TEACHING GUIDE - 2026-2027

Implementing Strategy: Processes & Indicators

UGRA_001144

Departments	Dept. of Operations, Innovation & Data Sciences, Operations, Innovation and Technology Management (OITM)
Teaching Languages	English
ECTS	4
Teacher responsible	Alexander Daniel Ylla Konneke - alexander.ylla@esade.edu

Course Goals

- Study the process focus as an organisational model that orients the firm towards clients.
- Analyse the elements that makeup Business Process Management and the value provided by its implementation.
- Explain the KPI concept and present the features of a ‘good’ indicator.
- Introduce the concepts of Indicators and Performance Measurement Systems as the tools for strategy implementation.
- Design the causal model for strategy implementation using a performance measurement system and study the Balanced Scorecard and the Objectives and Key Results – OKRs- as frameworks for the design and implementation of a performance measurement system.
- Develop Strategic Indicators from the Strategy Map for corporations and develop objectives and Key Results Methodology for startups.
- Cascade strategic indicators into operational indicators.
- Measuring the innovation process and the innovation strategy’s implementation through innovation indicators.
- Make clear the importance of metrics in the success of a startup. Study the startup Indicators.
- Identify resistance to change when implementing a performance measurement system and learn how to overcome such resistance.

Previous knowledge

No specific prior knowledge is required.

Prerequisits

There are no prerequisites.

Teaching methodology

The methodology is participatory and action oriented. It consists of the presentation and discussion of topics in class (in constant interaction with the participants) and the analysis and discussion of cases in teams and in class. Each group acts as a management team (including in the preparation and delivery of presentations) and the concepts are gradually applied. The above activities are integrated with a critical reading of edited material and selected articles.

Additionally, a Harvard Business simulation on the balanced scorecard will be made and teams will compete to see which company achieves the highest purchase value.

These activities will help consolidate the concepts introduced so that they can be applied to real business.

The lecturer will develop theoretical concepts and facilitate discussions.

Description

Short description

Business is currently experiencing elevated levels of instability, uncertainty, and volatility. A key priority for management teams is to quickly adapt business strategies to changes in the environment – both in terms of design and implementation. These changing environments make it necessary to continuously consider differing strategic designs and implementations.

Companies must flexibly adjust their strategies while aligning their organizations to the strategy. When executing strategies, companies must consider the volatility of current markets exacerbated by the effects of, for example, health emergencies and international instability. This implies: (1) ensuring that they implement strategies in a flexible manner and create a dynamic performance measurement system; (2) defining key performance indicators (KPI) that anticipate the behavior of financial indicators; and (3) investing in projects that are aligned with strategies to make the latter a reality. Thus, firms can simultaneously reduce costs and increase customer loyalty.

Implementing strategy and closing the gap between strategy and execution are crucial for companies. In this course, we develop a methodology based on the company’s strategy and execute the strategy through the design and implementation of a performance measurement system. This indicator system uses the ‘strategy funnel’ as a causal model. This model is based on the state-of-the-art Balanced Scorecard (2020), whose fundamental elements include a strategic map and the continuous learning linked to it.

The objectives and key results (OKR) methodology that focus on startups are introduced. The implementation of the performance measurement system will result in the alignment of the people strategy – as well as the organization's initiatives or projects.

There are basically two tools for implementing strategy: processes and indicators. In this course, we will study the process-based approach and the design of a performance measurement system, with the aims of simultaneously cutting costs and boosting client satisfaction / experience.

Bibliography

- Schrage, M. and Kiron, D., Leading With Next – Generation Key Performance Indicators, MIT Sloan Management Review, June 2018. Cambridge, Massachusetts. (Article)
Simons, R., Strategy Execution Module 9. Building a Balanced Scorecard, Harvard Business School Publishing. Boston, Massachusetts (Article)
McGinn, D., How VC John Doerr Sets (and Achieves) Goals, Harvard Business School Publishing. Boston, Massachusetts (Article)

Mankins, M and Garton, E., How Spotify Balances Employee Autonomy and Accountability, Harvard Business Review (Article)

Kaplan, R. and McMillan, D., Updating the Balanced Scorecard for Triple Bottom Line Strategies, Harvard Business School Publishing (Article)

Activities

In-class discussions and debates

Starbucks: Delivering Customer Service

Zara Managing Stores for Fashion

Citibank: performance measurement

Domestic Auto Parts

Volkswagen do Brasil

Role-play exercises and simulations

Delta / Signal Corp: carryout the Harvard "Strategy Simulation: The Balanced Scorecard" in teams and prepare a report on the strategy followed and the results obtained.

Readings

Heras, M.A.: "Operations and Process Management"

Mankins, M and Garton, E. "How Spotify Balances Employee Autonomy and Accountability", Harvard Business Review, 2017

Schrage, M. and Kiron, D. (2018). "Leading With Next – Generation Key Performance Indicators". MIT Sloan Management Review, June 2018. Cambridge, Massachusetts.

Simons, R. (2018). "Strategy Execution Module 9. Building a Balanced Scorecard". Harvard Business School Publishing. Boston, Massachusetts.

Kaplan, R. and McMillan, D. (2020). “Updating the Balanced Scorecard for Triple Bottom Line Strategies”. Harvard Business School Publishing. Boston, Massachusetts.

McGinn, D. (2018). “How VC John Doerr Sets (and Achieves) Goals”. Harvard Business Review.

Case study analyses

Starbucks: Delivering Customer Service

Zara Managing Stores for Fashion

Citibank: performance measurement

Domestic Auto Parts

Volkswagen do Brasil

Delta / Signal Corp.

Introduction to the Final Report on Tesla

Content

#	Topic
1	The Process Concept and Analyzing Processes. Introduction to Business Process Management The value created by processes. Processes and customer experience. Defining the process. ‘Macro’ analysis and detailed analysis using flowcharts. The Top Level Process Map. Selected reading: Heras, M.A.: “Operations and Process Management”
2	Process and client experience How processes impact on customer experience Teamwork 1: Teamwork on the Starbucks case. Case study: Starbucks: Delivering Customer Service – The case has to be read BEFORE the session, taking into account the questions that have been provided. NO report BEFORE the session has to be prepared / sent.
3	Process Indicators. Process Improvement. Capacity, bottlenecks, throughput time and cycle time of a process. Process Improvement. Elements of Industry 4.0. Teamwork 2: Teamwork on the Zara case. Case study (questions 1 & 2): Zara Managing Stores for Fashion – The case has to be read BEFORE the session, taking into account the questions that have been provided. NO report BEFORE the session has to be prepared / sent. Selected reading: McKinsey & Company (2020): “Industry 4.0: Reimagining manufacturing operations after COVID-19”
4	Implementing Business Process Management Business Process Management concept. The role of the process owner. Stages in the implementation of Business Process Management. Companies examples. Teamwork 3: Teamwork on the Zara Managing Stores for Fashion case. Case study (question 3): Zara Managing Stores for Fashion – The case has to be read BEFORE the session, taking into account the questions that have been provided. NO report BEFORE the session has to be prepared / sent.. Selected reading: Mankins, M and Garton, E. “How Spotify Balances Employee Autonomy and Accountability”, Harvard Business Review, 2017
5	Indicators and Performance Measurement Systems The indicator concept. Indicators in different business sectors. Early warning indicators and Key Performance Indicators (KPIs). Strategic and Operational Indicators. Selected reading: Schrage, M. and Kiron, D. (2018). “Leading With Next – Generation Key Performance Indicators”. MIT Sloan Management Review, June 2018. Cambridge, Massachusetts.
6	Strategy Implementation: Design of a Performance Measurement System The “Funnel Model”. The Balanced Scorecard Model. Teamwork 4: Teamwork on the Citibank case Case study: Citibank - The case has to be read BEFORE the session, taking into account the questions that have been provided. NO report BEFORE the session has to be prepared / sent. Selected reading: Simons, R. (2018). “Strategy Execution Module 9. Building a Balanced Scorecard”. Harvard

#	Topic
6	Business School Publishing. Boston, Massachusetts.
7	Strategy Implementation: The Strategy Map Concept of Strategy Map. Discussion of Strategy Maps examples. Design of a Strategy Map. Teamwork 5: Teamwork on the Domestic Auto Parts case Case study: Domestic Auto Parts – The case has to be read BEFORE the session, taking into account the questions that have been provided. NO report BEFORE the session has to be prepared / sent. Selected reading: Kaplan, R. and McMillan, D. (2020). “Updating the Balanced Scorecard for Triple Bottom Line Strategies”. Harvard Business School Publishing. Boston, Massachusetts.
8	Strategy implementation: Indicators cascade Cascade of Indicators through processes. Cascading of Strategy Maps. The new profile of management team meetings after Balanced Scorecard Implementation. Business Intelligence Solutions. Lessons learned. Teamwork 6: Teamwork on the Volkswagen do Brasil case. Case study: Volkswagen do Brasil - The case has to be read BEFORE the session, taking into account the questions that have been provided. NO report BEFORE the session has to be prepared / sent.
9	Strategy Implementation based on Initiatives or Projects aligned with the Strategy Teamwork 7: Carryout the Harvard “Strategy Simulation: The Balanced Scorecard” in teams and prepare a report on the strategy followed and the results obtained. Case study: Delta/Signal Corp. - The case has to be read BEFORE the session, taking into account the questions that have been provided. NO report BEFORE the session has to be prepared / sent.
10	Measuring Innovation. Startup Strategy Implementation. Final conclusions The Balanced Scorecard as a Managerial Innovation Model. Indicators to measure Innovation. Innovation Strategy Maps. The Startup concept. Lean Startups. Minimum Viable Product and Pivoting. Causal Model “Objectives and Key Results” to execute the Startups Strategy. Indicators for Startups. Startup decisions based on metrics analysis. Selected reading: McGinn, D. (2018). “How VC John Doerr Sets (and Achieves) Goals”. Harvard Business Review. Introduction to the Final Report on Tesla

Assessment

Tool	Assessment tool	Category	Weight %
In-class analysis and discussion of issues	Class participation	Ordinary round	20.00%
Group project	Case study reports and practical exercises completed in class	Ordinary round	30.00%
Peer evaluation	Peer to peer evaluation (teamwork)	Ordinary round	20.00%
Individual or team exercises	Final report on the Tesla Case	Ordinary round	30.00%
Quizzes/tests	Retake	Retake	100.00%

PROGRAMS

AI26-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
- AI26 Year 1 (Optative)

AI26S-Exchange Program Bachelor in Business and Artificial Intelligence (Undergraduates: Business)
- AI26S Year 1 (Optative)

B13-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13 Year 1 (Optative)

B13S-Exchange Program Bachelor of Business Administration (BBA) (Undergraduates: Business)
- B13S Year 1 (Optative)

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA20 Year 4 (Optative)
- BBA20 Year 3 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA23 Year 3 (Optative)
- BBA23 Year 4 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA25 Year 1 (Optative)
- BBA25 Year 3 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
- DBAI23 Year 3 (Optative)
- DBAI23 Year 4 (Optative)