



International Retailer Needs Integrated Metrics and Governance

Executive Summary: Best Buy implemented a standard set of balanced measurements and integrated business rhythms to improve decision making. The company gained greater efficiency and clarity with a consistent view of its operations across all business units. Decision making was clarified and executives came to rely on a predictable timetable and agenda for managing the business.

The Challenge: Chaos

With a global footprint and a diverse operating platform, Best Buy had mature businesses, new ventures, experimental business units, new acquisitions and joint ventures across the globe. Each business unit reviewed organic metrics which meant that enterprise executives could not accurately compare business performance across the company. Business rhythms were not published with enough lead time to ensure that all necessary executives could attend. Meeting agendas blurred into one another as any issue could be brought up in any venue leading to confusion and misguided resources.

The Journey

Working together with Delaney Consulting, the company benchmarked internal and external best practices and selected a narrow set of well-defined metrics that balanced customer, financial and internal business health. Critical business rhythms were identified and new ones were established with established attendees, agendas and decision rights. Communication and decision interdependencies were identified and a business calendar with proper cadences was created. Teams across the world were involved in identifying the critical items that needed global, regional or country-level lines of sight.

The Solution: Clarity

A scorecard was created with the input of all countries along with the global finance team to give an accurate monthly snapshot across the globe. It became the cornerstone of quarterly and monthly business planning and review sessions with the company leaders. Business meetings were more focused and strategic items that were often postponed as “important but not urgent” got the focus the company needed to drive future success. With confidence for where decisions are made and how issues are resolved, executives reliably move pressing issues to the appropriate decision makers and stay focused on driving long term results.

The Results

The organization has an ability to look at business performance across all business units in a fair and comparative fashion. Meeting agendas are published in advance, better attended and more productive. Decisions are made at the appropriate levels to be efficient and accountability is more visible.

The organization is moving more confidently into a global position and knows how to measure success.

