

ABC Company Balanced Scorecard

Perspective	Strategic Objective	Measure	Type	Target	Actual	Comments
Financial	Maximize shareholder value	ROE	Lag	XXXX	XXXX	On target for year
	Grow revenue	Gross revenue	Lag	\$150M	\$157	New bus exceeded goal
		Retention	Lag	95%	98%	Ahead of target for 2000
		Rate integrity	Lag	105%	92%	Hi tech rates down
	Manage group risk	RED areas	Lag	0	1	Southeast US
Large client revenue %		Lag	50%	75%	Renewal business all one source	
Manage expenses	Operating expense	Lag	\$94M	\$123M	New building charges	
Customer	Facilitate cross selling	% multi-product customers	Lag	25%	11%	Target has never been hit
		# cross sell customer visits	Lead	40	37	Common cause; 42 avg for year
	Increase brand awareness	New business revenue	Lag	\$15M	\$26M	Aerospace deals
Process	Develop new products	Product development time	Lead	90 days	N/A	Two launches delayed- research
		New product \$	Lag	\$22M	\$4M	Two launches delayed- research
	Develop e-commerce capability	e-commerce revenue	Lag	\$1M	\$0	Systems just became operational
		website hits	Lead	1000	201	Systems just became operational
Maximize process performance	Projected \$ savings	Lag	\$250K	\$575K	Travel policy cost / mile- year 1	
Learning & Growth	Develop employee skills	Training days / employee	Lead	1	1.2	High- new prod training
	Improve internal communication	Process design versus plan	Lead	5/6	3/6	Two months behind
		Intranet implementation versus plan	Lead	4/6	5/6	Will finish 8/1