

Palladium Balanced Scorecard Hall of Fame for Executing Strategy Inducts Two High Performance Organizations at the 2011 Palladium Strategy Execution Forum in Mumbai

*Ansteel Group Corporation (China) and Reliance Industries (India) Lauded for Breakthrough
Performance Results*

MUMBAI, INDIA AND BOSTON, MA USA – 21 JUNE 2011 – Palladium Group, Inc., the global leader in helping organizations solve their most pressing strategy execution challenges, today named two top-performing organizations to the Palladium Balanced Scorecard Hall of Fame for Executing Strategy®: Ansteel Group Corporation (China) and Reliance Industries (India).

The award recipients were honored for their breakthrough business results during today's Hall of Fame award presentation ceremony at the 2011 Palladium Strategy Execution Forum on 21 June in Mumbai.

The Hall of Fame award honors organizations that have achieved execution excellence through the use of the Balanced Scorecard (BSC), the world's preeminent strategy and performance management system. The BSC is based on the simple premise that "what gets measured is what gets done." Created by Palladium Group co-founders Drs. Robert S. Kaplan and David P. Norton, the Balanced Scorecard links strategy to operations to drive business outcomes. A study published in the journal *Advances in Accounting* found that organizations "that adopt the BSC significantly outperform those that do not...over a three year period beginning with the year of adoption. These results provide strong evidence that the BSC is an effective strategic management tool that leads to improved shareholder returns."

The Balanced Scorecard is equally effective in driving results in government and not-for-profit organizations. A focus on performance is critical for any organization, especially during challenging economic times. "Organizations committed to creating value for their stakeholders—whether public or private—are continually challenged to deliver performance results," said Robert L. Howie, Jr., Chief Marketing Officer of Palladium and Director of the Hall of Fame program. "Organizations using the Palladium Kaplan-Norton strategy execution approach are more likely to achieve premium returns."

Founded in 2000, the [Palladium BSC Hall of Fame](#) program today has a roster of 158 honorees—including the FBI, Merck & Co., Hindustan Petroleum, Infosys Technologies, Millipore Corporation, Motorola, and Volkswagen do Brasil—that span private and public sectors in more than 20 countries. Winners are selected based on the quality of their BSC implementation and the results they demonstrate over a period of at least two years.

Ansteel Group Corporation

Ansteel Group Corporation (Ansteel), situated in Anshan, Liaoning Province, China, is China's oldest and second largest iron and steel producer. Ansteel has revenues of USD\$11.3 billion and employs 139,000 workers in 16 subsidiaries. The need for an integrated strategic management system in the face of global overcapacity and increasing competition led Ansteel to adopt the Balanced Scorecard in 2008. The focus on economic value added, a sustainable strategy, alignment of business units, and the linkage of strategic objectives to individual

performance has contributed to strong results. In the two years since BSC adoption, revenue has grown 30%, profits 14%, and market share in target geographies has more than tripled. “Our strategic performance management system—with its strategy maps and Balanced Scorecards—helps effectively implement our strategy and achieve our strategic targets,” says Zhang Xiaogang, president and party leader of Ansteel Group Corporation. Adds Lu Ying, chief of strategic implementation: “The BSC approach has helped us to become a strategy focused organization.”

Reliance Industries

Reliance Industries is the largest company in India and the country’s largest private sector employer. Oil, gas and petrochemical refining businesses comprise the majority of its USD\$ 58.5 billion in revenue. It is the only Indian firm featured in *Forbes*’s list of the “world’s most respected companies.” With a focus on total quality management, the BSC was adopted as the best system for strategy management and measurement. In a three year period, revenue grew 47%, market share grew from 17% to 32%, customer satisfaction improved 10%, and product quality 6%. In a five year period, employee productivity increased 44% and employee satisfaction increased 37%. “The BSC’s systematic approach using strategy maps and scorecards to ensure execution by translating and cascading strategy into operational terms that employees can understand and act on has greatly helped our organization,” says Hardev Singh Kohli, executive director, Reliance Industries, Hazira Manufacturing Division. “We have greater strategic transparency and employee motivation and can easily see which objectives were met and which fell short as part of a comprehensive, integrated management system.

About Palladium Group, Inc.

Palladium Group is the global leader in helping organizations solve their most pressing strategy execution challenges. We provide our clients with an integrated set of services—strategy and technology consulting, education, training, and certification—that deliver tangible results and enduring internal capabilities. The benefits of our approach are demonstrated through the Palladium Balanced Scorecard Hall of Fame for Executing Strategy® which recognizes organizations that have achieved premium returns through outstanding execution. Visit www.thepalladiumgroup.com.

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