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| --- | --- |
| **Financials** | |
| **Objectives** | **Measures** |
| Growth | Profit ($ or %), EBITDA, EPS |
| Size | Revenue |
| Success of product | ROI, ROC, ROCE, RONA |
| Ability to invest | Free cash flow |

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| **Customer** | |
| **Objectives** | **Measures** |
| Increase repeat purchases | Number of purchases per customer |
| Increase quality of client base | Number of clients with sole source work |
| Delight target customers | Survey results |
| Dominate market | Market share |

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| **Learning/Innovation** | |
| **Objectives** | **Measures** |
| Increase productivity | Output per employee |
| Improve employee retention | Turnover |
| Develop highly skilled work force | Number of hours of training per employee |
| Foster innovation | Number of project awards |

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| **Process** | |
| **Objectives** | **Measures** |
| Reduce defect rates | Six sigma level |
| Fast project delivery | Schedule variance |
| Increase revenue per employee | Utilization rate |
| Reduce down time | Machine down time |

**Vision  
and  
Strategy**