

INDICATOR INSPIRATION

Financial perspective

	Growth	Maturity	Crop
Increase and Mixture of Revenues	<ul style="list-style-type: none"> • increase of sales • revenues from new products, services, customers 	<ul style="list-style-type: none"> • share of target Customers • revenues from new applications • profitability of products, services, customers • cross-selling 	<ul style="list-style-type: none"> • profitability of customers/ products • percentage of unprofitable customers
Cost Reduction and Increase of Productivity	<ul style="list-style-type: none"> • revenues per staff 	<ul style="list-style-type: none"> • cost benchmarks • cost reduction 	<ul style="list-style-type: none"> • product costs
Exploitation of Assets	<ul style="list-style-type: none"> • investments (% of sales) • R&D (% of sales) 	<ul style="list-style-type: none"> • measures for working Capital • ROCE per asset category • asset employment rate 	<ul style="list-style-type: none"> • amortization
Other Issues	<ul style="list-style-type: none"> • investor management • financial structure • business critical projects • risk management 		

Growth



- Increase and mixture of revenues
 - Increase of sales
 - sales
 - sales increase
(percent vs.. absolute; total vs. per segment)
 - revenues from new products, services, customers (percent vs. absolute; total vs. per segment)
- Cost reduction and increase of productivity
 - revenues per staff
- Exploitation of Assets
 - investments
(percent of sales vs. absolute)
 - investments in R&D
(percent of sales vs. absolute)

Maturity



- Increase and mixture of revenues
 - share of target customers
 - share of total sales in segment
 - share of customers
 - revenues from new applications (of products, patents, technologies, ...)
 - percent of sales
 - sales
 - profitability of products, services, customers
 - profit per product, service, customer
 - cross selling
 - percent of sales
 - percent of customers

- Cost reduction and increase of productivity
 - cost benchmarks
 - functional benchmarks
 - process cost benchmarks
 - product cost benchmarks
 - cost reduction rates
 - percent of total costs
 - indirect costs
 - percent of total costs
- Exploitation of Assets
 - measures for working capital
 - cash-to-cash-cycle
 - ROCE per asset category
 - capital efficiency
 - net income

Crop



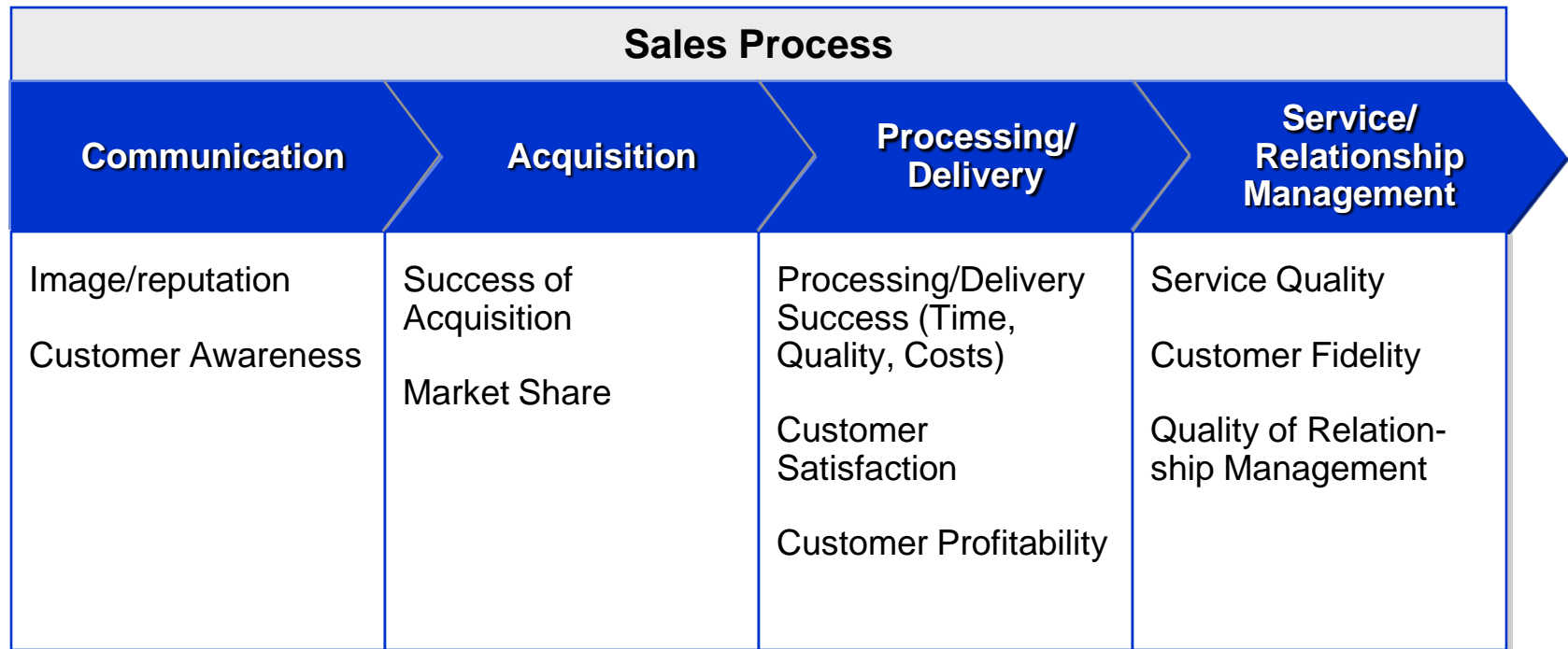
- Increase and mixture of revenues
 - profitability of product, service, customers
 - profit margin
 - profit per product, service, customer
 - percentage of unprofitable customers
 - percentage
 - percentage of sales
- Cost reduction and increase of productivity
 - product costs
 - direct costs
 - cost of goods
 - activity costs
 - variable vs. fix costs
- Exploitation of Assets
 - amortization
 - capital efficiency

Other Issues

- Investor management/interests
 - investor affiliation (e.g. change behavior)
 - investor structure
 - EVA - Economic Value Added
 - MVA - Market Value Added
 - ROI - Return On Investment
 - ROE - Return on Equity
- Financial structure
 - assets
 - current ratio
 - financial standing
 - outside capital
 - level of debt
- Project measures for business-critical projects
 - budget measures
 - cost measures

- Risk management
 - Share of revenues from secure respectively unsecure sources
 - Risk of Loss
 - For large, business critical projects: risk of loss, extent of loss

Customer perspective



Communication



- Image/reputation
 - Image / reputation rankings
 - own study
(see customer questionnaire)
 - external study
 - match of target and actual image
(see customer questionnaire)
 - reputation compared to those of competitors
(see customer questionnaire)
- Customer awareness
 - percentage of target customers
 - by segment
 - by region

Acquisition



- Market share
 - Percentage of customers
 - Percentage of sales
 - Percentage of certain segments
 - Increase/loss of market share
- Success of acquisition
 - Percentage of successful acquisitions
 - Unplanned acquisitions (initiated by customer)
 - Acquisitions (percentage, absolute) by
 - word-of-mouth marketing
 - employment of media
 - ...
 - Customer satisfaction with regard to the acquisition process (see customer questionnaire)

- Number/share of special projects/orders with regard to
 - value
 - size
 - prestige
 - innovation
 - good references
 - key clients
 - ...

Processing/Delivery



- Processing/Delivery success
 - Time
 - percentage of processings/deliveries on time
 - average usage of time budget
 - Quality
 - percentage of positive customer feedback (from questionnaire)
 - average level of customer satisfaction (from questionnaire)
 - Costs
 - percentage of processings/deliveries below financial budget
 - average usage of financial budget
- Customer satisfaction index from questionnaire

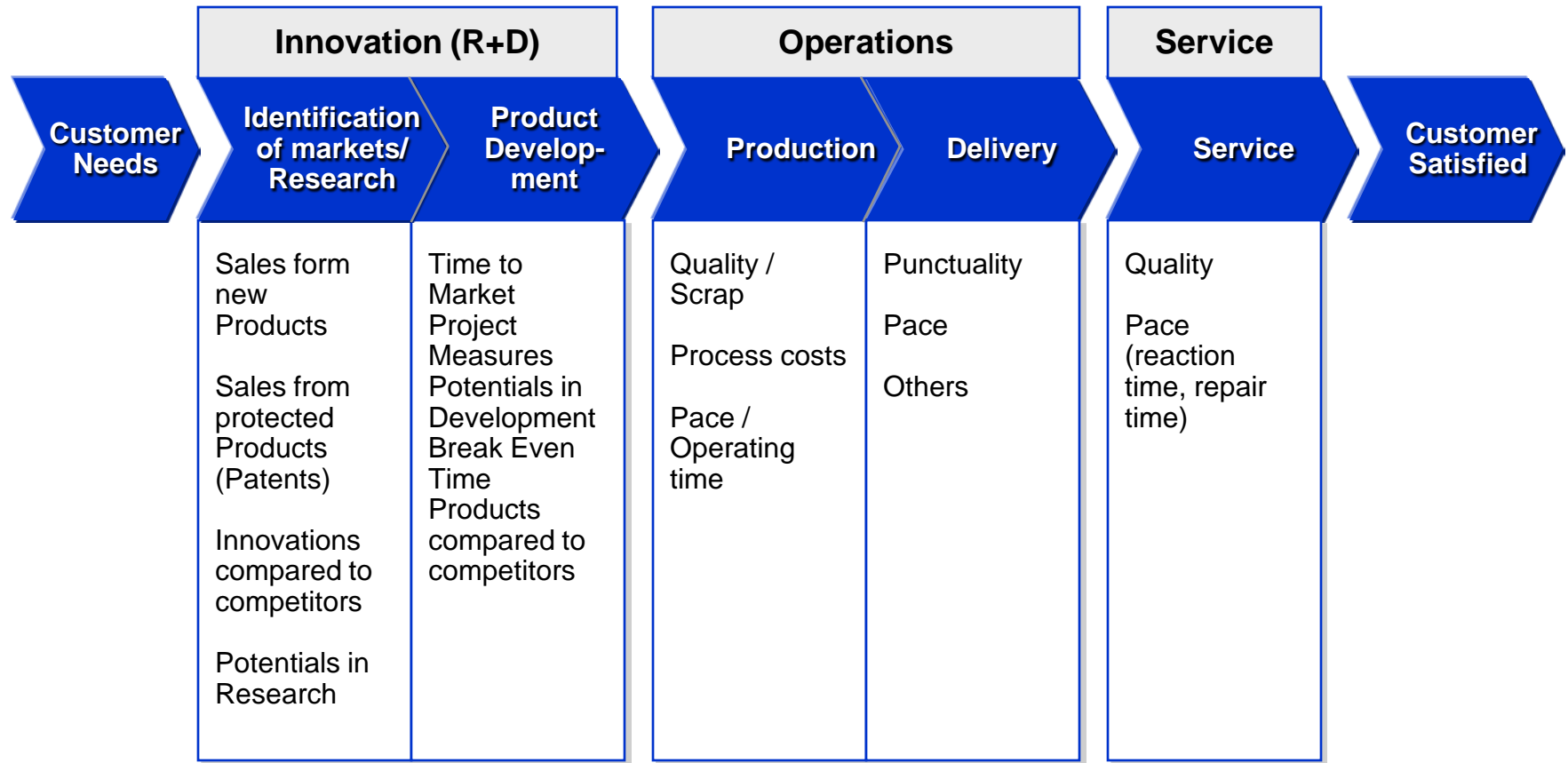
- Customer profitability
 - profits per customer
 - net margin per customer

Service/Relationship Management

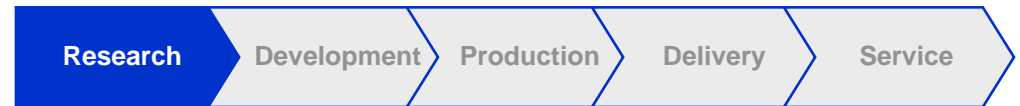


- Customer fidelity / binding
 - percentage of customers that buy for more than one time
 - average number of sellings per customer
 - regular customers
 - percentage
 - absolute
- Service
 - time (see slide before for details)
 - budget (see slide before for details)
 - quality (see slide before for details)
- Relationship Management
 - customer satisfaction (see customer questionnaire)
 - partnering index (evaluation of customer relations including e.g. integration into planning, projects, investments in products and services...)

Process perspective

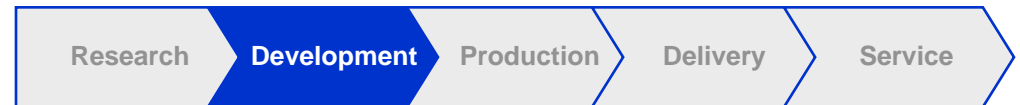


Research



- Sales from new products
 - percentage
 - increase of sales from new products
- Sales from protected products
 - percentage
 - increase of sales from new products
- Innovations compared to those of competitors
 - number of patents
 - number of publications
 - number of innovations (with/without patent)
 - innovation index (function, design,...)
- Potentials in research (e.g. staff, equipment, know-how, partnerships...)
 - research index
 - external rankings

Development



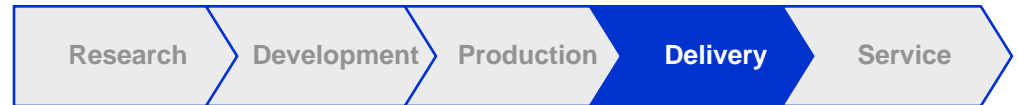
- Time to market
- Project measures (classical measures from development projects)
 - time
 - quality
 - costs
- Potentials in development (e.g. staff, equipment, know-how, partnerships...)
 - research index
 - external rankings
- Break even time of new products
- Products compared to those of competitors (quality, functions, design,...)
 - own product index
 - external rankings

Production



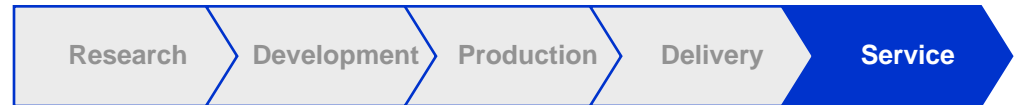
- Quality / Scrap
 - percentage of scrap
 - costs of scrap
 - quality index (especially by varying qualities in the production process, e.g. chemical industry)
- Pace / Operating time
 - Throughput
 - target vs. actual
 - Average processing time for an order
 - Idle time
- Process Costs
 - Margin Opportunity Analysis Index (e.g. optimal production planning)

Delivery



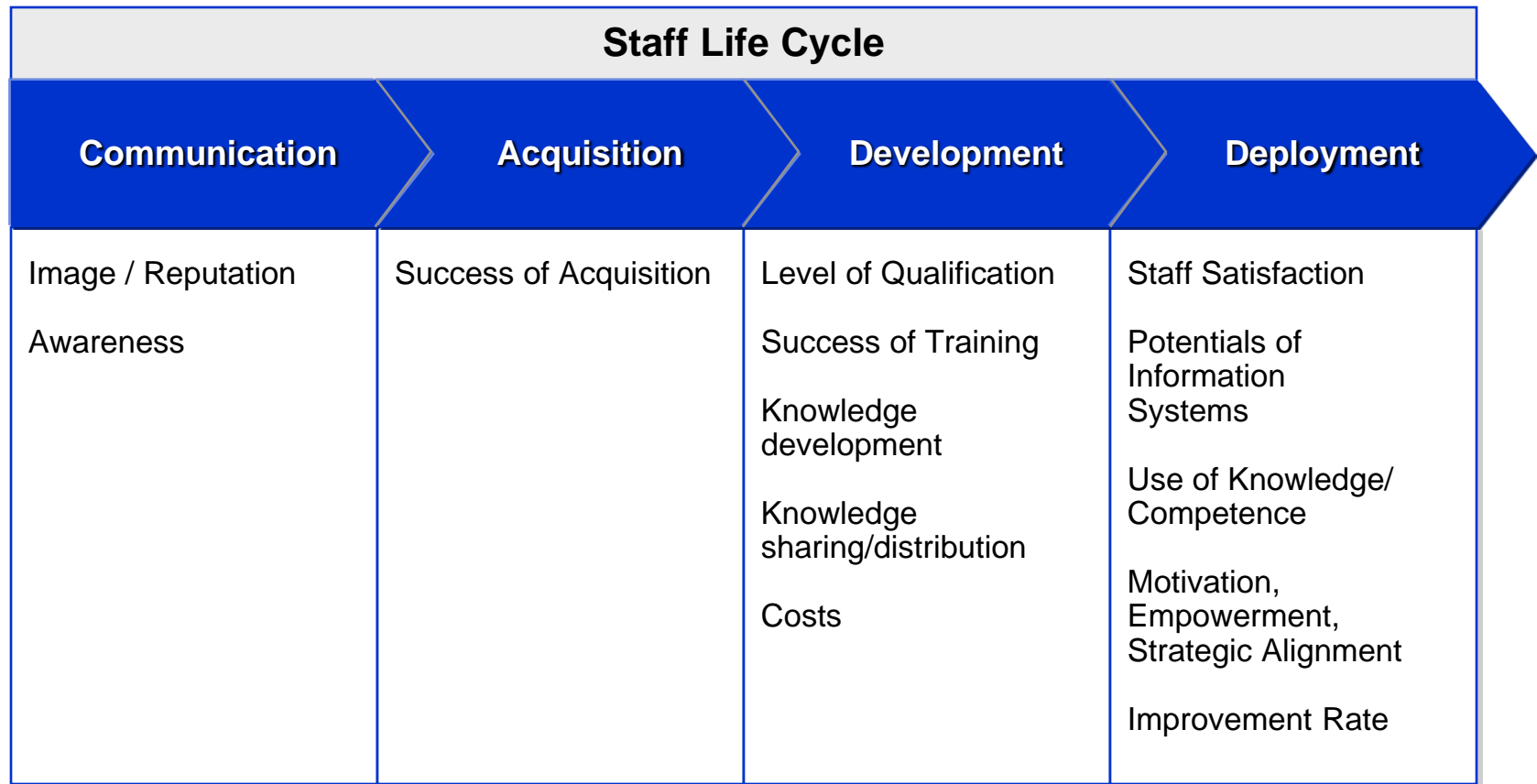
- Punctuality / pace
 - percentage of deliveries on time
 - pace of revisions
- Quality
 - percentage of deliveries that do not fulfil the specifications
 - number/percentage of revisions
- Others
 - accessibility
 - regional
 - percent of area
 - percent of target regions
 - temporal

Service



- Quality
 - index from customer questionnaire
 - results from internal performance measurement
- Pace
 - reaction time
 - percent of reactions within x hours
 - average reaction time
 - repair time
 - percent of repairs within x hours
 - average repair time
 - percent of immediate repairs (without deinstallation)

Learning & growth perspective



Communication

Communication

Acquisition

Development

Deployment

- Image / reputation
 - Image / reputation rankings
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(see customer questionnaire)
 - external study
 - match of target and actual image
(customer questionnaire)
 - reputation compared to those of competitors
(customer questionnaire)
- Customer awareness
 - percentage of target customers
 - by segment
 - by region

Acquisition

Communication

Acquisition

Development

Deployment

- Success of acquisition
 - Percentage of successful acquisitions
 - by region
 - by segment
 - Unplanned acquisitions (initiated by customer)
 - percentage
 - absolute
 - Acquisitions by word-of-mouth marketing
 - percentage
 - absolute
 - Acquisitions by employment of media
 - percentage
 - absolute
 - candidate satisfaction with regard to the acquisition process (see staff questionnaire)

Development

Communication

Acquisition

Development

Deployment

- Level of qualification
 - average difference between target and actual qualification
 - total
 - by department
 - by career stage
- Success of training
 - increase of level of qualification
 - percent of target qualification
 - percent of new skills (e.g. financial, analytical, technical, team, problem solving, negotiation, selling, management)
 - percent of new knowledge (product, clients, industry, systems, organization)
 - result of exams, tests
 - staff satisfaction (see staff questionnaire)
 - average time to lift staff to the target level of qualification

- Knowledge development
 - index from staff questionnaire
 - increase of “knowledge stock” in IT systems
 - number of publications
 - number of patents
 - patents per Mio. dollar R&D investments
 - sales share of products developed during the last xx months
- Knowledge distribution / knowledge sharing (see staff questionnaire)
- Costs of staff development
 - training of the job: average number of days per staff
 - costs of training per staff

Deployment

Communication

Acquisition

Development

Deployment

- Staff satisfaction
 - absentee rate
 - staff fidelity
 - sick rate
 - index from questionnaire
 - average length of employment
- Potentials of information systems
 - index from staff questionnaire
 - benchmarks
 - external studies
- Use of knowledge / competence
 - index from questionnaire
 - access rates of knowledge systems
 - knowledge quality index from questionnaire
- Motivation / Empowerment / Strategic Alignment
 - index from staff questionnaire
 - results of performance measurement

- Improvement rate
 - number of suggestions for improvement
 - success of the suggestion scheme
 - percentage of realized suggestions
 - successful projects in the company
 - percentage
 - increase rate

IT-indicators

Long-list of measures

Internal IT-customers

External IT-customers

Agreements/IT-employee

Change in IT maturity

Total IT capacity

IT capacity/employee

Change in IT-assets

IT-cost/administrative cost

IT training cost/Total IT-cost

Application investments