

### Time-share leader automates the scorecard, drives cultural change, and puts strategy into action

#### COMPANY

Marriott Vacation Club International is a premier provider of vacation ownership and personalized vacation experiences, and the recognized global leader in development, operations and sales of vacation ownership resorts.

#### BENEFITS

- ▶ Swift transition from four manual scorecards to more than 100 automated scorecards, which are used enterprise-wide
- ▶ Reports and measures on demand with custom viewing—users see information the way they want
- ▶ Acceleration of a cultural and strategic shift, thanks to exposure via CorVu to aligned strategies and metrics

#### CHALLENGES

Only two employees were trying to manually produce scorecards via Microsoft Excel and PowerPoint. In order to cascade, an automated, scalable application was needed—one that would meet MVCI's needs without costly customization.

#### SOLUTION

CorVu cascading scorecards were implemented, providing the MVCI workforce with easy access to metrics and strategy. The end result was quicker and more efficient real-time sharing of information throughout the organization.

#### RESPONSE

**“By aligning strategies and metrics on every scorecard, we have a greater likelihood of achieving our goals.”**

—Barbara Ryan, senior director of strategic management

#### Business need

Since becoming the first branded hospitality company to enter the time-share business in 1984, Marriott Vacation Club International (MVCI) has established itself as the recognized leader in this highly competitive industry. With more than 350,000 owners, they currently operate 57 luxury resorts worldwide, with many more in development. MVCI is a wholly owned subsidiary of Marriott International, Inc., a leading worldwide hospitality company with operations in the United States and 66 other countries and territories.

Marriott Vacation Club International's dedication to creating one-to-one customer relationships demanded the re-engineering of processes to deliver that value discipline. This required aligning the enterprise around common strategies. In 2002, senior executives implemented their first Balanced Scorecard (BSC). However, it was determined that MVCI needed an *automated* BSC application to cascade scorecards throughout the organization, and ultimately tie their business strategy to day-to-day activities.

#### Solution

Based on the responses received from their RFP, Marriott Vacation Club International evaluated three companies, including CorVu. According to Nikki Mockabee, senior manager of strategic management, “MVCI chose CorVu because it had the most functionality out-of-the box. We were looking for a scalable, feature-rich application, that required little to no customization. CorVu provided that.”

CorVu's scorecard strategy solution would be used for strategy management. In addition, CorVu's business intelligence reporting solution would be used for enterprise-wide performance metrics. Deployment proceeded quickly, and easily scaled to meet growing needs. In 2006, CorVu's web-based information delivery and portfolio presentation solutions were added. The web-based solution provides easy access to drill-down reports and graphs via a web browser.

#### Results

CorVu's automation of the BSC helped Marriott Vacation Club International sustain their competitive advantage. They have eliminated manual scorecards and now have more than 100 cascaded scorecards communicating shared strategies and metrics to every level of the organization. “By aligning strategies and metrics on every scorecard, we have a greater likelihood of achieving our goals,” says Barbara Ryan, senior director of strategic management. “This top-down knowledge sharing has helped drive cultural change and created more accountability. User adoption has been rapid due to CorVu's ease-of-use and on-demand reporting.”

In November of 2006, Marriott Vacation Club International was inducted into the Balanced Scorecard Collaborative's Hall of Fame for Executing Strategy, proof that they have progressed all the way to “Best Practices” in becoming a strategy-focused organization. In a Balanced Scorecard Collaborative press release, MVCI president Steve Weisz said use of the Balanced Scorecard drove the process re-engineering that customers valued—a key reason 50% of annual sales come from existing owners or their referrals. Weisz adds, “Each passing year brings increasing value from the Balanced Scorecard as we continue to cascade it and develop better measures to assess our progress.”

