

XYZ Corporation Balanced Scorecard

Vision: To be the premier provider of our products in specific global markets

Mission: To delight targeted customers through innovative products and application of leading-edge technology to our processes

Strategic Objectives	Lag Measures	Target	Actual	Last Month	Comments
	Lead Measures				
Financial					
<ul style="list-style-type: none"> Exceed shareholder expectations 	Share price ROI	72 25%	58.5 21%*	52.75	52 week range 47 – 65.5 * = year to date figure
<ul style="list-style-type: none"> Increase sales volume 	Gross revenue (\$1,000's)	6,000	5,482	5,127	Common cause; target unreachable pending reeng
<ul style="list-style-type: none"> Improve margins 	Gross margin % gross revenue Operating expense % gross revenue	35% 20%	31.6% 24.2%	29.8% 26.4%	
<ul style="list-style-type: none"> Diversify income stream 	% \$ from top 20% of customers # products > 5% of gross revenues	50% 6	48% 7	82% 4	Breakdown by product and customer on page 12
Customer					
<ul style="list-style-type: none"> Increase sales to existing customers 	Cross-sell ratio Customer retention rate Preferred supplier	30% 95% 30%	13% 90% 20%	27% 96% 22%	Special cause low Common cause- 95% avg for year Special cause- dropped 6 in a row
<ul style="list-style-type: none"> Diversify customer base 	Target contacts New business revenue (\$1,000's)	3/28 500	3/28 800	5/28 600	All aerospace industry Special cause high; p. 15
<ul style="list-style-type: none"> Attract new cust 	Advertising \$ spent	25K	24.5K	22.3K	
Process					
<ul style="list-style-type: none"> Target profitable market segments 	# segments identified	3	0	0	None since aerospace 5 months ago
<ul style="list-style-type: none"> Develop new products 	New product revenue Product intro time	40K 90 days	55K N/A	32K 75 days	Common cause-\$46Kavg No new this mo; 3 pipeline
<ul style="list-style-type: none"> Streamline order fulfillment process 	Fulfillment cycle time On-time delivery %	1 day 95%	12 51%	14 32%	Common cause-need reengineering
Learning & Growth					
<ul style="list-style-type: none"> Develop employee skills 	Profit per employee Employee satisfact Training days/emp Retention rate	50K 80% 2 95%	30K 81% 1.25 99%	20K 65% .75 100%	Special cause- 6 increase Via employee survey Special cause high- sales Common cause-99% avg
<ul style="list-style-type: none"> Integrate systems 	Development of IT strategy vs plan Orders received via internet	80% 10%	90% 0%	80% 0%	Ahead of plan- will finish in 6 weeks Systems not operational yet