

# Electric Utility, Inc. Balanced Scorecard Example

	Objectives	Measures (D=Drivers)	Targets			Initiatives
			FY01	FY02	FY03	
Financial	<ul style="list-style-type: none"> <li>Maximize returns</li> <li>Profitable growth</li> <li>Leverage asset base</li> <li>Manage operating costs</li> </ul>	<ul style="list-style-type: none"> <li>ROCE</li> <li>Revenue growth</li> <li>Asset utilization rate</li> <li>Operating costs / customer</li> </ul>	14% 6% 80% \$150	14.5% 8% 85% \$140	15% 12% 90% \$125	
Customer	<ul style="list-style-type: none"> <li>Industry leading customer loyalty</li> </ul>	<ul style="list-style-type: none"> <li>Customer Satisfaction Rating</li> </ul>	80%	85%	90%	<ul style="list-style-type: none"> <li>Customer loyalty program</li> </ul>
Internal	<p><b>Business Growth</b></p> <ul style="list-style-type: none"> <li>Capitalize on deregulation opportunities</li> <li>Optimize trading opportunities</li> <li>Develop innovative services</li> <li>Use alliances and joint ventures</li> <li>Leverage cross-group R&amp;D</li> </ul> <p><b>Continued Public Support</b></p> <ul style="list-style-type: none"> <li>Proactively manage relationships</li> <li>Ensure reliable service</li> <li>Communicate/educate customers</li> </ul> <p><b>Customer Service Excellence</b></p> <ul style="list-style-type: none"> <li>Seamless cross-group delivery</li> <li>Understand customer drivers</li> </ul> <ul style="list-style-type: none"> <li>Effective Customer Services</li> </ul> <p><b>Optimize Core Business</b></p> <ul style="list-style-type: none"> <li>Optimize asset utilization</li> </ul> <ul style="list-style-type: none"> <li>Max return on resource allocation</li> </ul> <ul style="list-style-type: none"> <li>Continued cost management</li> <li>Enterprise-wide risk management</li> </ul>	<ul style="list-style-type: none"> <li>% revenue from deregulated products/services</li> <li>% trading revenue</li> <li>Revenue from new services</li> <li>% customers served through alliances and joint ventures</li> <li>NPV product/service pipeline</li> <li>% R&amp;D projects meeting protocol gates (D)</li> </ul> <ul style="list-style-type: none"> <li>Customer/partner satisfaction (5 point scale)</li> <li>Reliability index</li> <li>Communication/education coverage (%)</li> <li>% communication/education plans executed (D)</li> </ul> <ul style="list-style-type: none"> <li>Promised delivery %</li> <li>New product uptake rate</li> <li>On-time market research projects (D)</li> </ul> <ul style="list-style-type: none"> <li>Customer satisfaction rating – C.S. Center (see above)</li> <li>Problem resolution cycle time – Customer Service Center (D)</li> </ul> <ul style="list-style-type: none"> <li>% rated capacity attained</li> </ul> <ul style="list-style-type: none"> <li>Employee productivity improvement</li> </ul> <ul style="list-style-type: none"> <li>% cost reduction</li> <li>Cost of disruption vs. plan</li> <li>Time to recovery (D)</li> </ul>	5% 10% \$500M 10% \$500M 90%	7% 12% \$550M 20% \$550M 95%	10% 15% \$600M 25% \$600M 100%	<ul style="list-style-type: none"> <li>Telecom infrastructure development</li> <li>Trading risk assessment (work support)</li> </ul> <ul style="list-style-type: none"> <li>Research alliance program</li> </ul> <ul style="list-style-type: none"> <li>Preventative maintenance</li> <li>Community outreach program</li> </ul> <ul style="list-style-type: none"> <li>Cross-selling marketing program</li> <li>Service dispatch automation</li> </ul> <ul style="list-style-type: none"> <li>CIS upgrade</li> <li>Call center software integration</li> </ul> <ul style="list-style-type: none"> <li>Fossil maintenance benchmark</li> </ul> <ul style="list-style-type: none"> <li>Shared service benchmark/outourcing initiative</li> <li>ERP implementation</li> </ul>
Learning & Growth	<ul style="list-style-type: none"> <li>Ensure Market-driven skill</li> <li>Industry leading employee satisfaction</li> <li>World Class Leadership effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Strategic skill coverage ratio</li> <li>Hours in strategic skills training (D)</li> <li>Employee satisfaction rating (5 point scale)</li> <li>Leadership effectiveness rating (upward appraisal - 5 point scale)</li> </ul>	65% 10 3.0 4.0	75% 12 4.0 4.5	85% 15 4.5 4.5	<ul style="list-style-type: none"> <li>Competency profiling</li> <li>Performance compensation link</li> <li>Leadership training program</li> </ul>