

SPREADSHEET

BALANCED SCORECARD USER GUIDE

INTRAFOCUS ACADEMY

eBooks, presentations and tools to help demystify strategic planning





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Getting Started

The INTRAFOCUS Microsoft Excel Balanced Scorecard spreadsheet has been provided as an EDUCATIONAL TOOL for use within your company. We do not recommend that you use this tool to manage your business. INTRAFOCUS cannot be held responsible for any loss of data or miss-representation of data associated with the use of this spreadsheet.

For the spreadsheet to work properly Microsoft Excel Macros and ActiveX must be enabled, the easiest way to do this is to save the spreadsheet into a 'Trusted Area', please see Appendix 1 of this user guide.

This spreadsheet works with Microsoft Excel on a PC only and is not supported in any other environment. **Be sure to make a master copy of the blank spreadsheet before any changes are applied**



Navigation

The spreadsheet consists of 10 major sheets and numerous minor sheets (depending on how many Objectives and Metrics are defined). The major sheets can be found by clicking items in the main navigation bar, the name of the sheet will appear in the red ellipse:





Data Entry – Two Sheets, one for Targets and One for Actuals

To get started with the spreadsheet, data has to be entered into the **Data Entry** sheets, starting with Targets.

Data Entry – Targets



Click on the Data Entry icon and then under the page title '**Data Entry – Target'** click on the word 'Target'. You are now in the Target Data worksheet, anything you enter here will be reflected throughout the entire workbook.

Initial setup

Toward the top right of the black header, you will see the words **Your Company Name**. Overtype these words with the name of your company or department.

To the right of the main navigation icons, you will see the words Green, Amber, Red. These are the threshold values that indicate a Green, Amber or Red status for your metrics and strategic objectives. You only need to set the Green threshold and the Amber threshold. In the picture above the threshold values are as follows:

- Green: anything above a score of 95% as compared to target
- Amber: anything with a score between 90% and 95% as compared to target
- Red: anything with a score below 90% as compared to target

Setting the timescale

The date range for the Balanced Scorecard is one year by month. The start month can be changed by entering a date of the format yy/mm/dd (with dd=01) into the first cell of the date range row in the Financial table at the top of the sheet:



Financial								
Strategic Objectives	+/-	Metrics	Owner		Format	Apr	May	Jun
Increase project	+ Proje	ects greater than £250k		Add	0.00	\sim		
Reduce overhead costs Add Remove	+ % S	ales overhead to revenue		Add	0.00			

The following months will then change accordingly.

Entering Strategic Objectives

Important Note: when deleting the sample data **DO NOT** entirely delete the first row of each perspective. Change the data but do not remove it. There is a limitation in the spreadsheet. Entering a Null value will cause the spreadsheet to freeze.

Up to **three** Strategic Objectives can be added into each of the Financial, Customer and Learning and Growth perspectives and up to **five** can be added to the Internal and Process perspective.

Click into the first cell of the selected perspective and type in a Strategic Objective, for example 'Increase Project Profitability' and then click an adjacent cell. The objective will appear in exactly the same way it would in any spreadsheet. The objective will also be reflected in every other relevant sheet.

If there are no further rows available, you will notice the words Add or Add Remove in red:

Financial								
Strategic Objectives	+/-	Metrics	Owner		Format	Apr	May	Jun
Increase project	+ Pro	jects greater than £250k		Add	0.00			
Reduce overhead costs Add Remo	+ %	Sales overhead to revenue		Add	0.00			

Click on Add and a dialogue box will appear where you can enter the next Strategic Objective:

	<u>}</u> ;;		E	The second secon	Y	
Input				?	×	
Enter Strateg	ic Objective name:	:				
		ОК		Canc		jects gr perating
						operatir
Radu	a overhead o	net	Add	Romov		overhe:

Click OK and then a second dialogue box will appear asking you to add an associated Metric:



	<u>, 1997</u>) - Ž
Input			?	×	
Enter Metric n	ame:				
		ОК	Cano		jects grea erating pro
					operating

Enter the metric and click OK.

Continue entering Strategic Objective (and Metrics) until you have as many as are required for your scorecard.

Entering Metric Names

Up to three Metrics can be added to each Strategic Objective. You may have already added some Metrics as part of the Strategic Objective dialogue. If you want to add more, click on the word Add in red just to the left of the Metric cell:

Financial							
Strategic Objectives	+/-	Metrics	Owner	Format	Apr	May	Jun
Increase project	+ Proj	ects greater than £250k	Add	0.00			
Reduce overhead costs Add Remove	+ % S	ales overhead to revenue	Add	0.00			

This will bring up a dialogue box where you can add your additional Metric.

Removing Objectives and Metrics

When you start to add more than one Metric or Strategic Objective, you will notice that the word Remove appears in red in the last row you entered. This will allow you to remove the last Objective or Metric. Please note: if you remove an Objective or Metric, you will also remove all associated data. **This operation is not reversible; please take great care when removing rows from the system**.

Unfortunately, in the current version of the spreadsheet only the last Objective or Metric can be removed. If you want to remove a previous Objective or Metric then all of the Objectives or Metrics added after the one you want to remove will have to be removed as well.

Tip: rather than remove earlier Objectives or Metrics, either clear the contents so nothing appears, or reuse the row for another Objective or metric.



Entering Metric Owners

To the right of the Metric name is a cell that will allow you to enter the name of the Metric owner. This is a free format text cell.

Entering Metric Values

The first thing to determine when entering Metric values is the format of the Metric. The spreadsheet will allow the following:

- 0.00 Numeric to two decimal places
- 0.0 Numeric to one decimal place
- 0 Numeric whole number
- 0% Percentage whole number
- 0.0% Percentage to one decimal place

The column market 'Format' has a drop-down list that will allow you to select which format you require for a specific metric:

Financial												
Strategic O	bjectives	+/	- Metrics	Owner				Format	_	Apr	May	Jun
Increase project		+	Projects greater than £250k	Andy				0.00				
		+	Operating profit	Andy			0.0	0		N N		
		+	% Operating profit	Andy		Remove						
Reduce overhead co	Add Remov	e -	% Sales overhead to revenue	Steve			0%					
		+	Sales people trained in software	Steve	Add	Remove	- 0.0	[%] 0.00	\sim			

Once the format has been selected, add your targets to the cells below the dates, the values will be automatically formatted to the format selected. Continue until all of the values have been entered.

Where Lower than target is good

In most instances when we are measuring against a target it is usually the case that that if the 'Actual' value is greater than the 'Target' value this is good. For example, if the Target for Operating Profit is $\pounds 60,000$ and the actual value is $\pounds 65,372$ then this is good, we have overachieved.

Occasionally we require the Actual value to be less than the Target to be considered good. For example, for Operating Expenses if the Target was £550,000 we would want the Actual number to be less than £550,000 to be good. Or if our Target



Position in Google search was 3 then we would want our Actual to be 1 or 2 to be considered good.

In these cases, we have to 'tell' the spreadsheet that 'minus' the Target value is good. This can be achieved by setting the +/- indicator to minus (-) in the +/- column:

Financial								
Strategic Objectives	/+/-\	Metrics	Owner		Format	Apr	May	Jun
Increase project	+	rojects greater than £250k	Andy		0.00			
	+	Operating profit	Andy		0.00			
	+ '	% Operating profit	Andy	Remove	0.00			
Reduce overhead costs Add Remov		Sales overhead to revenue	Steve		0.00			
	(+)	Sales people trained in software	Steve	Add Remove	0.00			



Data Entry – Actuals

â			<u> </u>	Data Entry - Actuals
) v (Actuals Target

Click on the Data Entry icon and then under the page title 'Data Entry – Target' click on the word 'Actuals'. You are now in the Actuals Data worksheet. This spreadsheet works based on an assumption that you are working to a monthly reporting schedule and collect 'Actual' values from the business every month. These actual values are the metrics that need to be added to the spreadsheet in this sheet.

Scoring

The spreadsheet will automatically calculate a set of scores as compared the Target Metric values previous entered into the spreadsheet and derive percentages that are summed up to Strategic Objectives and then to Perspectives to provide an overall score in each of the areas for the business.

Entering Metric Values

All of the setup for the Strategic Objectives and Metrics took place when the Target data was entered so entering Actual Metric values is simply a case of entering values into the correct place for the Metric and Date in the same way you would in any other spreadsheet.



Viewing the Data

Once your targets have been set and you have started to add actual values for your metrics, the data can be viewed in multiple ways, interpreted, commented upon and Strategic Initiatives/Actions can be generated.

Home Page

The home page provides an overview of Actuals vs. Target with a trend line predicting future performance based on past performance for each Balanced Scorecard perspective. There is a gauge which indicates Green/Amber/Red status for the current month and a comments block to provide a narrative for the current position.



Any month from the twelve-month period can be selected using the drop-down list just below the page title.

Strategy Maps

â E	🧭 🦺 🏭	§ 🔆	📓 🚍 🥖	Strategy Month	y Maps uguat ▼	Your Company Name	
	Financial	•	Increase project profitability		teduce overhead cost		
2	Customer		Improve customer satisfaction		ove customer awareness		
*	Internal	•	Better use of knowledge base		we staff on-board process	Improve consultant utilisation	SE
	Learning & Growth		All staff trained in balanced scorecard	Create a mobile workforce	Auto	A great place to work	

The Strategy map is based on the Strategic Objectives entered into the system:

You will notice on the left-hand side of the map are a set of arrow connectors; these can be used to show the relationship between elements of the strategy. The arrow connectors can be dragged and dropped to the required place; any remaining arrow connectors can be deleted. Tip: you can copy and paste arrow connectors if you need more. The status of the Strategic Objectives can be seen by the Red, Amber, Green dot to the right of each Objective. To change the viewing month, use the drop-down list at the top of the page.



Balanced Scorecard

The Balanced Scorecard view provides details and status for every Objective and Metric:

	a 🎄 🔆 📔 🚍				Month	ed Scoreca August	ard •			Your Company	Name		
FINANCIAL	PERSPECTIVE					0	•	USTOME		PECTIVE			
	Increase project profitability	Actual	Target	Score						Improve customer satisfaction	Actual	Target	Score
	Projects greater than £250k	2	2	100%						% satisfaction surveys complete	88%	90%	98%
	Operating profit	359,897	358,000	100%						Satisfaction survey score	7.2	7.8	92%
	% operating profit	18.3%	18.0%	102%						Consultant days on customer site		9	111%
	Reduce overhead cost	201010	101011							Improve customer awareness			
	% overhead to revenue	3.9%	4.0%	103%						Position 1 in Google search	3	3	100%
	Sales people trained in software	3.9%	4.0%	71%						Number of customer meetings	31	28	100%
	Sales people trained in software	5		/1%						Wumber of customer meetings	31	28	11176
INTERNAL P	ERSPECTIVE Better use of knowledge base Number of items in database Total number of inkts to database Inter inumber of industry templa Improve staff on-board process \$ x5 aff through company induct Cost to recruit per head	3	Target 31 56 6 100% 40,000.00	Score 77% 91% 67% 80% 98%			• 1	EARNING	٠	OWTH PERSPECTIVE All staff trained in balanced scorecard Number of courses booked Number of staff trained Total number of staff trained All graduates have a mentor % graduates with a mentor Number of consultants mentorin	Actual 3 33 33 80% 5	Target 3 3 35 90% 9	Score 100% 94% 89% 56%
INTERNAL P	Better use of knowledge base Number of items in database Number of hits to database Total number of industry templa Improve staff on-baser of process X staff through company indust Cost to recruit per head Improve consultant utilisation	24 51 4 8 80%	31 56 6	77% 91% 67% 80%			• 1	EARNING	•	All staff trained in balanced scorecard Number of courses booked Number of courses attended Total number of staff trained All graduates have a mentor Number of consultants mentorin A great place to work	3 3 33 80%	3 3 35 90%	100% 94% 89% 56%
INTERNAL P	Better use of knowledge base Number of ittens in database Number of hits to database Total number of industry templa Improve staff on-board process % staff through company inducti Cost to recruit per head	24 51 4 8 80%	31 56 6	77% 91% 67% 80%			• 1	EARNING	•	All staff trained in balanced scorecard Number of courses booked Number of courses attended Total number of staff trained All graduates have a mentor % graduates with a mentor Number of consultants mentorin	3 3 33 80%	3 3 35 90%	100% 94% 89%
INTERNAL P	Better use of knowledge base Number of items in database Number of hits to database Total number of industry templa Improve staff on-baser of process X staff through company indust Cost to recruit per head Improve consultant utilisation	24 51 4 80% 39,098.49	31 56 6 100% 40,000.00	77% 91% 67% 80% 98%			• 1	EARNING	•	All staff trained in balanced scorecard Number of courses booked Number of courses attended Total number of staff trained All graduates have a mentor Number of consultants mentorin A great place to work	3 33 80% 5	3 3 35 90% 9	100% 94% 89% 56%
INTERNAL P	Better use of knowledge base Number of items in database Number of items in database Total number of nites to database Total number of nites to database Total number of nites Total number of nites State frough company induction Cost to recruit per head Improve consultant utilisation % southant utilisation	24 51 4 80% 39,098.49 86.1%	31 56 6 100% 40,000.00 8500.0%	77% 91% 67% 80% 98%			• 1	EARNING	•	All staff trained in balanced scorecard Number of courses atoended Number of courses attended Total number of staff trained All graduates have a mentor & graduates with a mentor Number of consultants mentorin A great place to work Employee satifaction score	3 3 33 80% 5 7.3	3 3 35 90% 9	100% 94% 89% 56% 92%
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INTERNAL P	Better use of knowledge base Number of items in database Number of inits to database Tatal number of industry temple Improve staff on-board process % staff through company industry Cost to recruit per head Improve consultant utilisation % consultant utilisation Number of new projects found	24 51 4 80% 39,098.49 86.1%	31 56 6 100% 40,000.00 8500.0%	77% 91% 67% 80% 98%			• 1	EARNING	•	All staff trained in balanced scorecard Number of courses atoended Number of courses attended Total number of staff trained All graduates have a mentor & graduates with a mentor Number of consultants mentorin A great place to work Employee satifaction score	3 3 33 80% 5 7.3	3 3 35 90% 9	100% 94% 89% 56% 92%
• INTERNAL P	Better use of knowledge base Number of items in database Number of inst in database Tatal number of industry temple Tatal number of industry temple Margare staff on-board process % staff through company indust Cost to recruit per head Improve consultant utilisation % consultant utilisation Number of new projects found Create a mobile workforce Staff working from home Sales staff issued with iPads	24 51 4 80% 39,098.49 86.1% 3	31 56 6 100% 40,000.00 8500.0% 4 30	77% 91% 67% 80% 98% 1% 75%			• 1	EARNING	•	All staff trained in balanced scorecard Number of courses atoended Number of courses attended Total number of staff trained All graduates have a mentor & graduates with a mentor Number of consultants mentorin A great place to work Employee satifaction score	3 3 33 80% 5 7.3	3 3 35 90% 9	100% 94% 89% 56% 92%
INTERNAL P	Better use of knowledge base Number of lines in database Number of lines in database Tatal number of industry temple Improve staff on-board process % staff through company induct Cost to recruit per head Improve consultant utilisation % consultant utilisation Create a mobile workforce Staff working from home Staff working from home Staff working from home Automate invoice processing	24 51 4 80% 39,098.49 86.1% 3 41 3	31 56 6 100% 40,000.00 8500.0% 4 30 5	77% 91% 67% 80% 98% 1% 75% 137% 60%			• 1	EARNING	•	All staff trained in balanced scorecard Number of courses atoended Number of courses attended Total number of staff trained All graduates have a mentor & graduates with a mentor Number of consultants mentorin A great place to work Employee satifaction score	3 3 33 80% 5 7.3	3 3 35 90% 9	100% 94% 89% 56% 92%
INTERNAL P	Better use of knowledge base Number of items in database Number of inst in database Tatal number of industry temple Tatal number of industry temple Margare staff on-board process % staff through company indust Cost to recruit per head Improve consultant utilisation % consultant utilisation Number of new projects found Create a mobile workforce Staff working from home Sales staff issued with iPads	24 51 4 80% 39,098.49 86.1% 3	31 56 6 100% 40,000.00 8500.0% 4 30	77% 91% 67% 80% 98% 1% 75%			• 1	EARNING	•	All staff trained in balanced scorecard Number of courses atoended Number of courses attended Total number of staff trained All graduates have a mentor & graduates with a mentor Number of consultants mentorin A great place to work Employee satifaction score	3 3 33 80% 5 7.3	3 3 35 90% 9	100% 94% 89% 56% 92%

The Red, Amber and Green dots to the left of each Strategic Objective or Metric indicate the selected month's status as compared to the Target (select the month using the drop-down list at the top of the page under the worksheet title). The Actual, Target and Score for each metric is shown to the right of the metric.

For further details for each perspective, either click on the graphic within this page or the icon in the main navigation bar at the top of the page.



Perspective Pages

Each of the Balanced Scorecard 'Perspectives' has its own page and can be reached by clicking on one of the four icons in the main navigation bar:



From left to right the perspectives are: Financial, Customer, Internal Processes, Learning and Growth. Note: the Learning and Growth perspective is often renamed to Organisational Capacity.

The format of each page is the same. In the top right you will see a box marked Objectives, in it is a list of the Strategic Objectives as entered in the Data Entry – Target page. If you click on any Strategic Objective, you will see the related metrics appear in the Metrics box directly below it:

🖀 🖾 🦺 🍇 🕻	🔆 📔 🖻 /	P	FI	nancial Perspective		Your Company Name
Dbjectives Increase project profitability Reduce overhead cost	Objective - Reduce Metric - Sales pe	overhead cost ople trained in sof	tware	- Target		Performance Analyzis Sugust Projects greater than E2004 is tracking to plan. Our consultants are nutting a lot of effort into August Projects greater than E2004 is tracking to plan. Our consultants are nutting a lot of effort into a man often to be expense of other activities. Sales are also working hard in this area with good results, however the overhead cost is too high for the business.x
Sales people trained in software	Month April May June	Jul Aug Sep (Actual 3 3 3	Dit Nov Dec Jan Target 3 4 5	Feb Mar %Achieved 100.00% 75.00% 60.00%	1	Recommendation Naguet. We need to get the balance correct between activity on Projects greater than 625% and mailler project work. The key is in training for both our safes team and consultants. Recomment we norease the training programmes.y
	Auty August September Detabler November December January February	4 5	6 7 9 9 9 9	66.67% 71.43%		Strategic Initiatives Create a training programme for sales.
	March		9			

Click on any metric and the twelve-month graph in the middle of the page will update showing all of the values entered for that metric. Below the graph you will see a table with the Actual, Target and the % achieved score for that metric. To the left of this information is a Red, Amber, Green status as compared to Target.

To the right you will see to 'free format' text boxes entitled 'Performance Analysis' and 'Recommendation'. These boxes allow you to provide commentary associated with Strategic Objectives and Metrics. *Note: The boxes are tied to Strategic*



Objectives (not the Perspective) and therefore can be used to provide commentary on each Strategic Objective.



Strategic Initiatives

At the bottom right of each Perspective page is a box entitled 'Strategic Initiatives'. There are three slots available and once again these are tied to Strategic Objectives. Based on the Performance Analysis and Recommendations commentary, Strategic Initiatives can be entered here.

To the left of each Strategic Initiative is a Red, Amber, Green flag that can be set manually using the following codes:

- Red 3
- Amber 2
- Green 1

A checklist for Strategic Initiative and Strategic Objectives status can be found by clicking on the last icon in the top navigation bar, the following page will appear:

Stateget Objectives Index on statistication Improve nonsidiate base Index on statistication		Ŀ	ľ		2	×	*						Str	ateg	gic Ir	nitia	ives									NT	RAF	00	US	Limited
Stategic Objectives Increase spinget PortLability Reduce overhead costs Improve customer statifaction Improve customer statifaction Improve customer statifaction Improve customer statifactio								trategic Initiatives row our Account management base vest in industry templates to grow high valu	uaro un variante gioroa unacorner renationantipo aguat: Inititate a face-track sales training prop diy: Invest in industry templates to grow hig	ugust: Build on existing good customer relat Sh initiative	dit initiative dit initiative	the action surveys should be made simpler	count managers to up assertion opinities at nsure 60% of our prime custoienns are monit fir initiative	St initiative	art initiative Sit initiative	Sit initiative Sit initiative	át i niti ative át i niti ative	dit initiative dit initiative	áit initiative áit initiative	Sit initiative Se initiative	St initiative	art initiative Sit initiative	Sit initiative Sit initiative	Sit initiative Sit initiative	dit Initiative	Sit initiative	at initiative	Sit initiative Sit initiative	Sit Initiative	
Improve customer satisfaction Improve customer avaranes				f.	Increase I	Project Prof																								
Improve staff on-based process Improve staff on-based process Improve staff on-based process Improve staff on-based process Create a mobile workforce Automate Invoke processing Staff understand the business Automate have a mentor				2								99	9																	-
Staff indestand the business Image: Staff indestand the business All graduates have a mentor Image: Staff indestand the business				2	Improve a Improve a Create a r	staff on-boa consultants mobile wor	ard process utilisation kforce										4 4	9				•								
					Staff und All gradua	estand the ates have a	business mentor																12		9	9		+		

For each Strategic Objective in each Perspective and at-a-glance status can be seen for each associated Strategic Initiative.



Final Notes

Please be aware of the following:

- This spreadsheet has been password protected to protect certain aspects of its functionality. If any of this functionality is opened through the use of a password obtained through any means other than via INTRAFOCUS, the integrity of the spreadsheet will be compromised.
- Great care has been taken to ensure that non-input cells in this spreadsheet have been protected, however, this is a Microsoft Excel spreadsheet and as such some actions can destroy the integrity of the spreadsheet.
 INTRAFOCUS cannot be held responsible for any loss of data or missrepresentation of data associated with the use of this spreadsheet.
- Where errors to the workings of this spreadsheet in any of the algorithms or macros used are identified, INTRAFOCUS will make every effort to fix these errors and re-issue a new version of the spreadsheet in a timely manner.
- The spreadsheet has been tested using Microsoft Excel. Use on any other platform is not supported.
- Support for this spreadsheet will be provided by INTRAFOCUS on a best-cando basis.
- The INTRAFOCUS Microsoft Excel Balanced Scorecard spreadsheet has been provided as an EDUCATIONAL TOOL for use within your company. We do not recommend that you use this tool to manage your business.
 INTRAFOCUS cannot be held responsible for any loss of data or missrepresentation of data associated with the use of this spreadsheet.



Appendix 1

The INTRAFOCUS Balanced Scorecard spreadsheet makes extensive use of Microsoft Excel Macros and ActiveX. For optimal operation the spreadsheet should be saved in a 'Trusted Area' on your PC. This can be achieved as follows:

1. Click on File and then on Options:



2. Once in Options click on Trust Center and then on Trust Center Settings:

	Formulas	Help keep your documents safe and your computer secure and healthy.		
- 1	Proofing	Protecting your privacy	mer Perspective	
140%	Save	Microsoft cares about your privacy. For more information about how Microsoft Excel helps to protect your privacy, please see the privacy statements.		
120%	Language	Show the Microsoft Excel privacy statement		
100%	Advanced	Office.com privacy statement Customer Experience Improvement Program		
80%	Customize Ribbon	Security & more		
60%	Quick Access Toolbar	Learn more about protecting your privacy and security from Office.com.		Com
40%	Add-Ins	Microsoft Trustworthy Computing	Trend	howe
20%	Trust Center	Microsoft Excel Trust Center		conn
		The Tout Center contains requiring and players rettings. These rettings halo keep up is computer require. We recommand that you do		
0% 4		not change these settings.	p Oct Nov Dec Jan Feb Mar	
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_				
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A			ep Oct Nov Dec Jan Feb Mar	
		OK Cancel		

3. When in Trust Center Settings click on Add New Location:

140%	Proofing Save	Trust Center			8 ×	merPerspective	
120%	Language	Trusted Publishers	Trusted Locations				
100%	Advanced	Trusted Locations		d sources for opening files. If you change or add a lo	atter and and		
	Customize Ribbon	Trusted Documents	that the new location is secure.				
80%	Quick Access Tool	Add-ins	Path User Locations	Description	Date Modified ~		
60% -	· ·	ActiveX Settings	C:\ts\Intrafocus\Balanced Scorecard Software\		21/05/2012 11:36		
40% -	Add-Ins Trust Center	Macro Settings	C:\live\AppData\Roaming\Microsoft\Templates C:\lies (x86)\Microsoft Office\Office14\XLSTART	Excel 2010 default location: Excel StartUp		1	Trend declin
20%	Trust Center	Protected View	C:\AppData\Roaming\Microsoft\Excel\XLSTART\ C:\Program Files (x86)\Microsoft Office\Template:	Excel 2010 default location: User StartUp Excel 2010 default location: Application Templat			conne
0%		Message Bar	C:\iles (x86)\Microsoft Office\Office14\STARTUP C:\ Files (x86)\Microsoft Office\Office14\Library		Satti	ngs	_
A		External Content	Policy Locations			ep Oct Nov Dec Jan Feb Mar	
		File Block Settings	Toncy countries			14	
		Privacy Options					
						& Growth Perspecti	ve
120%						1	-
100% 📲						H	-
80%							
80%							·
60%							Actuals Comm
40%			Path: C:\Users\Clive\Documents\Int Description:	rafocus\Balanced Scorecard Software\			- July w
20%			Date Modified: 21/05/2012 11:36				Trend declin
			Sub Folders: Disallowed				traini
0%			Allow Trusted Locations on my network (not r	Add new location Bemor	e <u>M</u> odify	iep Oct Nov Dec Jan Feb Mar	
			Disable all Trusted Locations				
					OK Cancel		
	l				Cancer		

4. Finally, select a trusted location from your PC directory and click OK



140% 120% 80% 60% 20% 120% 120% 120% 120% 120% 120% 0% 0% 0% 120% 0% 0%	Formulas Proofing Save Language Advanced Customize Ribbor Quick Access Tool Add Ins Trust Center	Trusted Publishers Trusted Publishers Trusted Documents Ad-Ins ActiveX Settings Protected View Message Bar Detended View Message Bar	Trustet Locations Pathing: All these locations are treated as trusted sources for opering tools in secure. Pathing: Control to a secure domain and the control tool tools in secure domain and tool tools and tools and tool tools and tool tools and tool tools and tool tool tool tool tool tool tool too	Nocation: User Templates In location: Excet StarDig	Date Modified - 21/05/2012 11:36	etings	Perspective Nov Dec Jan Feb Mar Nov Dec Jan Feb Mar	Adusis — Teget — Tend — Tend I arget — Tend	Comme declinic declin
					ОК	Cancel			