

Electric Utility, Inc. – Balanced Scorecard Example

	Objectives	Measures (D=Drivers)	Targets			Initiatives
			FY01	FY02	FY03	
Financial	<ul style="list-style-type: none"> •Maximize returns •Profitable growth •Leverage asset base •Manage operating costs 	<ul style="list-style-type: none"> •ROCE •Revenue growth •Asset utilization rate •Operating costs / customer 	14% 6% 80% \$150	14.5% 8% 85% \$140	15% 12% 90% \$125	
Customer	<ul style="list-style-type: none"> •Industry leading customer loyalty 	<ul style="list-style-type: none"> •Customer Satisfaction Rating 	80%	85%	90%	<ul style="list-style-type: none"> •Customer loyalty program
Internal Processes	<p>Business Growth</p> <ul style="list-style-type: none"> •Capitalize on deregulation opportunities •Optimize trading opportunities •Develop innovative services •Use alliances and joint ventures •Leverage cross-group R&D <p>Continued Public Support</p> <ul style="list-style-type: none"> •Proactively manage relationships •Ensure reliable services •Communicate/educate customers <p>Customer Service Excellence</p> <ul style="list-style-type: none"> •Seamless cross-group delivery •Understand customer drivers <ul style="list-style-type: none"> •Effective customer services <p>Optimize Core Business</p> <ul style="list-style-type: none"> •Optimize asset utilization <ul style="list-style-type: none"> •Max return on resource allocation <ul style="list-style-type: none"> •Continued cost management •Enterprise-wide risk management 	<ul style="list-style-type: none"> •% revenue from deregulated products/services •% trading revenue •Revenue from new services •% customers serviced through alliances/joint ventures •NPV product/service pipeline •% R&D projects meeting protocol gates (D) <ul style="list-style-type: none"> •Customer/partner satisfaction (5 point scale) •Reliability index •% communication/education coverage •% communication/education plans executed (D) <ul style="list-style-type: none"> •Promise delivery % •New product uptake rate •On-time market projects (D) <ul style="list-style-type: none"> •Customer satisfaction rating C.S.D. (see above) •Problem resolution cycle time C.S.D. (D) <ul style="list-style-type: none"> •% rate capacity attained <ul style="list-style-type: none"> •Employee productivity improvement •% cost reduction •Cost of disruption vs. plan •Time to recovery (D) 	5% 10% \$500M 10% \$500M 90% 4.0 90/100 100% 80% 90% 20% 90% 85% 6hr 80% 2% 4% +/-15% 8hr	7% 12% \$550M 20% \$550M 95% 4.5 92/100 100% 85% 95% 25% 95% 89% 4hr 85% 3% 5% +/-10% 4hr	10% 15% \$600M 25% \$600M 100% 4.5 95/100 100% 90% 97% 30% 100% 95% 3hr 90% 4% 6% +/-5% 2hr	<ul style="list-style-type: none"> •Telecom infrastructure development •Trading risk assessment <ul style="list-style-type: none"> •Research alliance program <ul style="list-style-type: none"> •Preventative maintenance <ul style="list-style-type: none"> •Community outreach <ul style="list-style-type: none"> •Cross-selling marketing program •Service dispatch automation <ul style="list-style-type: none"> •CIS upgrade •Call center software integration <ul style="list-style-type: none"> •Fossil maintenance benchmark <ul style="list-style-type: none"> •Shared service benchmark/outourcing initiative <ul style="list-style-type: none"> •ERP Implementation
L&G	<ul style="list-style-type: none"> •Ensure market-driven skill •Leading employee satisfaction •World Class Leadership 	<ul style="list-style-type: none"> •Strategic skill coverage ratio •Hours in strategic skills training (D) •Employee satisfaction rating (5 point scale) •Leadership effectiveness ratio (5 point scale) 	65% 10 3.0 4.0	75% 12 4.0 4.5	85% 15 4.5 4.5	<ul style="list-style-type: none"> •Competency profiling •Performance compensation link •Leadership training program