

Palladium

Executing Strategy

Balanced Scorecard Hall of Fame for Executing Strategy™

Sample Testimonials
from BSC Hall of Fame Winners 2000-2006



©2007 Palladium Group, Inc.

Balanced Scorecard Hall of Fame for Executing Strategy™ is a trademark of Palladium Group, Inc.

Aktiva Group

“Before we implemented the BSC, Aktiva was experiencing net growth of more than 80% per year, but there was a danger of focusing only on financial indicators. By implementing the BSC, our focus moved beyond EVA to perspectives that contribute most to the future as well as to our financial success. The BSC is the backbone for conducting business in a strategy-focused way and is an essential element of our success.”

Darko Horvat, CEO

Aquafin

“Aquafin’s new strategic transparency through the BSC has increased motivation for all of our employees, enhancing their will to follow-up on their own results and creating productive dialogue around both the strategy and our performance management system. Focus is now on the final goal rather than the problems that may arise in reaching it. As a result, we are far better prepared for our challenges than we were three years ago.”

Luc Bossyns, CEO

Bank of Tokyo-Mitsubishi UFJ, Ltd.

“Today, the BSC is becoming increasingly important as the bank-wide tool for strategic management and performance evaluation at The Bank of Tokyo-Mitsubishi UFJ (BTMU). Our enterprise-wide strategy, which emphasizes customer focus and product and service quality... is cascaded down throughout the organization using the BSC. We are now on the road to further evolving our own unique management model by blending the Japanese style of human capital management, an ISO 9001-based PDCA cycle for quality management, and our philosophy of corporate social responsibility... into the BSC framework [which will be] the driver for organizational and cultural change at the newly established BTMU.”

Nobuo Kuroyanagi, President

Best Buy

“Defining key metrics and publishing timely and relevant information via scorecard reports have contributed to several critical things at Best Buy. First, providing this kind of focused information shapes behavior; providing focus on the metrics drives the defined strategies. Second, this focus creates positive outcomes in driving those strategies. As Best Buy has evolved and matured in our scorecard reporting, we have moved toward a more balanced set of key metrics that include financial, customer, and employee metrics. Third, the consistent use of scorecard reporting as a means of communicating performance has created a culture of assessing metrics leading to rationalization to the most relevant measures of performance to drive our strategies. Linking strategy with metrics and publishing this information in a timely, balanced, and relevant fashion has enhanced our performance culture in a number of critical ways. First, this kind of focused information shapes behavior. Second, this focus creates and reinforces positive strategic outcomes. And finally, it creates a culture of ongoing rationalization of metrics to ensure the most relevant measures of strategic performance are front and center.”

Darren Jackson, Executive Vice President and CFO

BMW Financial Services, N.A.

“The BSC links our objectives, initiatives, and metrics to our strategy while communicating our priorities to every member of our company. Today our BSC program includes linkages to our project approval process, budgeting methodology, compensation system, technology initiatives, training programs, and even our community involvement and charitable contribution efforts. Our results have been excellent with an uninterrupted history of growth and a successful strategy implementation that continues today, consistent with the first plans established over six years ago. Profits are up, return on assets is up, and assets have grown each year.”

John Christman, CEO Americas Region

Borealis

"Our success with the BSC is mainly due to its focus and simplicity. Each employee understands the 'reds' and 'greens' of the scorecard, and those concepts cascade based upon strategic direction, derived operational targets, and action plans. Our approach is about more than defining relevant measures—it includes communication and keeping the BSC simple and focused on continual improvement."

Dr. Franz Wurm, Executive Vice President and CFO

Brigham and Women's / Faulkner Hospitals

"What I find most powerful about the BSC framework is the ability to show all the key metrics to a wide range of audiences – like my department Chairs – so that they know what are the important goals and measures to track. We have adopted total transparency of the BSC system with our Board of Trustees – giving several members direct VPN access to the system from their homes. We also incorporate 'live' review of key service, safety, and efficiency metrics in the BSC system into the monthly Board-level quality committee, and subsequently bring a summary of these measures to the full Board each quarter... Although it is impossible to tease out cause and effect from almost any performance management system, I do praise our BSC system for helping to create a culture of data transparency and increased accountability."

Dr. Gary Gottlieb, CEO

CaiFor

"With CaiFor's BSC we have achieved a very clear navigation chart. It is useful for everybody – for the staff, because they know their objectives and projects; for the real empowerment of the Middle Line it has been critical; for the Management, because we have the critical measures to track the 'day-to-day' and the possibility of going deeper into each one of them as required".

Mario Berenguer, Managing Director

Canon U.S.A.

"By regularly tracking leading indicators and receiving results of BSC analysis, our senior management can quickly integrate feedback into their strategy design. This accelerates the evolution of the company, and provides senior management with an understanding of the strategies in our diverse company beyond their own. Since implementation of the BSC, our key measures of performance are up, including sales, profits, and customer satisfaction."

Kinya Uchida, President and CEO

Cognos

"The BSC is an integral component of Cognos' internal corporate performance management process. It is the connective fiber between our strategic planning process, financial planning, and ongoing monitoring and measurement of core initiatives. By supporting our scorecards through a direct link to related performance management systems, Cognos has a reliable platform for business unit alignment and continued growth. It has also assisted in providing a view to accountabilities and processes demanded by a stricter financial regulatory environment. Our approach to scorecarding has proved flexible enough to accommodate growth and change, and it is no surprise that our financial and operational performance has consistently improved."

Tom Manley, CFO

Chilectra S.A.

"BSC is our backbone tool for our strategic planning process. Its methodology has enabled us to efficiently translate our strategies into universal terms. It is well understood and shared by everyone at Chilectra. Furthermore, while developing the process we were able to identify 'Innovation' as a robust tool for growing at 2 digits. BSC is also a solid instrument to communicate our strategy, achieve high levels of alignment and focus within our people. Our BSC also allows us to reinforce an execution oriented culture in all our people."

Jorge Rosenblut, Chairman of the Board

China Resources Microelectronics

"[The] BSC's systematic approach in portraying strategy using strategy maps and ensuring execution by cascading and translating strategy into operational terms that employees can understand and act on has greatly helped our organization. Throughout the years, during our BSC strategy review meetings, we were able to test our strategic hypothesis... [as] the image of the landscape and destination [continued to] evolve and change, so that we [could] identify new strategic initiatives... [such as] selling off non-core business units; we have also instigated a major restructuring to align our organization to ensure more effective execution of our strategy. All these BSC practices have [irrefutably helped guarantee] breakthrough results."

Wang Guoping, General Manager

Chrysler Group

"The BSC provided the organization with a clear roadmap of where we needed to go, as well as the methodology to measure our progress in reaching the aggressive targets we've set. Simply put, the BSC got our management team on the same page, and has played an important role in our success thus far."

Dieter Zetsche, President and CEO

Cinépolis

"At Cinépolis, a family-owned company with more than 30 years of success in the Mexican market, the BSC has been the only methodology that has generated and guaranteed the ordered implementation of a change process aligned to the strategy. I am convinced that the BSC has been the most important project in the history of Cinépolis, for it becomes the decisive element to continue evolving and consolidate our leadership in the cinema exhibition industry."

Enrique Ramírez Magaña, Member of the Board

City of Brisbane

"Since 1997 the BSC has evolved from a simple KPI reporting process to a strategy and performance tool to deliver citywide outcomes. We're focused on delivering a comprehensive vision,"Living in Brisbane 2010", supported by sophisticated strategies and a focus on performance. The scorecard is a way to drive profound cultural change and accelerate development of partnerships within the organization and with external partners. The process brings strategy and performance to the forefront of the planning and budget cycle. This is critical to long term sustainability and competitive service delivery in any contemporary organization."

Jude Munro, Chief Executive Officer

Crown Castle International

"The BSC management system has been catalytic to a disciplined approach at Crown Castle of proactively managing the business to better execute our strategy. The combination of identifying critical operating objectives, then establishing and tracking specific measures for each objective, has translated strategy into action at CCI. The BSC reinforces the importance of focused effort, and was an integral part of Crown Castle's execution of its operational excellence strategy with exceptional results."

John Kelly, President and CEO, Crown Castle International

CST

"CST uses very tight tactical management controls which allow us to have the lowest liquid steel costs in the world as well as very high quality patterns. The BSC provided the missing link to connect strategy with operational actions. By implementing the BSC with targets, goals, and initiatives we linked better financial returns and internal efficiency within the first year. The BSC gives us a systemic view of the variables that affect our businesses allowing us to pinpoint our most important objectives."

Jose Armando de figueiredo Campos, CEO

Defense Finance and Accounting Service

“The BSC has turned our vision and strategy into a meaningful set of performance measures and targets. It has become a management and diagnostic tool that measures our performance at multiple levels and we use it to assess the health of our organization and demonstrate our progress on completing key initiatives. At the organizational level the DFAS business lines and support organizations use the BSC to show their contribution to the corporate vision and goals. At the individual level, the BSC allows each employee to track their contribution to their organization and, finally, to the corporate whole. Using the BSC has helped us achieve dramatic improvements in our performance. I am personally committed to expanding our use of the BSC to meet the challenges we face.”

Zack E. Gaddy, Director, DFAS

Delta Dental of Kansas, Inc.

“The BSC has made it possible for Delta Dental of Kansas to clearly define our strategy, communicate the strategy to both our employees and board of directors, align our initiatives to the strategy and see breakthrough results as the outcome. We implemented the BSC throughout our organization in 2002. Since that time our revenues have more than doubled, the operating expense ratio has dropped from 10.3% to 8.0% and our book of business has increased over 50%. Despite turnover in the CEO position since implementation, we have continued to move forward and reach impressive results because the BSC allowed our company to remain focused on our strategic direction... The BSC has helped to foster a culture of customer service excellence which is the hallmark of our reputation in the group dental benefits market.”

Linda Brantner, President and CEO

Duke Children’s Hospital

“As an academic institution, we were interested in a solution that could function as a teaching and learning tool and report how we were doing. The BSC provides that monitoring and conscience and assists us in improving our practice patterns. We look at the scorecard as the evolving brain of our organization. In practicing smarter, we dramatically reduced our cost per patient case and patient length-of-stay, and significantly increased our customer satisfaction. Our results at Duke Children’s prove the BSC approach can be the catalyst for positive change in healthcare.”

Dr. Jon Meliones, Chief Medical Director

DuPont Engineering Polymers

“Putting the BSC system into place has been one of the most important things we have done as a business. One of the benefits of the scorecard at DuPont is that it created an explicit process around which people can have debates based on the merits of the question at hand, rather than on who has more power within the organization. Its empowering people to gain support within the organization for projects and agendas that everyone can see are in line with our strategic objectives. I’m confident that the BSC will yield great benefits over the long run.”

Craig G. Naylor, President

Economic Development Administration (EDA)

“The BSC has been a critical component in transforming the EDA from an agency with a reputation of unfocused management and unclear objectives to an organization now recognized as one of the top performers in the Federal Government. As EDA’s leader, I could not be more pleased with the results achieved and the effectiveness of the BSC tool.”

David A. Sampson, Assistant Secretary of Commerce for Economic Development

Endesa

"The BSC has helped us to share a common view about the strategy, becoming the most important tool for communicating and executing it. The strategy maps deployed at different levels within the organization have been the key to align and integrate different views and strategic understanding, and providing a coherent framework for the performance management system. In its fourth year in operation, our BSC is the backbone of ENDESA's planning process, providing the vital link among strategy, strategic objectives, major initiatives, compensation system, and the budget. The BSC helps every executive to know his or her expected contribution to the company's strategic execution."

Rafael Miranda, CEO, Endesa

E-Land

"The BSC has helped us turn around business units that were underperforming due to the Asian financial crisis. It helped us clarify how the objectives of the corporate brand and division aligned with the company's overall vision. And because the BSC links personal objectives to that of the company, it has shown our personnel how they contribute to our strategy."

Oh Sang-Heun, CEO

Fulton County Schools

"One of a Board's most important tasks is the adoption of an annual budget. The BSC greatly assists in this area. Using the scorecard, school and system administrators make improvement recommendations and submit proposed budgets that align to the recommendations. The Board uses this input to identify items with the greatest potential for significant and immediate impact on student achievement and areas with significant room for improvement. These 'strategic imperatives' direct the Board's decision-making during the budgeting process, providing the focus we need to develop a budget that meets the needs of our organization. By annually reviewing our targets, the Board and community receive an objective evaluation of school system successes. We can easily see which objectives were met, and which fell short. This is valuable as we seek to not only plan for the future, but also measure the past."

Katie Reeves, Board President

Gerdau Açominas S.A

"We have been using the BSC to communicate the strategy to all those involved, that is, to all our employees... [It] is used by the operational teams and by the Board of Directors to help strategy management... We, finally, have seen, through the results achieved by the organization, that [deciding to use] the BSC methodology was correct and that, certainly, it will... [continue to lead us to] more improvements and better performance."

Luiz André Rico Vicente, CEO

GNP

"Linking the BSC to our project management efforts, to our compensation and incentive programs, and to the budgeting process has reinforced accountability and strategy execution. I'm confident that the BSC will continue to help us achieve breakthrough results."

Clemente Cabello, CEO

Hillside Family of Agencies

"The BSC provides a discipline for us as we look forward. As a 168-year-old organization, we have the advantage of being able to look back and learn from our experiences. Our longevity isn't just something we're proud of; we use lessons from our history to make decisions about our future. With the BSC, I feel confident that I am making decisions about an organization that will be going strong in 100 years. The BSC helps us translate our aspirations into concrete, measurable objectives. It can help us carry out our responsibility for generations to come."

Dennis M. Richardson, President and CEO

Hilton Hotels

“What gets measured and managed gets delivered. Hilton’s multifaceted approach, in which the BSC takes center stage, has markedly transformed our hotel operations. The scorecard was implemented in a way that integrated all aspects of the business and changed the company’s culture by aligning every single team member toward a common goal. I think that the BSC will be here forever, because it’s never-ending: You can refine it, enhance it, tweak it when the market changes—whatever the situation requires.”

Dieter Huckestein, President, Hotel Division

Ingersoll-Rand

“The BSC was instrumental in our ability to establish and broadly communicate the road map for the changes we needed to implement in order to achieve enterprise operational and financial objectives. As a critical element of our Strategic Management System, the BSC underpins a rigorous long-range and annual-planning process, employee development and performance commitments, formal leadership and talent reviews, and monthly operating reviews. In addition, the BSC program created discipline around executing strategies that drive customer satisfaction and shareholder value. We have delivered the results our customers and shareholders expect from us, and our revenues, profits and cash flow, among other key indicators of success, have shown dramatic improvement since we implemented the BSC program.”

Herbert L. Henkel, Chairman, President, and CEO

KeyCorp

“[When I arrived] in 2001, I resolved to turn the company around. My first step was to refine KeyCorp’s vision, mission, and strategy to enable the company to compete more effectively. I then decided to create a disciplined strategic management program anchored by a BSC, which focused on the organization and the execution of Key’s strategy. I worked with my management team to develop KeyCorp’s scorecard. Later, every business line and staff area followed suit. Today KeyCorp’s financial performance has improved significantly and the company is viewed far differently by its stakeholders. One critical reason has been the discipline added by using BSCs. Our transformation continues, but at an accelerating pace and in a more energizing way. Our ultimate goal is to be the most admired financial institution in the markets we serve. I know we will get there, due in no small measure to our continued use of the BSC.”

Henry L. Meyer III, Chairman and CEO

Kinnarps AB

“The BSC has given our company and its business units a much deeper understanding of how they contribute to the overall strategy. This leads to strategic thinking and allows us to focus on the most important issues at each level, ensuring that we reach the objectives in the Kinnarps strategy. The executive team can easily track the business units in achieving their objectives. All employees have access to every scorecard in the organisation, providing a dynamic process to manage change. For me, it’s as important to see what people choose to do to improve as it is to follow the measures. In this connection, we focus on initiatives connected to competence and leadership. Despite the falling European furniture market in recent years, Kinnarps has gained market share and maintained acceptable profit margins. The BSC has definitely helped us stay on the right track. We also believe the scorecard will help us improve production efficiencies and sales performance.”

Henry Jarlsson, CEO

Korea East-West Power Company

“Korea East-West Power Co. Ltd. was confronted with [the] worst possible business environment when it began as a power generation company. During the first year of our establishment, we showed a loss amounting to 27.5 billion krw, which accumulated a huge loan interest... [After] proposing a midterm vision for the early establishment of a self-supportive management foundation... the strategy was more clearly defined according to the BSC for all employees... As a result of our continued efforts to create a synergy effect by aligning the newly introduced BSC to 6 Sigma, not only did we bring about a marked

improvement in internal processes and management, we were also able to show superb business results, which increased our total sales by 56% and our net income by 472%... These excellent achievements enabled us to regenerate ourselves as an excellent company, leading the industry."

Lee Yong Oh, President & CEO

KT

"The past four years have been a historical turning point for us. Under an extremely tumultuous business environment, KT has managed to transform its business portfolio and achieve a remarkable improvement in financial performance. The BSC was a key driving force for such accomplishments. It guided our employees with clear direction and balanced perspectives. By gathering all the employees around BSC, we were able to concentrate our foundation for the performance-oriented organization culture. It has not been merely a performance management tool but has become KT's core philosophy and a key driver for organizational change."

**Young-Han Song, Executive Senior Vice President & Chief,
Office of Planning and Coordination**

Kotra

"KOTRA introduced a BSC in order to systematically evaluate the performance of its worldwide organizational units. The program was carefully designed to reflect customers' achievements, and not the achievements of KOTRA business unit itself, so that high marks on the evaluation clearly indicate that customers are appreciative of the services received. While the business unit leader is responsible for the performance of his or her unit, the unit members share the responsibility for specific evaluation indexes according to the duties they assigned. With the BSC, management can check the performance of all the overseas and domestic units on a real-time basis. Since the evaluation is tied with customers' achievements, they have no choice but to place more focus on customers. Our automated BSC system, together with our CRM system, made the management objective of "Achievement-Oriented Evaluation" possible"

Soo-ik Kim, Senior Executive Vice President

LG.Philips LCD

"Members in the organization began to realize the importance of strategy execution and utilizing the BSC system as a strategic performance management tool after posting the worst business results during a downswing in 2001. As a result, LPL started to educate the concept, purpose, operation, and potential benefits of BSC to all the members... After just five years from establishing the J/V and just three years since adopting the BSC, LPL achieved the goal of becoming the world's No.1 LCD Company in 2003 and kept that position in 2005... Nowadays, all of LPL members understand how their activities are to be aligned with corporate strategies and objectives and what kind of compensation is associated with achieving their goals. LPL intends to maintain the top position in the industry by [remaining] a strategy focused organization (SFO)."

Ron H. Wirahadiraksa, President & CFO/JRD

Luxfer Gas Cylinders

"Because of top-level persistence, our strategy is now absolutely integral to our management thinking. Consistent concentration on our global strategy has not only made us stronger, more competitive and more successful, but also much more responsive to our customers' needs. The proof is in our profits, which doubled between 2001 and 2006."

John Rhodes, President

Marriott Vacation Club International

"The BSC works hand-in-glove with process reengineering as essential tools in focusing MVCI on measurable improvements to all areas of our business. Because our primary value strategy is one-to-one relationships with our customers, we've used the BSC to drive process reengineering that customers

value. This includes adding vacation ownership advisors who provide new timeshare owners dedicated vacation planning services and redesigning our website to give customers 24/7 access to information and self-service features. These changes, among many others, have boosted our customers' rating of MVCI as being 'easy to do business with' by 70% since we implemented the BSC and are key reasons that 50% of our annual sales come from existing owners or their referrals. Each passing year brings increasing value from the BSC as we continue to cascade it and develop better measures to assess our progress."

Steve Weisz, President

Media General, Inc.

"It gives everyone a common language to discuss strategy, goals, and achievements. Instead of just tracking financial results, we measure the things that will help us accomplish our mission. By focusing on our common values and measuring our progress along the way, we are able to link customer service, process improvement and employee development to long-term financial success. We look forward to continuing and improving the BSC process at Media General."

J. Stewart Bryan III, Chairman and CEO

Mellon Europe

"With a clearer cause-effect model, we can agree more readily our strategic priorities. As a result, we now have a stronger performing, more integrated, and highly motivated organization to lead us into the next major phase of our development."

Jack Klinck, Chairman

Metro de Madrid

"One of the best contributions of the BSC is that it showed us the importance of measuring for strategy execution. It is only when you define measures, set goals, identify gaps and evaluate results that you are able to make progress towards the implementation of your strategy." **Ildefonso de Matías, CEO**

Mobistar

"The BSC is a robust framework for managing strategy within an environment of constant changes, avoiding the unfocused and chaotic management that often exists in such a fast growing and turbulent market. While some operators have lost focus on their main activity domain which has negatively impacted their margin, Mobistar has continuously increased its results."

Bernard Ghillebaert, Head of Mobistar Group

Montefiore Medical Center

"The BSC gave us discipline and focus; nothing will help you more when you're trying to align a very large organization around a strategy. It gave us the notion of balance and helped us hone in on the drivers to improve our financial performance. We've achieved enormous credibility by producing the measures by which we will be held accountable. Our inpatient market share has grown significantly since we implemented the scorecard, and that growth has been our success story."

Elaine Brennan, Senior Vice President of Operations

Motorola CGISS

"We use the BSC to create and balance value for our stakeholders, communicate our strategy, and ensure organizational alignment. It helps us to determine our annual targets, assign ownership and accountability, and implement organizational governance throughout the year."

Martin Swarbrick, VP, Office of Business Excellence

NASD

"In 2002, we had developed a new strategic plan. The challenge now was execution. We needed to become more strategy focused and performance driven. We decided to adopt the BSC. We have experienced a culture change at the NASD, and the BSC has been a big part of it. We have become more performance driven at all levels. We also now have a better understanding of how all our diverse functions contribute to our mission. We are one organization. In the last three years, the securities industry as a whole has faced significant challenges. Through NASD's decision to focus solely on regulation, and its implementation of that strategy through a carefully articulated balanced approach, NASD has been able to rise to these challenges and demonstrate its value as a self-regulatory organization. This was facilitated by the implementation of the BSC."

Dr. Robert R. Glauber, Chairman and CEO

National Federation of Coffee Growers of Colombia

"Solutions to the crisis [facing the coffee sector early in the 21st century] began with the establishment of strategic guidelines... With the BSC, we were able to create a number of indicators that have marked the Federation's roadmap for the past 3 years and facilitated the execution of policies aimed at the long-term sustainability of Colombian coffee growing. Today we can say that Colombian coffee has taken a new course – promising, innovative, of greater value, creating new paradigms and with the coffee grower as its prime beneficiary."

Gabriel Silva, CEO

National Reconnaissance Office

"We selected the BSC for its sheer simplicity. You can articulate the model on a single piece of paper and explain it to anyone in the organization. The scorecard has helped give the NRO coherence around its many activities. It's robust enough for our complex organization, yet flexible enough to accommodate its idiosyncrasies. The BSC has stood the test of time."

Dr. Julie A. Chesley, Director of Strategic Planning

Nordea

"The BSC has had a clear impact on Nordea's performance orientation. Our new management process, built upon the BSC, supports a team-based executive management culture, increases executive accountability with clearly defined targets and actions, and increases focus on strategic direction. All together with increased performance orientation and a new management process, our strategic performance has been improved."

Lars G. Nordström, CEO

PLIVA d.d.

"To successfully run a business, you need to have a comprehensive picture of it. The BSC gives us a complete overview of business performance on a single page, from financial data to skills and leadership. The scorecard has helped us communicate the corporate strategy to both management and employees. Members of the Board have used the strategy map on many occasions to explain what exactly we want to achieve, and how we intend to achieve it. In addition, we use both the strategy map and the BSC to represent our strategy and objectives to our Supervisory Board. The BSC has also played a key role in target setting and performance appraisal. PLIVA is transforming itself into a global pharmaceutical company, and we have been able to track that change in our internal processes and learning and development perspectives. The changes we have made in skills and people in our new product development process have impacted the way customers perceive our company and the revenue we derive from new products. The BSC has helped us to implement our strategy of developing into a globally acting and innovative pharmaceutical company."

**Dubravko Mak Member,
Management Board and Vice President, Global Business Development**

Polibrasil

"Today Strategy Execution is a core competency of Polibrasil. We believe the BSC is a core component for performance-driven organizations implementing a complete strategy. The BSC has helped us to focus on what is vital to the company strategy for improved effectiveness, organizational performance, and key stakeholders alignment, to ensure that a consistent vision, mission, and strategy are communicated both internally and externally. Our scorecards have also assisted in providing a view to accountabilities and processes demanded by today's stricter financial regulatory environment. Our approach to scorecarding has proved flexible enough to accommodate growth and change, and it is no surprise that our financial and operational performance has consistently improved."

José Ricardo Roriz Coelho, CEO

Puertos del Estado

"The Public Spanish Port System has been experiencing an outstanding performance over the last decade, turning it in a worldwide success story. Puertos del Estado was created by law in 1992 with the main purpose of representing the state in all port and maritime transportation matters and performing the important role of integrator and promoter of the Spanish Port System as a whole, despite individual autonomy of its 27 different port authorities. Since Puertos del Estado creation, great accomplishments have been achieved due to the high commitment of all port authorities in becoming part of a true success story in the sector and becoming essential contributors to the economic development of Spain. A considerable change management effort was undertaken. More than three years after BSC implementation, the Public Spanish Port System is proud to announce that success has been achieved. The results in every key indicator are clear: 15% revenue increase, 13% in cargo growth & 11% in efficiency improvement, coupled with the world best standards. But we must not forget its less visible face: a new management model focused on strategy, more people committed to management, team work, accountability & communication, a port community aligned with the port strategy, and key information available for management and for benchmarking among ports."

Don Mariano Navas, President

Ricoh

"At Ricoh Corporation we are faced with an imperative to grow our business while being challenged by unprecedented competition. Against this landscape I have established a very aggressive set of goals. To achieve them, Ricoh's leadership team has developed comprehensive strategies and operational plans. It is critical that our organization is wholly aligned and fully committed to achieving these goals. Everyone in the company must be able to answer the question, 'What does the strategy mean in terms that I can act on?' Our strategy maps and BSCs are invaluable to ensure that all our people, from the most senior to the lowest level employees, understand our direction and their individual and team contributions. Our BSC review process ensures that we are on track with our targets, or take counter measures where necessary. As a result, we have experienced continuous growth in business and continuous improvement in our operations, as well as increased customer satisfaction."

Sam Ichioka, Chairman & CEO

Royal Canadian Mounted Police

"The BSC provides us with a rigorous, disciplined way to be good managers as well as to be good at operations. By using the BSC as the basis for strategic and operational planning, we've strengthened our management approach and improved our ability to keep our eye on the operational ball. The scorecard also provides us with the critical ability to identify opportunities or weaknesses for attention by key partners and stakeholders. Our focus on the strategic framework priorities and objectives and our commitment to the vision of integrated policing will ensure safe homes and safe communities for Canadians."

Commissioner Giuliano Zaccardelli

Royal Norwegian Air Force

“The Norwegian Defense Forces are going through the most comprehensive modernization since the Second World War. We no longer face the same massive threat from the east. In the 21st century we must be able to handle a multitude of incidents and episodes, from riots to terror attacks, crisis and war. This demands flexible High Reaction Forces which are able to deploy on short notice, nationally as well as internationally. When I was promoted to Chief of Air Staff in 2000, the Air Force had no clear vision and strategy to meet these challenges. I was convinced that the BSC could help me develop and implement a new vision and strategy for our Air Force. This tool matches my way of communication: it is visual, simple, and to the point. The BSC combines all important elements of leadership and management into one system, and helps me maintain a strategic focus.”

Major General Tomas Colin Archer, Chief of Air Staff

Saatchi & Saatchi

“Ideas and creativity is our most precious asset. The BSC has not only helped us manage our human capital, it has transformed our agencies into being action-oriented and client-focused. And it has put everyone in the same ballpark with a consistent definition of what we call 'permanently infatuated clients' and consistency in measures.”

William H. Cochrane, Chief Financial Officer

St. Mary's/Duluth Clinic Health System

“Building the strategy map was a turning point for the executive team in fully understanding the organization as a business, defining our customers, and translating this into a clearly focused strategy. This resulted in a performance management tool to focus the entire health care system. Our monthly scorecard review sessions are incredibly valuable to me as CEO. The scorecard enables us to easily scan and digest overall organizational performance and to identify any necessary course corrections. The balance of our discussion time has definitely shifted from day-to-day operations to strategic issue decision-making.”

Dr. Peter Person, CEO

Serono

“We formalized our comprehensive company strategy in 1996. In 1997, we introduced the BSC to translate our strategy into action. Today, the BSC is a key management tool which is linked to compensation, planning, and budgeting and enables us to ensure that everyone in our 45 regional offices across all our functions are aligned towards the same objectives and goals. The strong support of our CEO and Executive Management Board has allowed us to continue to improve our BSC program year after year and we continue to look for new ways to improve. Over the last six years, our company has seen annual double digit growth in total revenues and net income.”

Roland Baumann, Senior Executive Vice President, Group Compliance Officer and Head of Corporate Administration, Member of the Executive Management Board

Siemens IC Mobile

“We've always had strategies, but through BSCs we bring them to life. Every business unit has a scorecard and uses it to focus attention on designated critical success factors. Moreover, each employee knows his or her contribution to the strategy, enforcing alignment and accountability throughout the organization. It's the way we manage our business.”

Rudi Lamprecht, Member of the Managing Board at Siemens AG and President

Skandia

“We have achieved a great deal through use of the Skandia Navigator, our version of the BSC. Marrying our IT system to the Navigator produced the perfect tool for strategic business management on all levels of the organization. Navigator guides Skandia on the corporate level, subsidiary level, and the individual

contributor level. By enabling everyone in the organization to see the overall picture and realize they can have an influence, the Navigator is helping to make Skandia a great company

Henrik Danckwardt, Senior Vice President and COO

Sprint Nextel Corporation

“The BSC has helped Sprint Nextel maintain our focus on our destination, which is our mission. Our strategy is the roadmap to get us to that destination, and the BSC helps us stay focused by providing the framework to monitor our progress against our strategy. Over the past 12-18 months, we have been focused on transforming our assets for a new competitive environment and a new future. At the same time, we have had to integrate multiple companies... [and complete] a major spin-off. By themselves, any of these individual initiatives is a daunting task, let alone all of them taken together. The BSC has helped us remain focused by providing a framework to prioritize and synthesize these complex strategic objectives into operational goals and metrics. Our senior leadership team meets regularly to monitor our progress against these strategic goals utilizing the BSC. This allows us to see where we're meeting our objectives and to proactively identify when we need to take corrective action where we are not on track.”

Gary Forsee, CEO

Tata Motors Commercial Vehicles Business Unit (CVBU)

“While we were conscious of the benefits of the BSC when we began implementing it three years back, we are extremely pleased that it has helped us achieve significant improvements in our overall performance. I am quite positive that the BSC will play an important part in our objective to become a world-class organization.”

Ravi Kant, Executive Director

Tennessee Valley Authority

“TVA's Winning Performance BSC allows the men and women of TVA to establish priorities; measure and report performance in key areas; understand how individual activities are tied to company priorities; and link individual compensation to company-wide results. The BSC provides measures that are understood and appreciated by all levels of the organization. It is also the way to recognize our accomplishments as we set new goals for future successes.”

Glenn L. McCullough, Jr., Chairman

Texas State Auditor's Office

“The scorecard is an innovation that drives our success. While building our scorecard we identified important performance drivers that helped our executives and managers focus on the most critical aspects of our work and understand their own operations more completely. With a much better overall perspective of the organization, our executives see how their individual areas dovetail with the overall strategy. Finally, using a scorecard to manage our entire operation has simplified and focused the executive conversation while making it richer as we discuss the implications of performance for our strategy. Our scorecard proves its worth every day.”

Lawrence F. Alwin, Texas State Auditor

Thai Carbon Black

“Today our BSC program includes linkages to our aggressive growth plans to retain the position of being the ‘world's largest carbon black plant at a single location,’ our market rationalization, new product development, financial budgeting, employee development and compensation system, technology initiatives, and even our community initiatives and social development programs. Since its initiation in 2001, our results have been excellent: Profitability ratios are robust and better than [our competitors], return on assets is up, and assets are growing consistently.”

S. Srinivasan, CEO

Trent Ltd

"The BSC was implemented in Trent at an early stage when the company was seeking to aggressively expand its chain of stores, and also establish its own brand format of retailing as a successful retail format for India. Its become an integral part of the strategy planning process, target setting process, the action plan deployment process, and the employee performance management system. The BSC has also increased the accountability of key executives across the organization, and has become the driver of change, by giving a clear indication of the progress of strategy implementation across the organization. As a result, Trent has been able to drive significant growth in its profitability, turnover, number of stores, and has also achieved 'Best-in-class' levels of customer satisfaction." **Simone N. Tata, Chairman**

Unibanco

"The BSC has helped Unibanco focus all its employees on a single vision and common strategic themes. All of our actions now support our pursuit of continuous growth. Using the BSC we have created strategic alignment among our four business units, a commitment towards all guidelines and a focus on action, helping us achieve a 19.6% CAGR in net income between 1999, the year in which the model was implemented, and 2002. In addition, everyone is focused on achieving results in client relations, operating efficiency maximization, and talent development. Consequently, our client base and employee motivation and satisfaction rates have increased annually. The BSC has helped us establish a work standard for the entire organization."

Pedro Moreira Salles, Chairman

UK Ministry of Defence

"The BSC is one of the most important management initiatives I have seen adopted. Seen in the context of our wider programme to modernize Defence and improve our performance, it is a means of clarifying our aims, improving our plans, and reducing the reporting burden—provided we get the measures right. The task should not be underestimated, but for us it has now become a way of life. It ensures that we all share a common understanding of what we want to achieve, and the individual contribution we all have to make."

**Sir Kevin Tebbit, Permanent Under Secretary of State, Ministry of Defence,
and Chairman of the Defence Management Board**

University of California, San Diego

"The BSC process provides UCSD with a roadmap on where it should focus its energies, priorities, and resources in addressing administrative services for UCSD. The BSC also establishes an objective framework for continually assessing the effectiveness of campus administrative services using real data from customers, peer institutions, and the people providing the services. Colleges and universities, large and small, as well as public and private, are coming under increasing scrutiny by constituents interested in the cost and effectiveness of campus operations. During difficult budgetary times, the BSC approach is indispensable. While in the past some have viewed an approach such as the BSC as optional, many will find it a key to survival in this era of shrinking funds."

Steven W. Relyea, Vice Chancellor for Business Affairs

United States Postal Service

"Several years ago, we set out to transform the Postal Service. In a changing and ever-more-competitive communications market, the Postal Service had to change... Performance had to become the watch word for everyone in the organization. To help us do this, we established a "BSC," which we call the National Performance Assessment... The results were impressive. We had record on-time service and customer satisfaction levels. We delivered early on our 5-year commitment to reduce costs by \$5B... Volume grew to 212 B [mail pieces delivered] and revenues to \$70B, which is critical as we meet the universal service obligation to our growing base of 144 M customers. We are not content with maintaining Postal Service performance at today's high levels. In partnership with our employees and customers, we continue to transform the Postal Service using the BSC to measure results and help us drive for excellence."

John E. Potter, Postmaster General and CEO

Volvofinans

"For me and my management team it is quite clear that implementing 'Vägvisaren'—the Roadmap—as we call our BSC, is an important factor that has made a great contribution to our success. Today most of our employees are involved in the BSC process and understand the strategic goals and targets of the company. On top of the positive internal effects, we also increased market share to earn the #1 position in the independent ISI-ranking of finance companies in Sweden. Our BSC has been a major factor in that success. Satisfied employees create satisfied customers, and satisfied customers become loyal customers both of the Volvo brand and to Volvofinans as a company."

Björn Ingemanson, President

Western Water

"Western Water had previously concentrated its management reporting on financial information, but with increasing regulatory focus and significant structural reform in the Victorian Water Sector it was necessary to improve in this area and recognize that more business performance indicators needed to be measured and strategic initiatives created to drive financial environmental and social performance."

John Wilkinson, Chief Executive