



MANAGEMENT

SKANDIA NAVIGATOR

The Skandia Navigator is a collection of intangible measurement methods, pioneered by Leif Edvinsson at Skandia (a Swedish Financial Company). The Navigator gives a holistic view of performance & goal achievement and facilitates a macro understanding of the organization and its value creation along 5 focus areas.



1. Financial Focus: The financial focus captures the financial outcome of activities. It is here where we establish the long-term goals and also a large part of the overall conditions for the other perspectives.

2. Customer Focus: It gives us an indication on how well the organization meets the needs of its customers via products & services. It represents a view that looks from the outside towards the inside of the company.

3. Process Focus: Process Focus captures the actual processes of creating the products & services that customers desire. It covers questions like how customer support is handled, and how efficiently the work is being done.

4. Renewal & Development Focus: It aims at reassuring the organization's long term renewal and sustainability. Its covers areas which focus on attaining and developing knowledge that are needed to perceive and satisfy customer needs.

5. Human Focus: This is the heart of the Navigator. The process of knowledge creation is visualized in this focus area. When employees are satisfied with the work situation, they will become satisfied customers which in turn would improve the company's performance & sales.

The shape of the Navigator represents a visual metaphor of the Skandia organization itself, seeing it as a house. The upper triangle represents the attic. The Customer and Process focus represent the walls, the Renewal and Development Focus are the foundations, while the Human Focus is the inhabitant of the house, the only active force in the navigator.

Use:

It is used to measure the intellectual capital and knowledge assets of the company. After Skandia, the model has been used by several companies since then.

