

Estradi Benchmarking Scorecard

System presentation

ANTREA
solutions

28.1.2005

Contents

Background of Estradi
Estradi Scorecard
Estradi System

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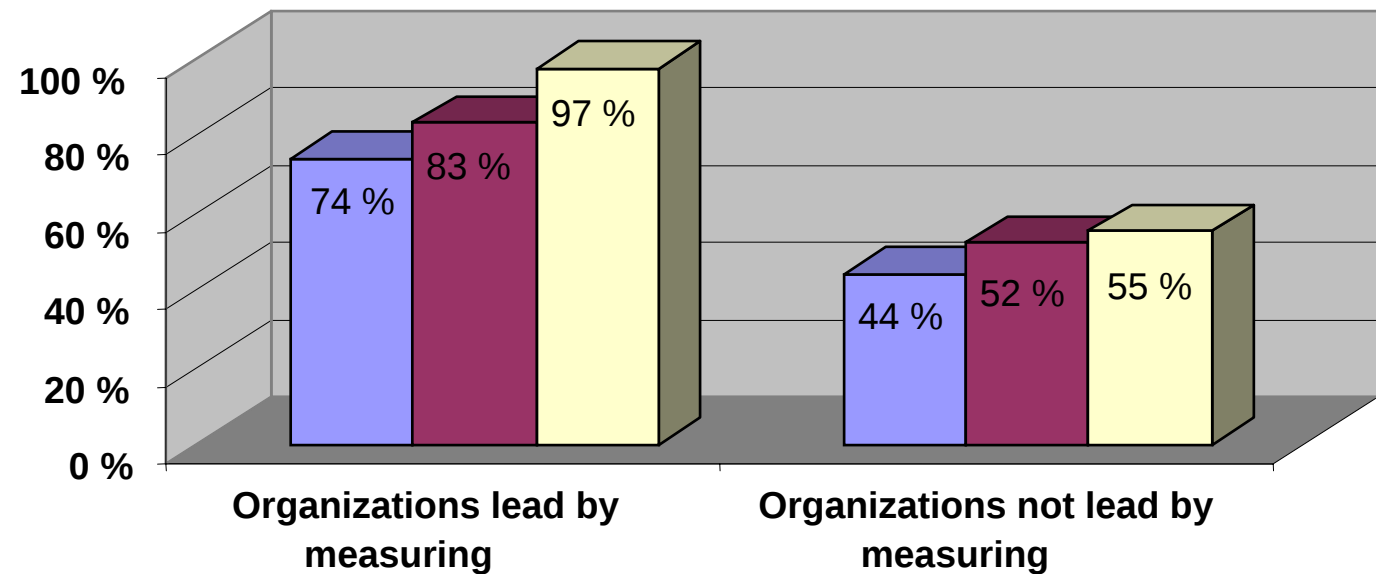
Background of Estradi

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About Measuring Results of an Organization

A large international research (203 companies of varying size) concluded that organizations, which are "lead by measuring" belong to the top three organizations within their industry...

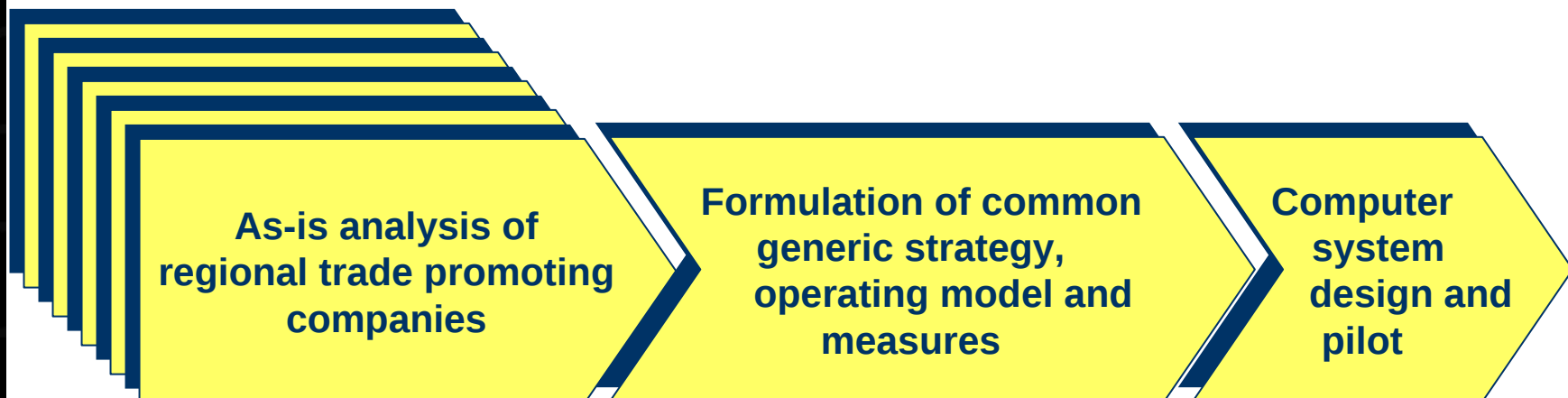


- Was rated as a leading company in its industry by peers
- Was rated among top three financially strongest companies in its industry
- Estimated itself that latest extensive operating model or cultural changes were successful

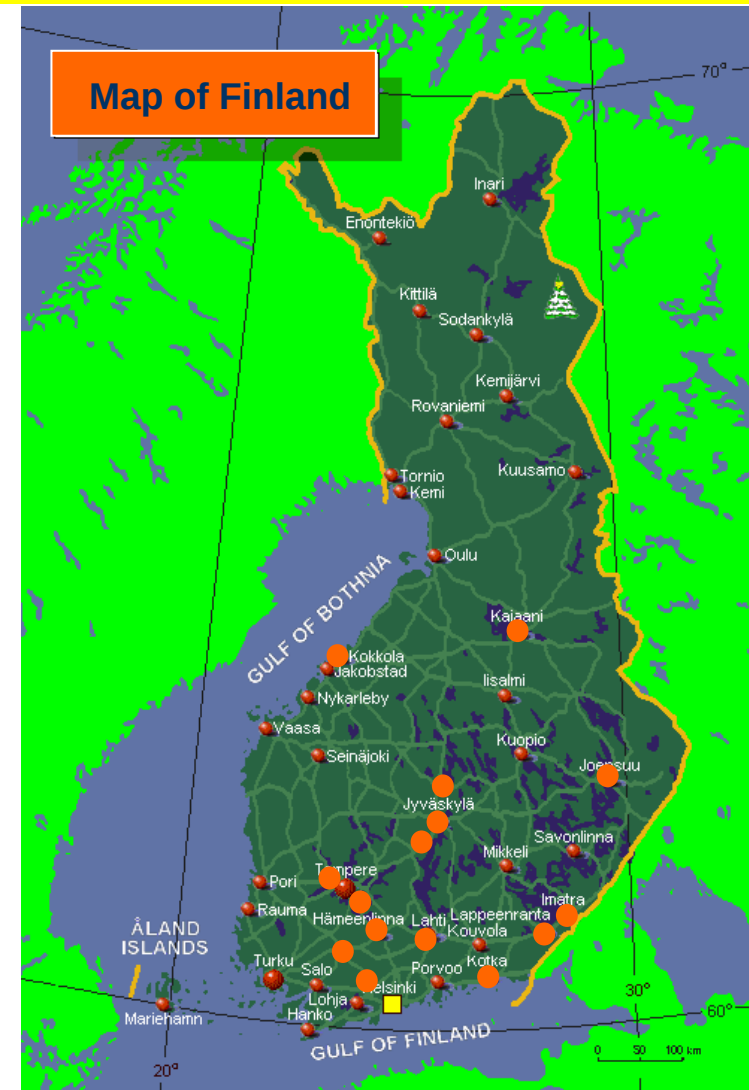
Origins in Regional Estradi Project

Strategy project had three main phases:

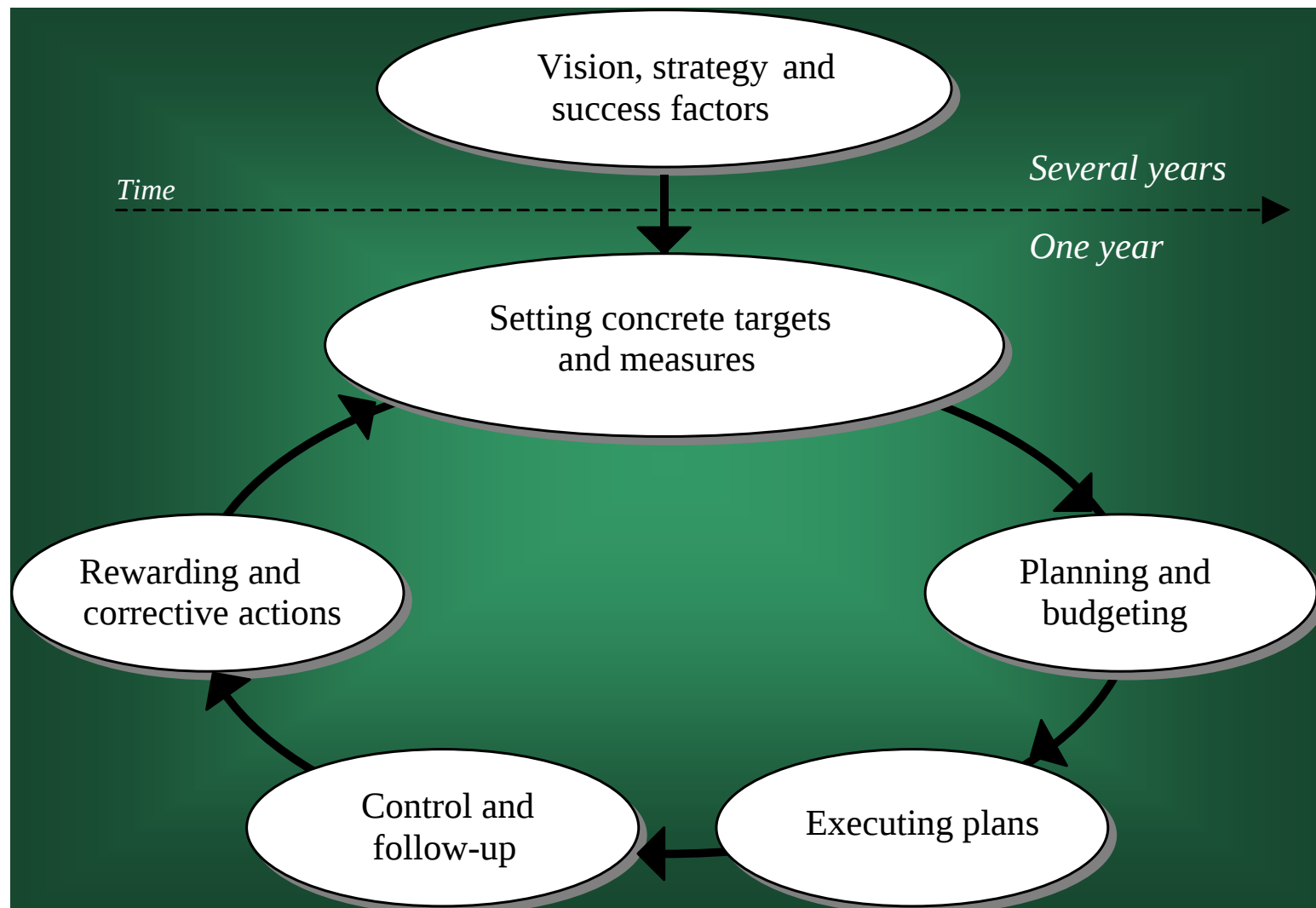
- As-is analysis of each participating regional trade promoting company to form the basis of strategy work (current mission, strategy, operating model, key processes, established measures).
- Identification and formulation of common strategy. Strategy-based operating model design and definition of the measures.
- Design and implementation of a computer system to measure realization of strategy



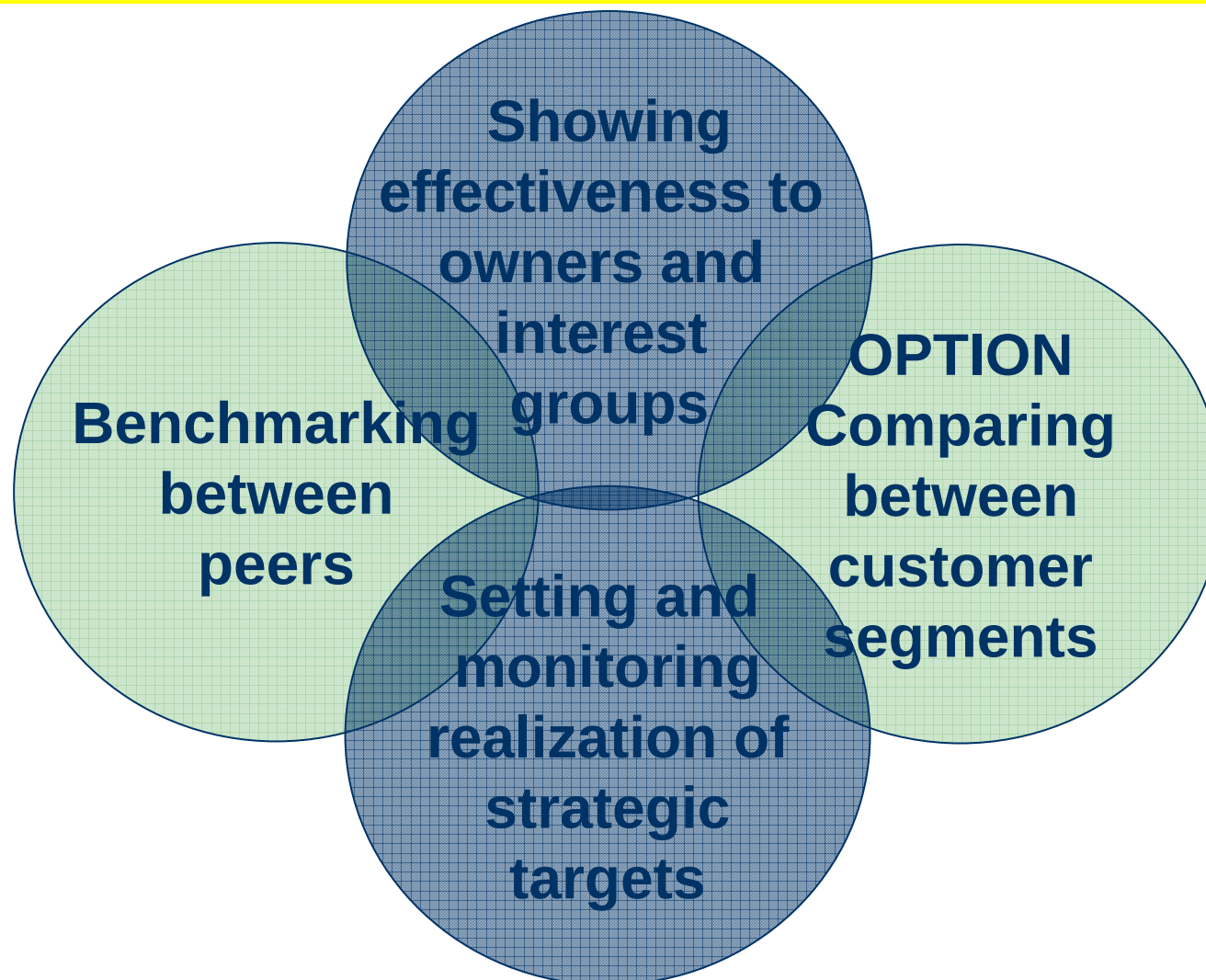
- Kotkan - Haminan seudun yrityspalvelu Oy
- Jykes Oy
- Lappenrannan Seudun Elinkeino ja Matkailu Oy
- Lounais-Hämeen Yrityskeskus Oy
- Vihdin Yrityskeskus Oy
- Imatran Seudun Kehitysyhtiö Oy
- Lempotek Oy
- Jämsän Seutukunnan Kehitys Oy Jämsek
- Lahden Seudun Yrityskeskus Oy
- Wiitaseudun yrityspalvelu Oy
- Ylöjärven Yrityspalvelu Oy
- Kehittämiskeskus Oy Häme
- Joensuun Seudun Kehittämis-yhtiö Josek Oy
- Kokkolan seudun kehitys Oy KOSEK
- Kainuun etu Oy



Strategic Control Integrated into Budgeting



Managing Operations with the Estradi System



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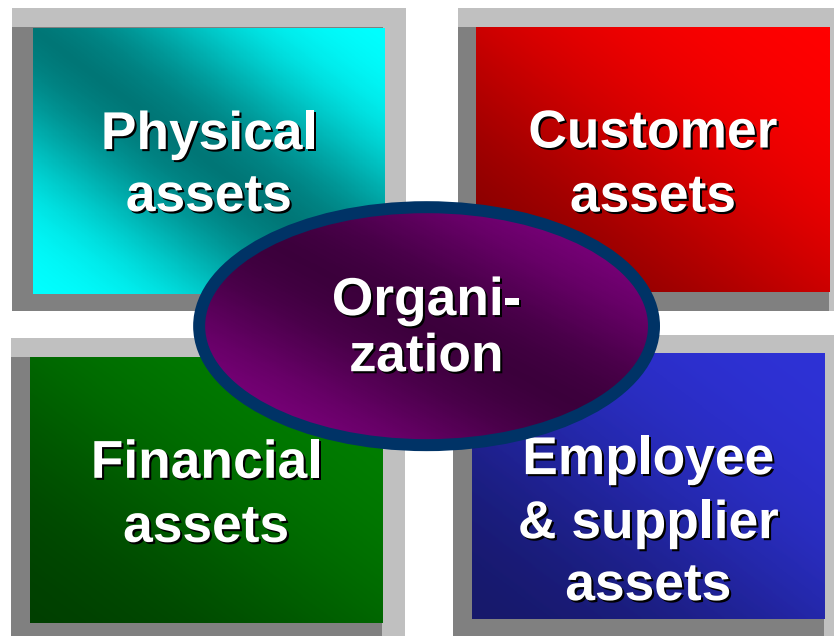
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Scorecard Model

- The scorecard was based on Value Dynamics Framework
 - Book "Cracking the Value Code" by Richard E.S. Boulton, Barry D. Libert, Steve M. Samek. Published 2000 by Harper Business, ISBN 0-06-662063-5.



Physical assets

- land, buildings, equipment, inventory

Customer assets

- customers, channels, affiliates

Financial assets

- cash, receivables, debt, investments, equity

Employee & supplier assets

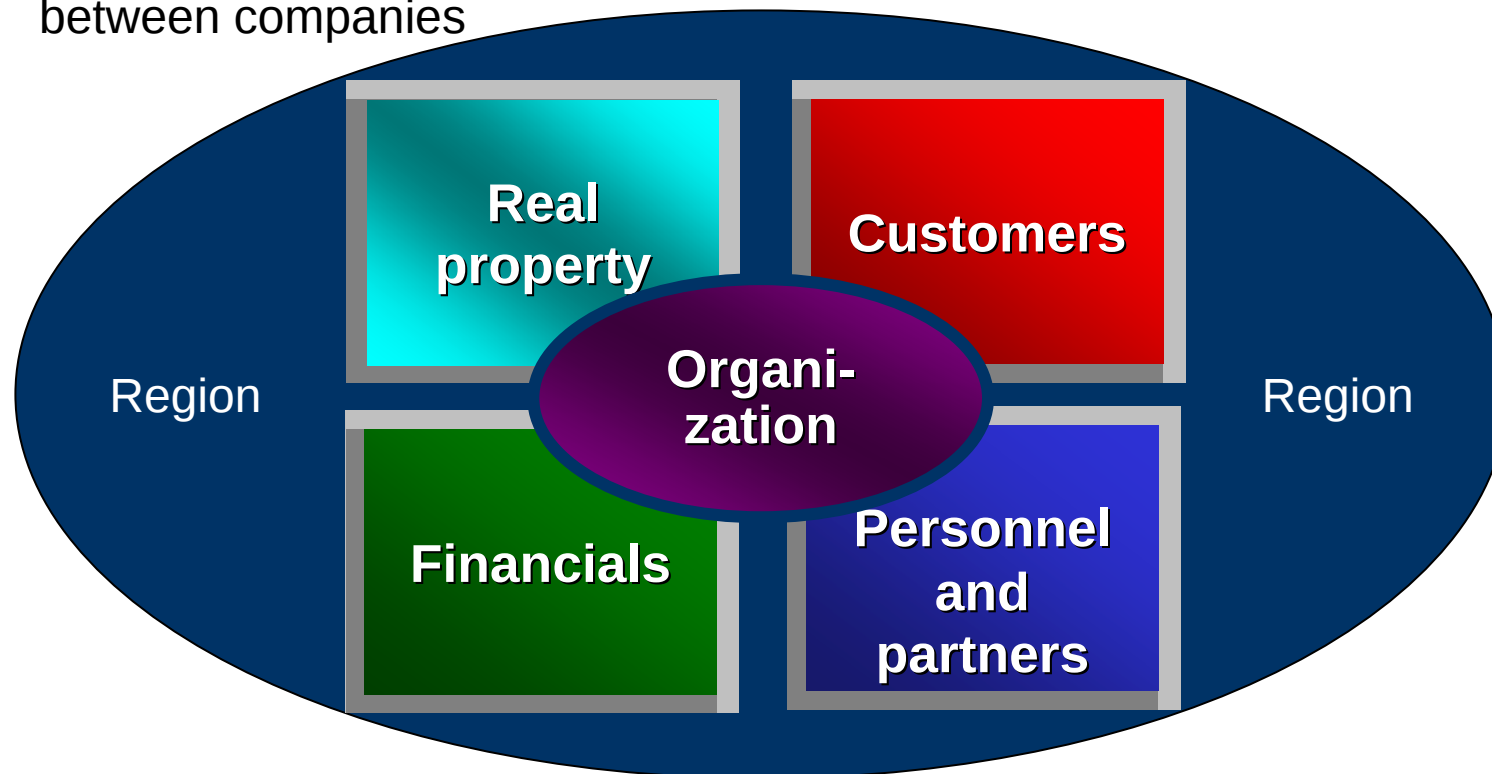
- employees, suppliers, partners

Organizational assets

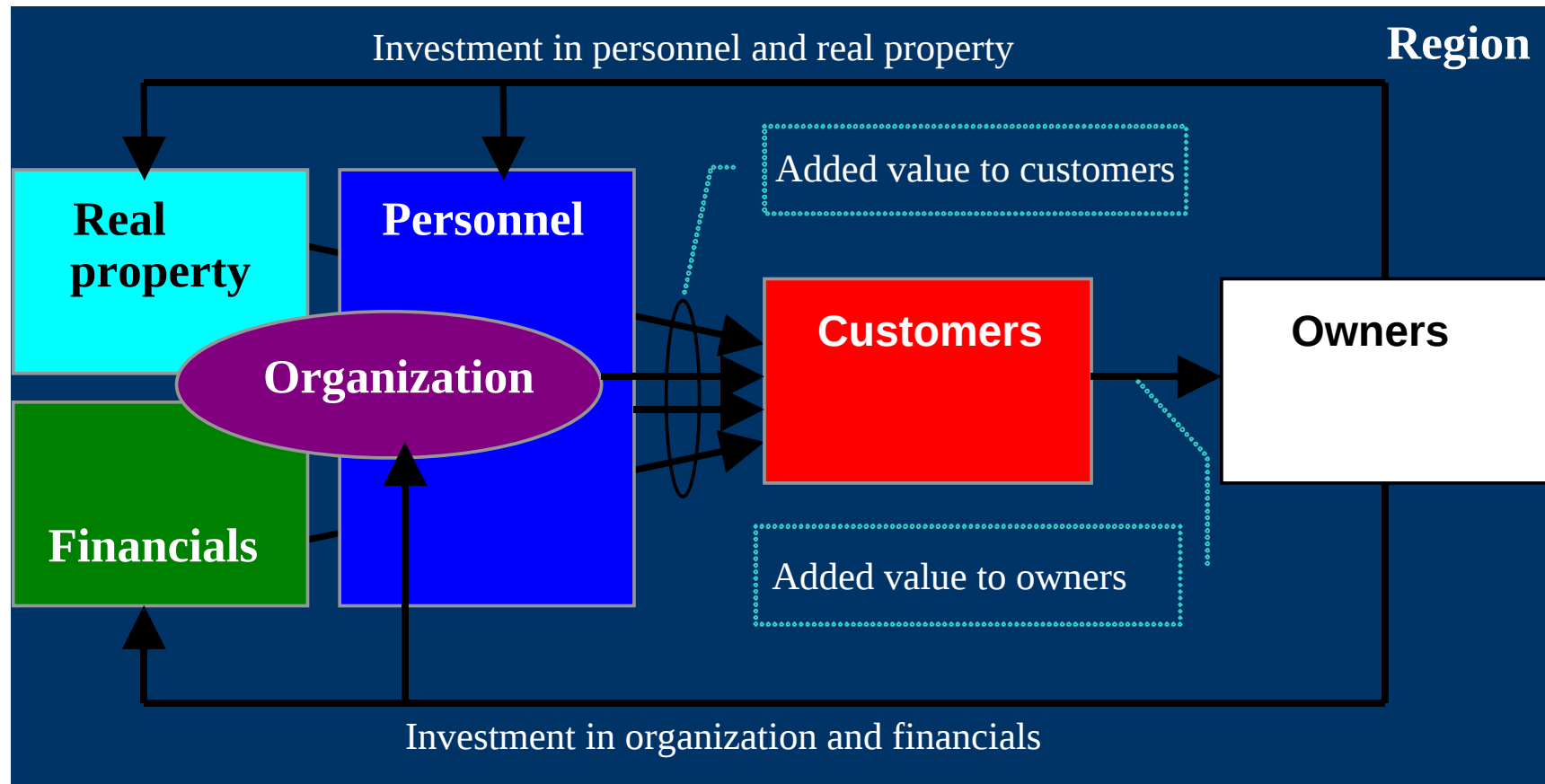
- leadership, strategy, structure, culture, brand, innovation, knowledge, systems, processes, intellectual property

Scorecard Model as a Result of the Estradi Project

- The value dynamics model was further developed and focused in the project into Estradi scorecard model
- A computer system to support the scorecard model was developed
- The system enables both setting company specific targets and benchmarking between companies

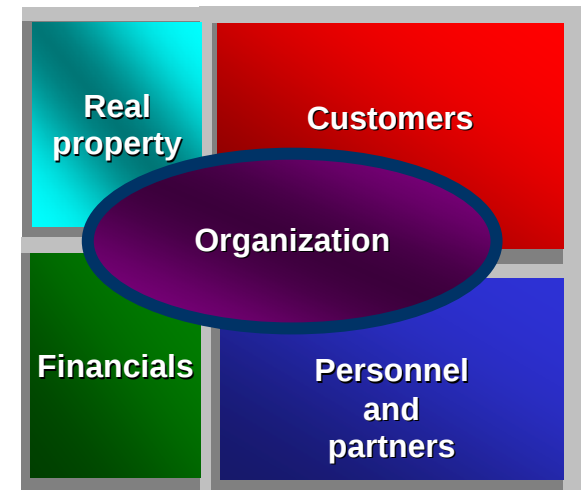


Scorecard Model Dynamics



Scorecard Model Balance

- The model balance for regional trade promoting companies is described on the right
- It shows that customers, personnel and partners as well as organization are in this order the most important factors to produce added value to interest groups and owners
- The common scorecard measures are based on this model
- The model is amended with measures, which monitor general development of the region



The Measures of the Estradi Scorecard

Customers

- 1. Customer satisfaction
- 2. Advising companies to be founded
- 3. Advising established companies
- 4. Interest group satisfaction

Personnel and partners

- 5. Personnel satisfaction

Financials

- 18. Number of new companies

Real properties

- 19. Premises (will be replaced)

Region

- 20. Unemployment rate
- 21. Population
- 22. Net number of new jobs
- 23. Overnights / utilization rate / attendance
- 24. Regional skill level

Organization

- 6. Level of commitment 1
- 7. Level of commitment 2
- 8. Level of commitment 3
- 9. Development of competitiveness of selected top companies 1
- 10. Development of competitiveness of selected top companies 2
- 11. Development of competitiveness of selected top companies 3
- 12. Managed projects' effect on employment 1 (will be replaced)
- 13. Managed projects' effect on employment 2 (will be replaced)
- 14. Managed projects' effect on employment 3 (will be replaced)
- 15. Number of companies participating in managed projects
- 16. Companies established through trade promoting company 1
- 17. Companies established through trade promoting company 2

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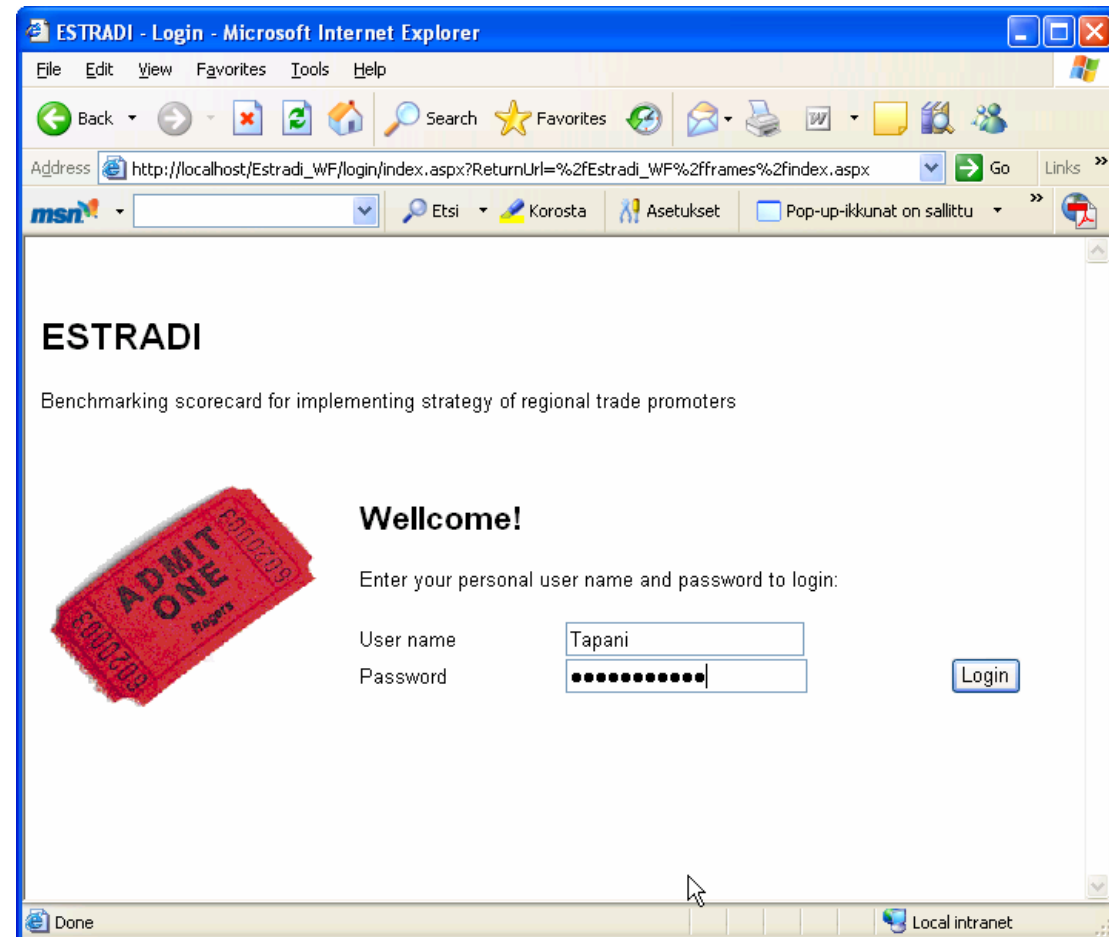
- Features
- Scorecard: Measure groups
- Scorecard: Measures
- Scorecard: Measurements
- Contact information
- Supplemental information

Main Features of the Estradi Computer System

- System is used as a service via Internet through a web browser
- All the information is protected and secured and resides in central database
- Hierarchical measure structure, which supports desired scorecard model
- Setting targets and monitoring achievements
- Entering measurement results
- Following development of measure results over time in numeric, symbolic trend or trend graph format
- Benchmarking measure results and targets with others
- Summary reports on results
- Rating and commenting targets and results
- User organizations contact management
- Managing user rights

Logging in

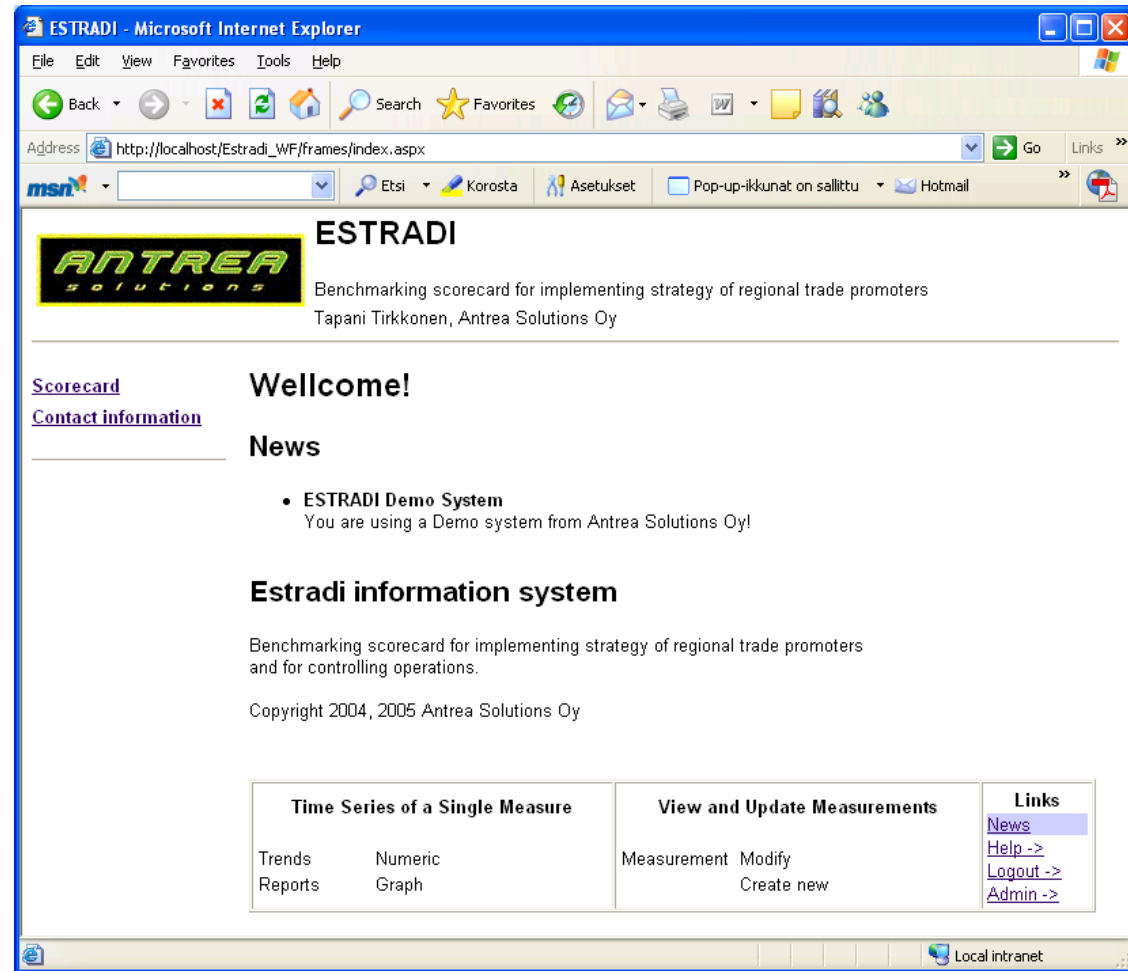
- To start using ESTRADI-system, you log in.
- Type in the user name and password you have received from the system administrator to the correct boxes and click Login –button.



Browsing information

News Page

- When logged in, the news page opens.
- The standard screen is divided in four parts:
 - The name of the system and logged-on user is located at the top of the screen
 - The menu for selecting information, i.e. Measures and Measure groups from Scorecard, and Companies and Persons from Contact information, is at left
 - In the middle there is the selected information – in this case, the news
 - At the bottom of the screen is the menu for selecting different actions, ie. the presentation method and the time line to be examined



Information menu

- The Information menu is divided into two main information categories: the Scorecard and the Contact Information.
- The Scorecard is at the top of the menu. By clicking it you'll see the overall situation of the measures in the system.
- Below the Scorecard a Measure tree will appear. From the tree you can select the corresponding overall situation of each of the measure groups to be viewed.
- By clicking the names of the measure groups, you'll delve deeper into the selected group and are able to choose individual measures to be viewed.
- Correspondingly if your main selection is the Contact Information, you'll see the contact information of yourself and a Company tree will appear below the Contact Information.
- By clicking the names of the Companies you'll see corresponding contact information of the Company and names of the persons registered from that company.
- By clicking the names of the persons you'll see contact information of that person.

Action menu

- At the leftmost section of the Action menu (located at the bottom of the window) you can choose the appropriate time line and viewing format.
- You can look at the time lines as a trend view between beginning and end of the selected time line, or as a table/graph that covers the entire time line. You can also request a summary report of all the Measures corresponding to the time line.
- At the middle section you can view a single measurement from selected time period.
- Select Edit-mode to change the measurement values. It is also possible to create a new measurement and insert its values.
- You can go back to the News-view from any part of the system by choosing the News-button from the section in the right part of the menu.
- Under this view, you can open the instructions of the system. The last part of the menu is the Exit-button that you use to log out from the system.

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The Scorecard

- The scorecard is a summary of all the measure groups.
- Three arrows are shown for each Measure group. One for the Target value of the Lead Measure of the group (shown below the group name), one for the Measured value of the same and one for a calculated average of all the Measures in the group.
- The color of an arrow indicates the state of the value at the end of the chosen period and the direction of the arrow shows the development trend of the measure between the chosen start and end quarters.
- The period examined can be changed from the left part of the Action menu from the Time Series drop-down menus by choosing the start and end quarters and then clicking the "Refresh" –button.


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Scorecard

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Trends of measure groups and main measures:
1.1.2000 - 31.12.2002

	Target value	Measured value	Average of measure group
A Customers: 01. Customer satisfaction			
B Personnel and Partners: 05. Personnel satisfaction			
C Organization: 12. Managed projects' effect on employment 1 (new jobs)			
D Financials: 18. Number of new companies			
E Real Property: 19. Premises			
F Region: 22. Net number of new jobs			

[Display to separate window](#)

Time Series of a Measure Group
 1.1.2000 31.12.2002 Refresh

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The Trend View

- The Scorecard is shown using a Trend view.
- The meaning of the symbols in the trend view are explained below.

	Deteriorated from the last period	No changes from the last period	Improved from the last period
Target level achieved or exceeded			
Somewhat behind the target level			
Significantly behind the target level			

The Measure Group

- The Measure groups are under the Scorecard at the Information menu.
- To view the Measures belonging to the Measure group, you click the arrow in front of a Measure group.
- By clicking the name of a Measure group, you'll see the Measure group Trend view.
- The Measure group Trend view is similar to the Scorecard Trend view.
- However, the calculated value for the group is not shown.
- The Scorecard and Measure groups can be viewed only as a Trend view or as a Summary view.



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A Customers
Trends of measures: 1.1.2000 - 31.12.2003

	Target value	Measured value
01. Customer satisfaction		
02. Advising companies to be founded		
03. Advising established companies		
04. Interest group satisfaction		

[Display to separate window](#)

Time Series of a Measure Group
 1.1.2000 31.12.2003 Refresh
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The Summary View (Report)

- The Summary view (or Report) shows the key information of each Measure along with key Benchmark information at the end of the selected time series. Also the trend between the selected starting and ending period is shown with the same symbol as in the Trend view.

Measures 31.12.2001 (compared to 1.1.2000)							
Measure name	Measured value	Target value	Unit	Measured value (normalized)	Benchmark average	Unit (normalized)	Trend
A Customers							
01. Customers	3,30	4,00	points ave.	3,30	3,61	points ave.	
02. Founding help	94,00	180,00	count	1,88	5,20	count/1000 inh.	
03. Company help	43,20	90,00	count	0,86	7,14	count/1000 inh.	
04. Interest groups	3,00	4,00	points ave.	3,00	3,94	points ave.	
B Personnel and Partners							
05. Personnel	3,00	4,00	points ave.	3,00	3,54	points ave.	
C Organization							
06. Commitment 1	750000,00	1000000,00	EUR	15,00	2962,41	EUR/inhabitant	

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The Measure as a Time Series Table View

- Under a Measure group in the Information menu are the measures of that group.
- To view the Time series information of a Measure as a Table, you click the appropriate Measure name from the Information menu and the Numeric-link from the Action menu.
- In the Action menu the left section is dedicated to time series actions. There also the time period concerned is shown.
- To change the time period, you choose the beginning and ending quarters from the Action menu and then click the Refresh-button.
- The quarters of the selected time period are shown in the table as well as the normalized values for each period.


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03. Advising established companies

Time range	Normalized information					
	Own information			Benchmark values		
	Measured value (normalized) (count/1000 inh.)	Quality of measured value	Target value (normalized) (count/1000 inh.)	Benchmark average (count/1000 inh.)	Count of benchmark values (n)	Benchmark target average (count/1000 inh.)
1.1.2002 - 31.3.2002	3,16	Final	3,88	9,46	8	9,57
1.4.2002 - 30.6.2002	3,16	Final	3,88	9,46	8	9,57
1.7.2002 - 30.9.2002	4,11	Final	4,04	9,96	7	10,56
1.10.2002 - 31.12.2002	4,11	Final	4,04	9,96	7	10,56
1.1.2003 - 31.3.2003	5,70	Final	5,32	10,77	8	9,86
1.4.2003 - 30.6.2003	5,70	Final	5,32	10,77	8	9,86
1.7.2003 - 30.9.2003	4,38	Final	6,04	12,16	6	11,03
1.10.2003 - 31.12.2003	4,38	Final	6,04	12,16	6	11,03

[Display to separate window](#)

Time Series of a Single Measure
 1.1.2002 ▼ 31.12.2003 ▼ Refresh
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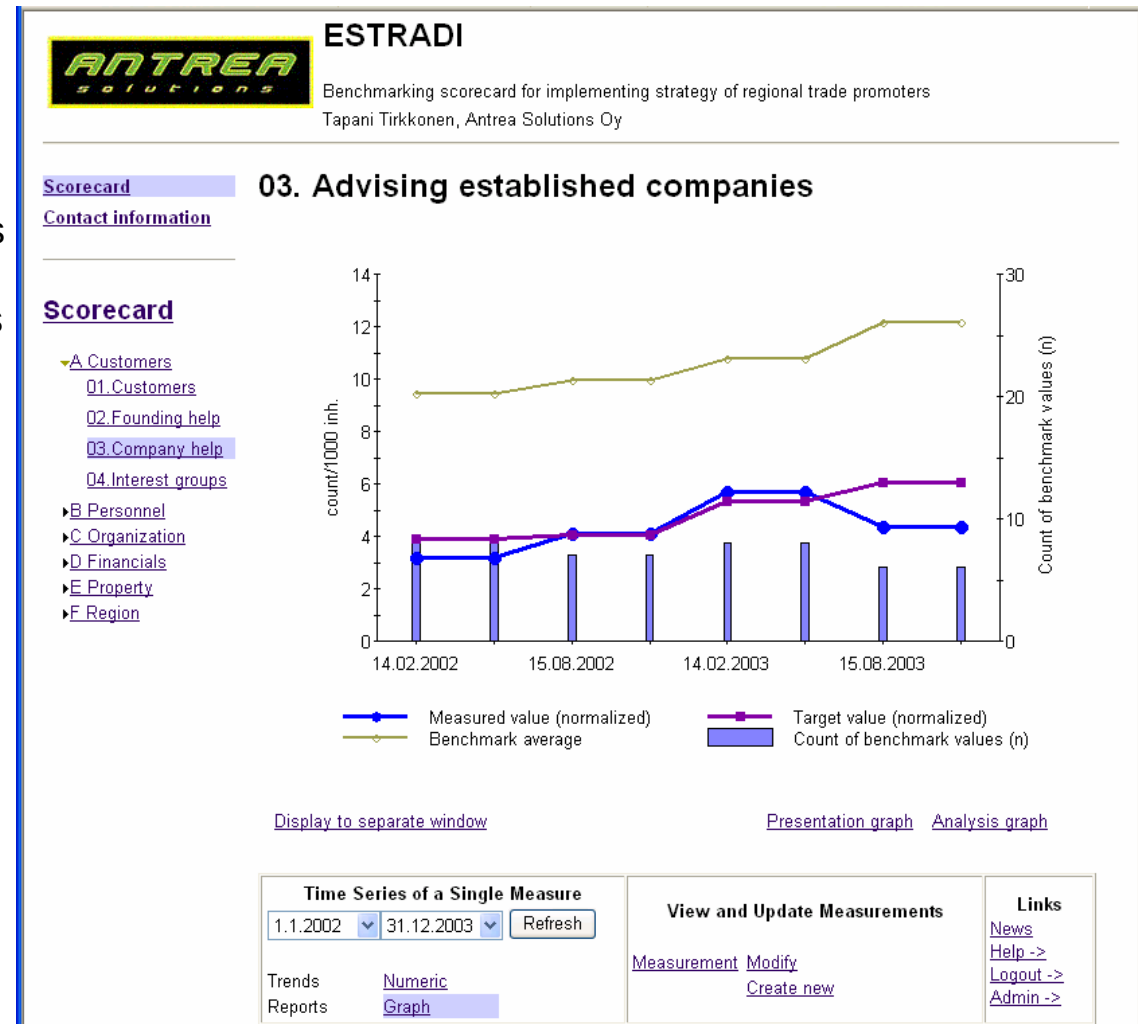
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- Own information -columns contain the realized measurement value, its quality and objective.
- Benchmark values -columns contain the compared companies' measurement average, the number of companies in the average, and the average of the target values.

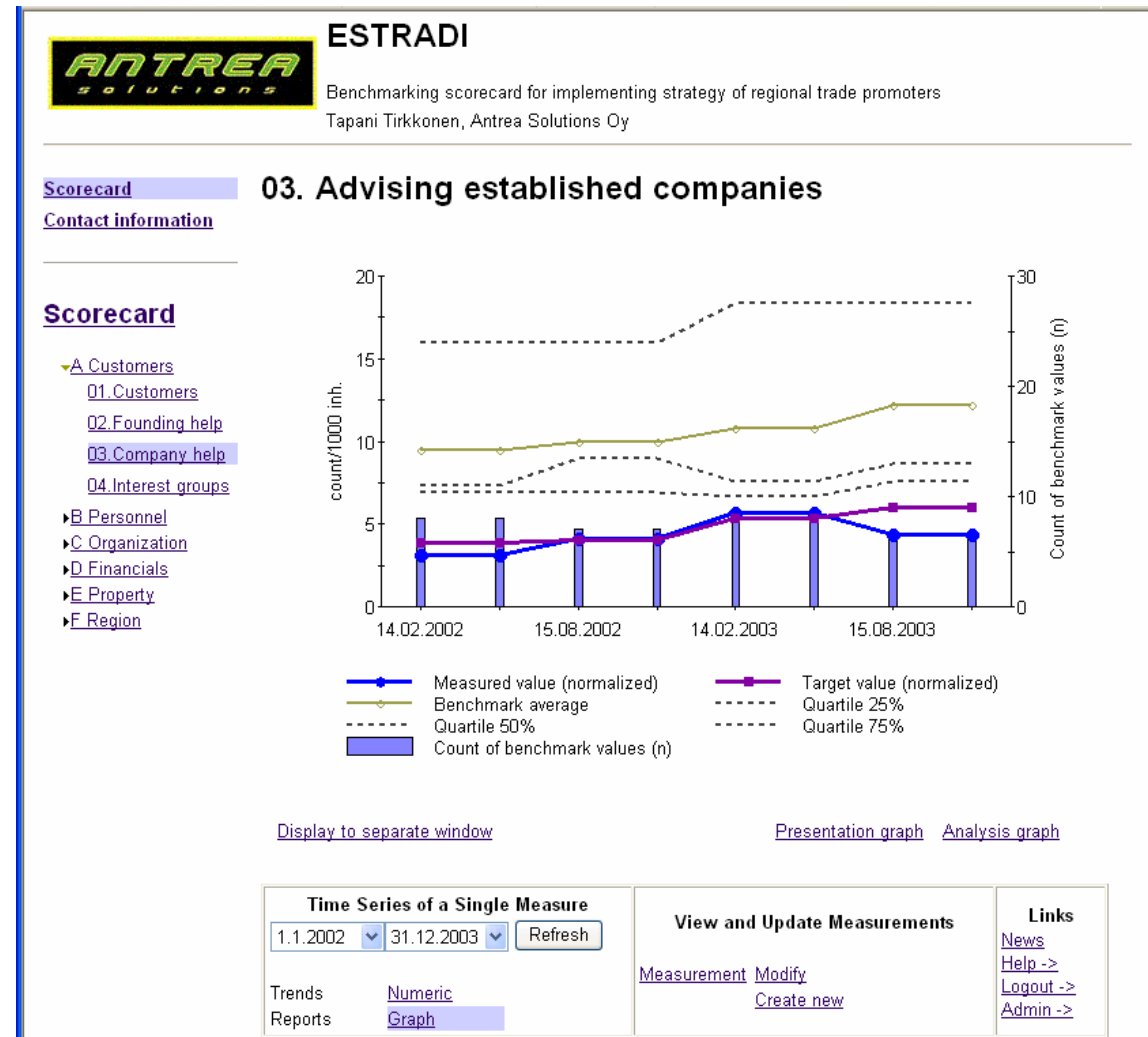
The Measure as a Time Series Presentation Graph View

- To get to the Graph view from the Table view, click the Graph-link in the Action menu.
- The realized measurement values are presented in the Graph as a blue line and the Target values as a dark blue line.
- Thick lines are own values and thin lines are benchmark values. The thin green line is the average of realized values of the benchmark companies.
- Blue bars represent the number of companies counted in the benchmark values.
- The left y-axis is for the targets and realized measurements and the right y-axis is for benchmark count.



The Measure as a Time Series Analysis Graph View

- The Graph view has two alternative presentation modes: Presentation graph and Analysis graph.
- You select the presentation mode by clicking either of the corresponding links below the graph.
- The Analysis Graph adds three dotted lines representing the benchmark value at 25 %, 50 % and 75 % quartiles.
- The benchmark lines are not shown, if there are too few benchmark values available in the selected time period.
- The time period is selected as in the Time Series Table View.



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The Measurement View

- To see information of individual Measurements of a Measure, click the appropriate time quarter's headline in the Table view.
- The middle section of the Action menu is dedicated to Measurement actions. The Measurement can also be selected from the Action menu's Measurement time period drop-down menu.
- In this menu you'll see all the measurement time periods created for the selected measure.
- The starting date, actual measurement date and the last day of the measurement period are shown in the table.
- These might for example be for client satisfaction measurement at 1.1.2003, 31.12.2003 and 2.7.2003.
- In this case, the client satisfaction measurement would have been performed 2.7. and it would cover the entire year 2003.


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01. Customer satisfaction

DESCRIPTION OF MEASURE	
Explanation of measure	The questionnaire is sent to the customers once a year. Number of responses got should be between 50 and 100. An average of all responses is calculated. The average is fed in to the Measured value field by the end of December.
Unit	points ave.
VALUES ENTERED	
Measured value	2,70 (points ave.)
Explanation of measured value	Enter here an explanation, description or comment for the Measured value.
Quality of measured value	Estimate
Target value	4,20 (points ave.)
Explanation of target value	Voimakkaan panostuksen seurauksena
Threshold of good value	4,00 (points ave.)
Threshold of bad value	2,50 (points ave.)
Normalization factor	Measure not normalized
TIME RANGE	
Start date	1.1.2003
Measurement date	2.7.2003
End date	31.12.2003
Covered time periods	1.1.2003 - 31.3.2003 1.4.2003 - 30.6.2003 1.7.2003 - 30.9.2003 1.10.2003 - 31.12.2003
VALUES CALCULATED	
Measured value	

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Editing data

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Changing existing information

- You can edit the information from the Measurement view (see last page) by clicking the Modify -link.
- The information is displayed in editable fields. You could e.g. change the quality level of the Measurement to Final.
- To save the information, click the Save changes -button.
- To leave editing mode, click the Exit change mode -button.



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01. Customer satisfaction

DESCRIPTION OF MEASURE	
Explanation of measure	The questionnaire is sent to the customers once a year. Number of responses got should be between 50 and 100. An average of all responses is calculated. The average is fed in to the Measured value field by the end of December.
Unit	points ave.
VALUES ENTERED	
Measured value	2,70 (points ave.)
Explanation of measured value	Enter here an explanation, description or comment for the Measured
Quality of measured value	Estimate <input checked="" type="button" value="Estimate"/> Final
Target value	(points ave.)
Explanation of target value	Voimakkaan panostuksen seurauksena
Threshold of good value	4,00 (points ave.)
Threshold of bad value	2,50 (points ave.)
Normalization factor	Measure not normalized
TIME RANGE	
Start date	1.1.2003
Measurement date	2.7.2003
End date	31.12.2003

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Editing data

2/2

Creating new information

- To create a new Measurement for the selected Measure, choose Create new -link from the Action menu.
- The values of the previously viewed Measurement are shown as default, which you can modify for the new measurement.
- The Measurements of a Measure must form a continuous Time series without overlaps or holes.


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Scorecard
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Save changes Reset values Exit change mode

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01. Customer satisfaction

DESCRIPTION OF MEASURE	
Explanation of measure	The questionnaire is sent to the customers once a year. Number of responses got should be between 50 and 100. An average of all responses is calculated. The average is fed in to the Measured value field by the end of December.
Unit	points ave.
VALUES ENTERED	
Measured value	2,70 (points ave.)
Explanation of measured value	Enter here an explanation, description or comment for the Measured
Quality of measured value	Estimate
Target value	4,20 (points ave.)
Explanation of target value	Voimakkaan panostuksen seurauksena
Threshold of good value	4,00 (points ave.)
Threshold of bad value	2,50 (points ave.)
Normalization factor	Measure not normalized
TIME RANGE	
Start date	1.1.2005
Measurement date	2.7.2005
End date	31.12.2005

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Contact Information

- If you select Contact information instead of Scorecard at the Information menu, your personal contact information will be shown.
- Below the Contact information the name of each participating company is shown.
- You can browse the Company and Personal information just as you would browse Measure group and Measure information.
- You can also modify your personal information in the same way by selecting the Modify –link at the Action menu.



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- ▶ [Lempäälä Oy](#)
- ▶ [Vihti](#)
- ▶ [Wittaseutu](#)
- ▶ [Ylöjärvi](#)

Last name	Tirkkonen
First name	Tapani
Contact information	
Phone number	040 558 5343
E-mail	tapani.tirkkonen@antrea.com
Address	
Street address	
City	
System information	
User group	System supervisor
User name	tapani
Password	*****

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Company Contact Information

- If you select a name of a Company, the contact information of that Company is shown.
- In addition the names of the persons belonging to the selected Company are shown below the Company.
- Selecting a name of a person will show personal contact information of that person.
- The information that you can see and modify may be limited based on your user rights.



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Contact information

▼Antrea

- Antrea (lukuoikeus)
- Blomqvist Kim
- Demo
- Järvinen Vilho
- Kirkkomäki Tuuli
- Koe Koe
- Tirkkonen Tapani

- Forssa
- Häme
- Imatra
- Jyväskylä
- Jyväskylä
- Jyväskylä
- Kainuun Etu
- Koski
- Kotka-Hamina
- Kuntaliitto
- Lahti
- Lappeenranta
- Lempote Oy
- Vihti
- Wiitaseutu
- Ylöjärvi



Antrea Solutions Oy

Company name	Antrea Solutions Oy
Company short name	Antrea
Contact information	
Phone number	+358 9 2517 2435
WWW-site	www.antrea.com
Address	
Street address	Tekniikantie 12
City	02150 ESPOO
System information	
Logo file name	antrea_blackbg.gif
Benchmark groups	0

Time Series of a Single Measure Trends Numeric Reports Graph	View and Update Contact Information Measurement Modify Create new	Links News Help -> Logout -> Admin ->
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Contents

Background of Estradi

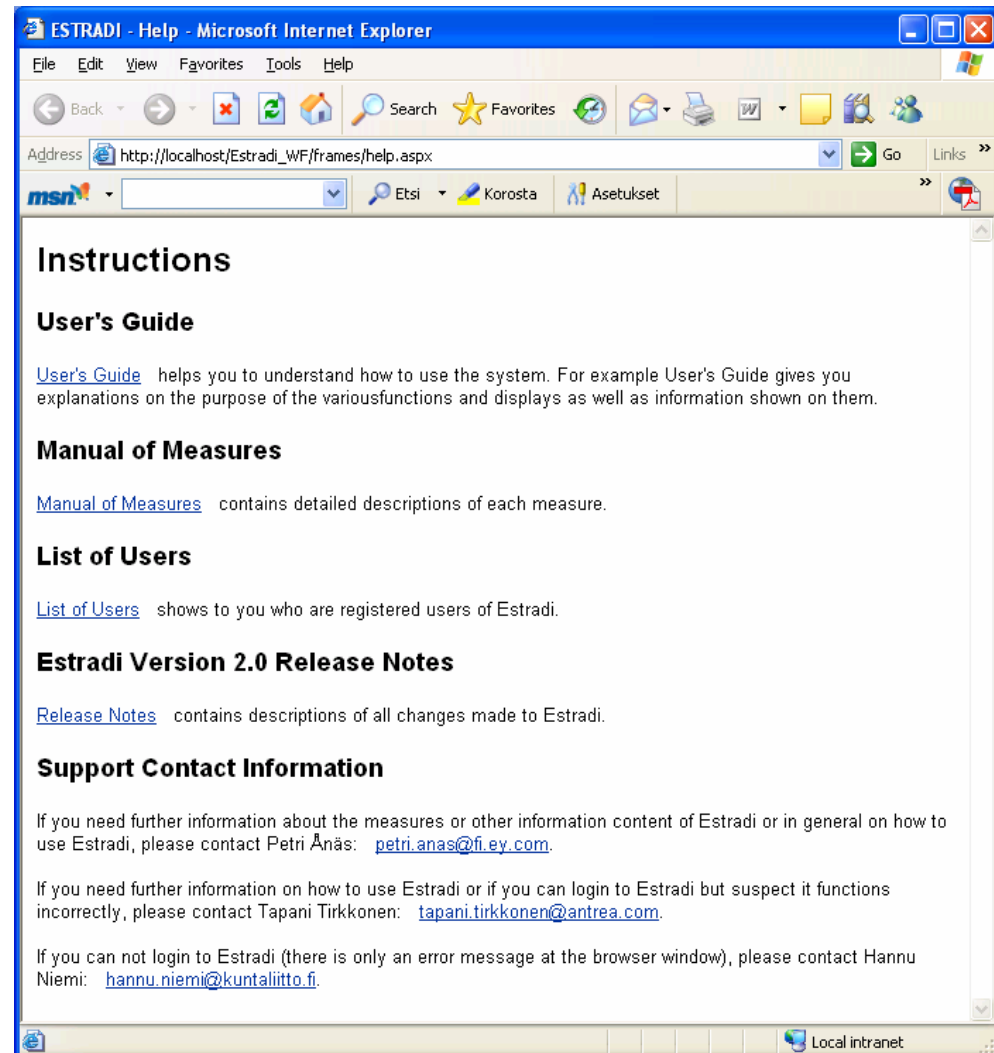
Estradi Scorecard

Estradi System

- Features
- Scorecard: Measure groups
- Scorecard: Measures
- Scorecard: Measurements
- Contact information
- Supplemental information

Instructions

- If you select the Help -> -link at the right section of the Action menu, an Instructions window will open.
- The Instructions window contains links to the User's Guide of the Application, the Manual of Measures explaining each Measure at the Scorecard and the latest collection of Release Notes.
- There is also a link to a collective list of all users of the system with e-mail addresses.
- At the bottom you find e-mailing links to the various support persons of the system organized by their role.



Manual of Measures

- Includes the name of the measure, description of the measure and what is its source, measuring frequency and instructions with examples.
- Contains the Questionnaires (client satisfaction, personnel satisfaction and interest group satisfaction questionnaires)
- Description of the VDF model
- Supplemental information

The Yearly Time Table of Data Input (monthly calendar)

- The specific instructions for inserting measure data you'll find from the ESTRADI measure binder under every measure's instructions page.
- At this time the table is only suggestive and the purpose is to give a summary of the timetables of the measure data that is inserted throughout the year monthly.
- Most of the measure data is inserted to the follow-up system before the end of the selected month.
- Exceptions include those measures that are not tied into specific time frames and thus are inserted immediately after the data is collected.

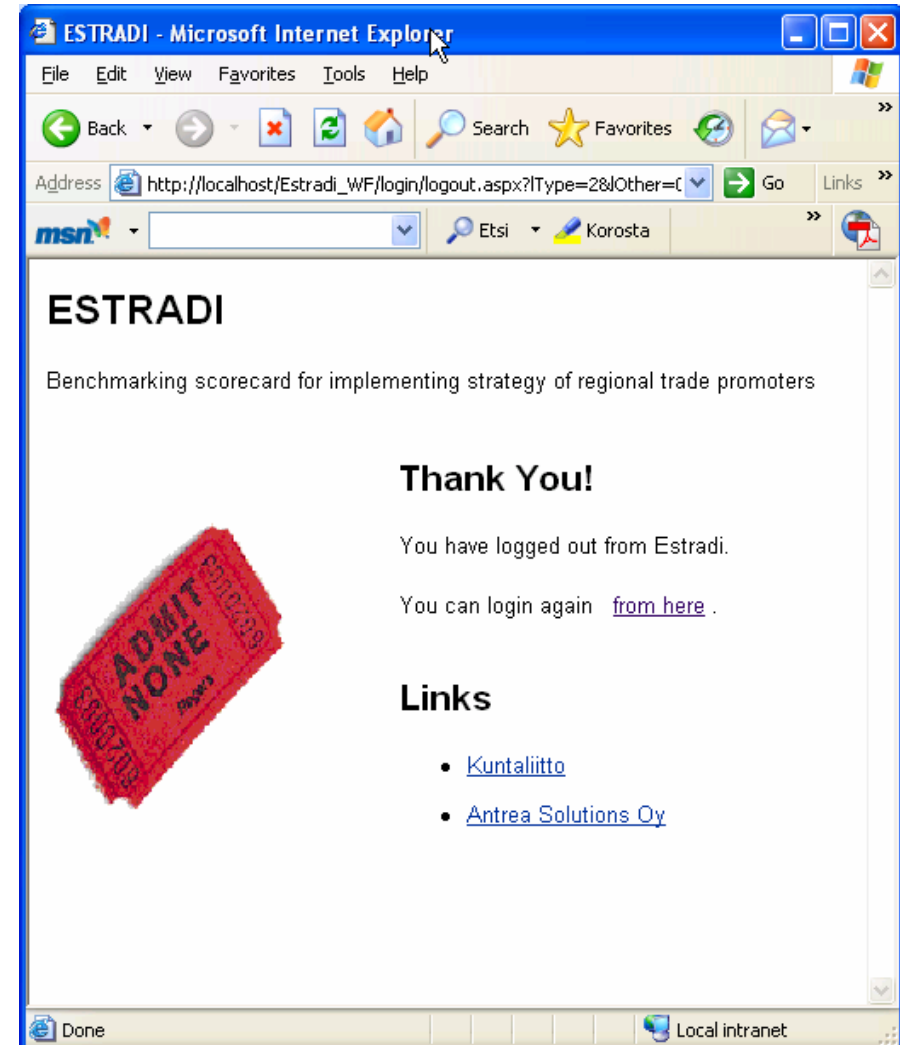
Logging out

Logging out

- To stop using ESTRADI, choose Logout –link at the Action menu.

Automatic Logout

- If the user does not do anything in the system for a long time, the system will sign the user out automatically.
- This is done for security and performance reasons.
- The automatic logout interval is by default 20 minutes, but the ESTRADI-server administrator can change it.



System Requirements

- A user needs only an Internet connection and a browser.
- Type of the Internet connection is irrelevant. However, the quicker the connection the quicker is the operation of any Internet based system.
- The system works best with a latest version of Microsoft Internet Explorer. In any case, the browser should support frames, cookies and Cascading Style Sheets. Cookies and Cascading Style Sheets should be enabled.

The logo for Antrea Solutions. The word "ANTREA" is in a large, bold, italicized, green font with a yellow outline. Below it, the word "solutions" is in a smaller, yellow, lowercase font with a green outline. The background of the logo is black with a subtle grid pattern.

ANTREA
solutions

Antrea Solutions Oy
Tekniikantie 12
02150 ESPOO, FINLAND
Tel / Fax +358 9 2517 2435
www.antrea.com
antrea@antrea.com