution to delight our clients

Vision

To be a leading and prominent management consulting firm in our chosen markets

Core Values

Quality

Unrelenting drive for high quality services; digging deep to identify problems and providing impactful solutions

Integrity

Always fulfil promises; professional approach to service delivery

Merit

The organisation is driven and rewarded based on value added to clients' businesses; our people are compensated based on value added to clients' businesses

Our Services

Strategic Management System Development

Performance Management System Development

Performance Information System Technology

Performance Management Capacity Building

Balanced Scorecard Professional Certifications

Balanced Scorecard Development Consulting

Executive Recruitment Services



Our Associates

Balanced Scorecard West Africa training and consulting team comprises senior certified associates of the Balanced Scorecard Institute with combined several decades of working and strategy consulting experience between them



Our Consultants are experienced and skilled:

- Economists
- Engineers & IT Professionals
- Chartered & Public Accountants
- Certified Balanced Scorecard Professionals
- Certified HR Professionals
- Certified Performance Measurement Professionals
- Change Management Experts
- Access to global training and consulting resources, as required



Consulting Team



Kayode Sufianu

Managing Consultant/CEO with 20 years+ C-level working and consulting experience in strategy and performance management for clients in varied industries



Rahman Oloritun

Chief Technology Consultant with a robust background in project-based roles and in driving technological advancements, particularly in Performance Management System Automation and Strategy Design



Emmanuel Oberhiri

Senior Strategy Consultant and Balanced Scorecard Trainer providing client support with implementation



Olayiwola Sufianu

Chief HR and Performance Management Consultant overseeing HR strategy development and implementation

Customer's Testimonials

“ The Balanced Scorecard West Africa Team has just completed the implementation of a performance management system for Justrite Limited. It was indeed an instructive and highly rewarding journey over the six months. I was consistently impressed by the level of expertise, dedication, and professionalism. The BSWA Team, led by Mr. Sufianu, have a demonstrable structured and interpretative understanding of the Balanced Scorecard framework. The relative ease with which the framework was applied to the unique challenges of grocery retail industry which is known for its complexity and shifting work environment is a testimony to the depth of knowledge. Despite the challenges, the BSWA Team was able to capture all the necessary information and structure it in a simplified framework that helped us to quickly get an overview of the big picture while monitoring even the smallest duties with ease. In addition to their technical expertise, the BSWA Team are highly effective communicators and trainers. The ability to clearly explain complex concepts to audiences of all levels was quite instructive. The passion with which they executed the task facilitated the ability of our colleagues to own the process and the quality of the draft reports and presentations were a joy and beauty to behold. I will most enthusiastically recommend the BSWA Team as led by Mr. Kayode Sufianu for setting up a performance management system in any company that so desires

- Dr. Ayo Aderinwale, Chairman, Justrite Superstore, Lagos, Nigeria

“ I have worked in different institutions that use BSC in the last 13 years but this course for the first time has given me a good understanding of this great performance measurement tool

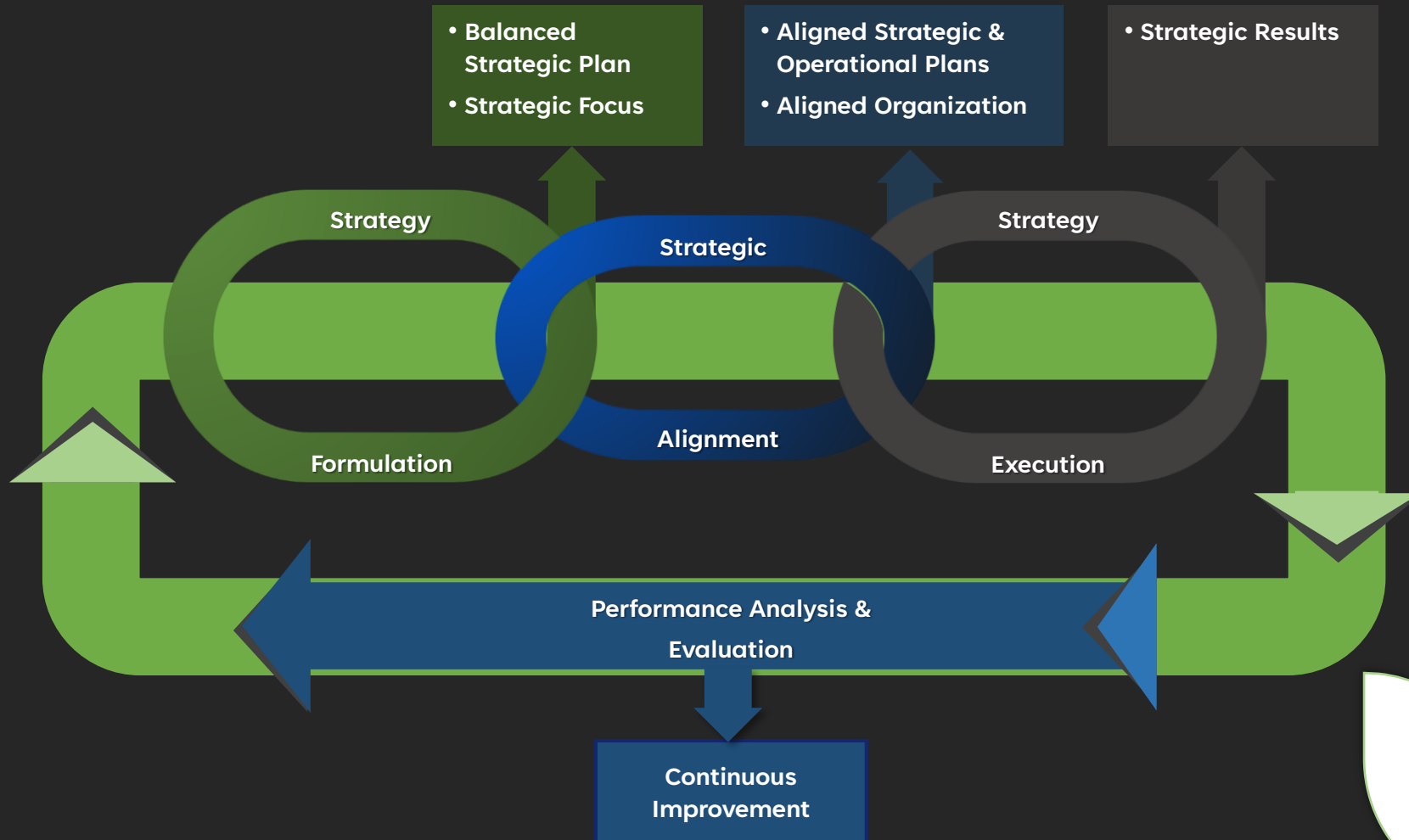
- Segun Oloketuyi, Managing Director/CEO, Wema Bank Plc., Lagos, Nigeria



Balanced Scorecard Methodology: BSI's Nine Steps to Success™




Why Balanced Scorecard?



Select Experience Statements & Client References



Justrite Superstore

Client	Issue	What We Did
 <p><i>Justrite Limited</i> 24 Oba Akran Avenue, Ikeja, Lagos Contact: Sinan Soysal Head of Strategy & Growth Tel: +234 8181084812 Email: ssoysal@justriteonline.com</p>	<p>Justrite Superstore, a prominent grocery retailer, desired to implement Balanced Scorecard as its strategic and performance system and invited BSWA to facilitate the deployment (2023)</p>	<ul style="list-style-type: none"> • The engagement kicked off with a one-day Executive BSC workshop for senior management including the MD to refresh and prepare the ground for the consulting proper • Reviewed the organization assessment previously carried out by the company as well as the Strategy, 2023 – 2027 • Working with an in-house project team led by the BSC Champion and Head of Strategy & Growth, refined the enterprise strategy and developed the enterprise scorecard • Facilitated cascading workshops and development of #13 department scorecards that are aligned with the enterprise strategy and scorecard inclusive of all scorecard elements • Facilitated development of strategy communication plan including proposal for launch of the new strategy • Provided guidance on implementation of the BSC system including automation and performance reporting • Facilitated presentation of the enterprise and department scorecards to the senior management team and to the Board

Bet9ja

Client	Issue	What We Did
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*KC Gaming Networks (Bet9ja)
 Tomi House, Ojuelegba, Lagos
 Contact: Mr. Alberto Cuomo
 Director
 Tel: +234 9087191186
 Email: a.Cuomo@bet9ja.com*

BSWA was engaged by Bet9ja to facilitate the alignment of its strategy and for development of balanced scorecard performance management system (2023)


- Conducted 1-day Executive Balanced Scorecard workshop for senior management team (SMT)
- Working with the SMT, reviewed and refined existing strategy pillars and facilitated decomposition to enterprise objectives and other strategy elements
- Facilitated development of the enterprise scorecard
- Facilitated cascading of the enterprise scorecard and development of aligned department scorecards (#8) with all the scorecard elements
- Facilitated a 2-day workshop for heads of departments and appraisers on development of employee scorecards that are aligned with department scorecards using specially designed BSC toolkit in a hands-on working session



JNC International Limited

Client	Issue	What We Did
 <p><i>JNC International Limited</i> Contact: Voke Oshevire Executive Director Tel: 08033012351 Email: voshevire@jnciltd.com</p>	<p>The management of JNCI desired to reposition the company to take advantage of the prevailing opportunities and for future growth after attending an alumni session at the Lagos Business School on Performance Management where Mr. Kayode Sufianu, was invited as the guest speaker.</p> <p>Thereafter, the company decided to build and implement balanced scorecard as a tool to achieving its much-desired growth (2015)</p> <p>Re-engaged by the company in 2021 to facilitate 3-day strategy retreat and development of strategic management plan 2022 - 2025</p>	<ul style="list-style-type: none"> • The first step was to organize a one-day BSC workshop for 18 management staff of JNCI for the purpose of appreciating the concept of Balanced Scorecard. • The company also sent 7 delegates to our open BSC Professional Certification Program in readiness of the development of its scorecards • Using our fast-track approach and working with in-house cross-functional teams, facilitated development of enterprise strategic plan using the balanced scorecard methodology • Facilitated development of aligned department scorecards for 10 departments and business units • Assisted with the review of communication and rollout plans for the scorecard systems • Assisted with the review of Performance Measure dictionary in readiness for automation of the performance management • Installed QuickScore Performance Information System (now Spider Impact) and assisted with streamlining and inputting of first set of measurement data • Facilitated strategy retreat and development of 2022/25 strategic management plan and the enterprise scorecard with all the elements

African Export Import Bank

Client	Issue	What We Did
 <p><i>African Export Import Bank, Cairo</i> Contacts: 1. Emeka Uzoigwe <i>Director Strategy & Innovation</i> Tel: +201282001029 Email: euzoigwe@afreximbank.com 2. Stephen Tio Kauma <i>Director, HR & In-house Project Lead</i> Tel: +20224564245 Email: skauma@afreximbank.com</p>	<p>Afreximbank released an international RFP for improving its performance management culture and system. BSWA submitted a technical proposal recommending the adoption of balanced scorecard by the multilateral organization, as well as financial proposal, based on which we were chosen as the preferred consultant (2014)</p> <p>Afreximbank, though operates as a commercial self-sustaining organization, it is owned by African member countries with a developmental /social mandate</p> <p>Subsequently, we were contracted to install and implement QuickScore performance information system</p> <p>Continuous training and capacity building support</p>	<ul style="list-style-type: none"> • Working with the in-house Performance Improvement Lever (PIL) members, we reviewed the then existing strategic plan IV and migrated it to a balanced scorecard with all the strategic elements clearly defined and documented • Worked with all 19 departments and units in the organization to develop their respective scorecards which were presented for validation to senior management • Developed team/individual scorecards and review of the existing technology environment for suitability for performance analysis and reporting under a balanced scorecard system • Installed QuickScore (now Spider Impact), assisted with uploading of data and trained performance analysts and others on the software • Balanced scorecard training for new managers as and when recruited • Assisted with the review and finalisation of migration into Balanced Scorecard of Plan V, Impact 2021: Africa Transformed (Tier 1) and Tier 2 scorecards for 2017 • Integration of Spider Impact with the staff evaluation software, SuccessFactor • Review and documentation of Strategic Management Processes (Sept 2020) • A case study of the Bank's performance management system with balanced scorecard was written by Prof Robert Kaplan & others and published in Harvard Business School journal (July 2020) with permission of BSWA

Continental Reinsurance Plc.

Client	Issue	What We Did
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Continental Reinsurance Plc
Contact: Mr. Segun Ajibewa
Group Head, HR & Admin
Tel: +234 8023408842
Email: ojibewa@continental-re.com

Continental Re, a pan-African reinsurance company, has a documented strategic plan based on balanced scorecard framework but required that this be professionally reviewed and cascaded down the organization. BSWA was invited to review the strategy and to guide the alignment of all of the organization around the strategy (2020/21)


- Conducted an Executive BSC workshop attended by senior management to refresh BSC knowledge and set the stage for smooth engagement
- Reviewed and revalidated the enterprise strategy
- Facilitated the cascading of the enterprise strategy to 9 Departments and 7 Regional Offices/Subsidiaries in Africa
- Conducted the training of Heads of Department and other appraisers on the development of individual SMART objective scorecards




Nigerian Communications Commission (NCC)

Client	Issue	What We Did
 <p>Nigerian Communications Commission (NCC) Contact: Mr. Felix Adeoye Director, Corporate Planning, Strategy & Risk Mgt. Tel: +234 8036310008 Email: adeoye@ncc.gov.ng</p>	<p>NCC advertised RFP for the review, implementation and automation of its Strategic Management Plan (SMP), and the contract was won by BSWA.</p> <p>The Commission also wondered how to generate first set of measurement data for the strategic management system and contracted BSWA to conduct a baseline survey for measurement data</p> <p>BSWA was also contracted to facilitate conduct of NCC’s 2016 Management Retreat with the SMP as the theme, NCC’s 2017 & 2018 Staff Retreat and NCC’s 2018 Board Retreat.</p> <p>Most recent engagement is appointment as Strategy Technical Partner to facilitate development SMP 2020 – 2024</p>	<ul style="list-style-type: none"> • Reviewed of the SMP (Tier 1) recommended and effected changes to make it amenable to automation. • Completely redeveloped Tier 2 scorecards for 21 Depts. and executive Offices; developed measures definition tables for the Tier 1 Tier 2 scorecards • Installed QuickScore™ Performance Information System (now Spider Impact) and developed scorecards and dashboards for the two organizational units • Consistent training and handholding of the Commission’s staff in all the phases of the project • Pre- retreat: carried our internal surveys for staff and management to assess challenges of SMP implementation and the Commission’s strategic management maturity level • Carried out external survey of telecoms industry stakeholders to assess effectiveness of NCC strategic initiatives and level of satisfaction with regulatory services • Commissioned a study to review telecoms industry and challenges for strategic response • Facilitated conduct of the Retreat which was attended by executive management and heads of departments

Bank of Ghana


Client	Issue	What We Did
 <p>Bank of Ghana Accra, Republic of Ghana Contact: Mrs. Evelyn Kwatia Director, Risk Management & Strategy Tel: +233 244639217 Email: evelyn.kwatia@bog.gov.gh</p>	<p>The Bank of Ghana (Ghana’s central bank) released an international RFP for Consultancy Contract for the Adoption of Balanced Scorecard Methodology in Strategic Planning and Management. BSWA submitted a proposal and won the contract. The contract execution started with planning meeting in January 2017.</p> <p>BSWA was also contracted to supply and implement QuickScore Performance Information software to automate the Scorecard System</p>	<ul style="list-style-type: none"> • Conducted Balanced Scorecard Certification and Balanced Scorecard Intro Programs, the trained staff constituting the core of the in-house cross-functional teams. • Commissioned a macroeconomic study of Ghana and facilitated the conduct of organizational assessment using PESTEL model, customer needs analysis, development of Customer Value Proposition and Strategy Profile • Facilitated the review and revalidation of the Bank’s Core Values, its Mission and Vision statements • Facilitated the development of Strategic Themes and related Strategic Results and decomposition into theme Strategic Objectives and Strategy Maps , which were consolidated to develop the Bank’s Enterprise Strategy Map • Assisted in developing a face for the Bank’s strategy (STAR 2022), in developing a change management and communication plan and the launch of STAR 2022 • Facilitated the training and working sessions for the development of Tier 2 scorecards for 20 departments and six regional offices • The project was concluded with the cascading to Tier 3 in November 2018. • Installation and implementation of QuickScore (now Spider Impact) (2019/2020)

Central Securities Depository (GH) Limited

Client	Issue	What We Did
 <p><i>Central Securities Depository (GH) Limited</i> 4th Floor, Cedi House, Accra Republic of Ghana Contact: Yao Abalo Managing Director Tel: +233 204613228 Email: yao.abalo@csd.com.gh</p>	<p>CSD wanted to implement balanced scorecard as its strategic management system and approached BSWA to assist with development of Strategic Plan, 2020 – 2024, based balanced scorecard Framework</p>	<ul style="list-style-type: none"> • Balanced Scorecard intro training for 14 project team members and heads of departments • Conducted external situation analysis, including Ghana financial sector analysis, structured discussions with key external stakeholders – depository participants, Ghana Stock Exchange, Securities & Exchange Commission, etc. internal situation analysis including staff survey and identified key planning issues. • Worked with in-house Project Team to review and revalidate the CSD’s strategic foundation elements including mission, vision, customer value proposition, strategy canvas and strategy formulation – strategic themes • Worked with in-house strategic theme teams to develop theme scorecards which were later consolidated as “The Enterprise Strategy” (Tier 1) • Cascaded the Tier 1 strategy to 6 departments • Facilitated development of SMART Objective Scorecards for 32 employees of the company



Nigeria Deposit Insurance Corporation

Client	Issue	What We Did
 <p>Nigeria Deposit Insurance Corporation Plot 447/448 Constitution Avenue Central Business District, Garki, Abuja Contact: Edwin Esangbedo Director, Performance Management Tel: +234 8033158228 Email: esangbedoea@ndic.gov.ng</p>	<p>NDIC contracted BSWA as Spider Strategies Inc reseller to facilitate automation of the Corporation's Balanced Scorecard System to facilitate performance reporting and analysis</p> <p>BSWA was also engaged to run in-house training programs on PuMP Performance Measurement Blueprint and Balanced Scorecard Professional Certification</p>	<ul style="list-style-type: none"> • Ensured the hardware requirements were in place • Liaised with Spider Strategies and facilitated installation of QuickScore and Spider CONNECT on the Corporation's server and performed user acceptance testing • Conducted the training for in-house system administrators • Assisted with building sample balanced scorecard structures in QuickScore • Ran in-company PuMP program for 14 executives (Nov 2018) and • Balanced Scorecard Professional Certification boot camp for 10 executives (oct 2018) • Many other executives regularly attend open BSC programs run by BSWA



Bank of Uganda

Client	Issue	What We Did
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Bank of Uganda
Contact: Agnes Kamya Kijjambu
Director, Strategy & Quality Assurance (SQA)
Tel: +256 414344689
Email: akamya@bog.or.ug

Bank of Uganda (BOU) strategic plan 2012 – 2017 was developed using the balanced scorecard methodology. The Bank desired to evaluate the strategic management system, released an international RFP and invited BSWA to submit a proposal, after which we were selected as the preferred bidder.

BSWA was also contracted to run PuMP Performance Measure Blueprint workshop and in-house training on balanced Scorecard methodology for staff of SQA

- Working with an in-house project team, designed and administered 2 surveys – i) strategy communication survey to test effectiveness of staff understanding of the strategy and ii) strategic management maturity level survey to assess the maturity of the Bank in strategic management
- Conducted structured interviews with Executive Management (Deputy Governor & Executive Directors) and Directors to assess leadership engagement in strategy formulation and execution
- Reviewed the overall performance of the Bank vis a vis the enterprise strategic objectives and how balanced scorecard has assisted in delivering on the Bank’s core mandate and in shaping behaviours
- Reviewed the alignment of department scorecards with the enterprise strategy and pointed out learnings for next strategic plan
- Reviewed systems of performance reporting and analysis
- Evaluated the scorecard system components and recommended changes for next plan
- Led Leadership workshop to present interim findings and receive inputs into final report
- Conducted a 2-Day in-house PuMP workshop for 7 SQA staff including the Director, targeted at increasing the Team’s skills in performance measurement and performance analysis
- Conducted a 5-day BSC training and an online certification exam for 8 executives and a 5-day BSC Master Professional training for 7 executives.

Wema Bank Plc.

Client	Issue	What We Did
 <p><i>Wema Bank Plc. Contact: Tunde Mabawonku Group Head Finance and Strategy Tel: +2348023121178 Email: tunde.mabawonku@wemabank.com</i></p>	<p>Wema Bank had problems with the use of balanced scorecard as strategic performance management system and invited BSWA to assist in resolving them (2013/14)</p>	<ul style="list-style-type: none"> • After discussion with executive management, we developed customized workshops based on case studies to resolve the problems and facilitated series of the workshops to educate executive management, management and other leaders on the approaches to resolve the problems; over 100 staff members attended the different workshop series • Assisted in fine-tuning the enterprise scorecard and Tier 2 scorecards for 27 Depts. • Deployed Tier 3 electronic cascading toolkit to facilitate development of individual objective scorecards by managers for their reports



Transport Services Limited

Client	Issue	What We Did
 <p><i>Transport Services Limited</i> Contact: Deji Wright Managing Director Tel: 08057290234 Email: wright@tsllimited.com</p>	<p>The MD desired to turnaround the company and position it for future growth. The company decided to implement balanced scorecard but had a bad experience working with a consultant and decided to change. The first step taken was to send one of the executives to attend our open BSC program, after which the company was convinced and signed us on (2014)</p>	<ul style="list-style-type: none"> • Using our fast-track approach and working with in-house cross-functional teams, facilitated development of enterprise strategic plan using the balanced scorecard methodology • Facilitated development of department scorecards for 11 departments and business units • Assisted with the review of communication and rollout plans for the scorecard systems.



BSWA Clients



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