# Balanced Scorecard - Lesson

The Balanced Scorecard is an approach that can be used by strategic marketing managers to control, and keep track of, key performance indicators. In fact the scorecard itself is designed to be wholly strategic since it contains long-term outcomes and drivers of success. There are four zones in a balanced scorecard namely financial, customers, business processes (or simply processes), and learning and growth. Each measure is part of a longer chain of cause and effect, and all of the measures eventually lead to outcomes (read on and this will become clearer). So the scorecard is 'balanced' in that outcomes are in balance with each other.

The benefit of the scorecard is that is overcomes short-term quick fixes, and gives the strategic marketing manager a straightforward overview of the organization. In fact, a scorecard should ideally fit onto a single sheet of paper. In fact Kaplan and Norton (1992), the originators of Balanced Scorecard, describe it as the *dials in an airplane cockpit*.

The Balanced Scorecard.

WWW.MARKETINGTEACHER.COM
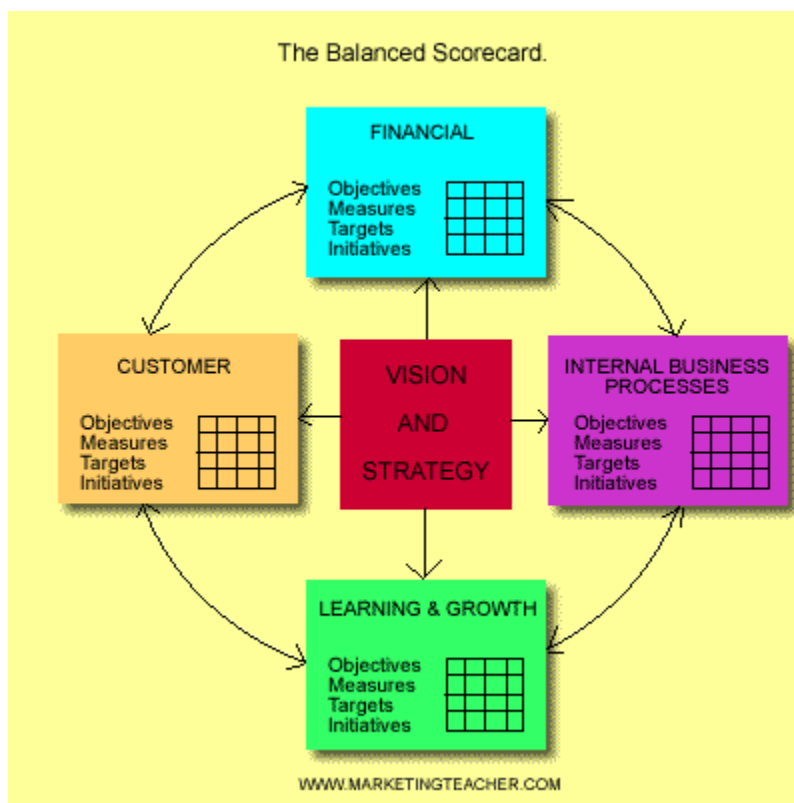
Learning and Growth

Learning and Growth deals with measures of corporate success in relation to how it learns as it develops over time. So if the company makes mistakes in any way, then it must learn from them and there must be mechanisms in place to make sure that happens. Growth also includes the way in which it generates leaders for the future and equips employees with the necessary skills that will ultimately sustain its business. Examples include skills sets, employee relations and satisfaction, and staff competences.

Internal Business Processes

Internal business processes include all operations within the organisation. The measures would cover whether or not value is being delivered to target segments, and the value chain is tracked. Innovation and new product development would also be measured. Examples of internal business processes include Information Technology, manufacturing, marketing operations such as customer service, procurement and quality processes.

Customer

As marketers we are very concerned with our customers. We need to make sure that they are satisfied with every aspect of their experience with our organisation. We need to make sure that we not only recruit more new customers, but that we also retain them and extend new products and services to them. We also need to make sure that we are meeting the needs of our target segments. So here, examples of customer measures include customer retention and recruitment, their satisfaction and so on.

Financial

Financial measures are vitally important for any business. A note of caution here, since traditional measures of financial success such as Return On Investment (ROI), and made secondary to 'shareholder value.' Shareholder value is the natural measure of success, and so it is prioritised. Information on customers, markets and technology is far more widely available today, so don't bogged down with old fashioned financial measures.

Resources, individuals and teams within a business are then aligned with the scorecard objectives, measures, targets and initiatives for each of the four areas of measurement,

Our Mission: To connect second-stage teachers with emerging schools in low-income communities where they will be more likely to succeed and remain in teaching.

Vision

That the students most in need of excellent instruction have inspiring teachers in their classrooms.

Strategy

Quadrant
Customer
Current Effective Teachers in Low Income Schools in Years 2-7 of Careers
Principals of Low Income Schools Dedicated to Closing the Achievement Deficit

Learning and Growth
What are our standards of:
Leadership?
Knowledge Management?
Organizational Competence?

Internal Business Processes
What are our key processes?

Finance:
How do we grow (capital formation) ?
How do we reach (sources of operating Revenue)?
How do we preserve (Budget management)?

Quadrant	Constituent	What do we want to know	When Needed	How Gathered
Customer Development	Principals	1. Did we meet their placement needs	9/1	July subsample, Sept meeting and full survey
		2 Was the survey helpful in improving Teaching Conditions at their School	9/1	July subsample, Sept meeting and full survey
		3.Was the survey a useful tool for retention improvement	8/1	July subsample, Sept meeting and full survey
		4. Were our services differentiated from other organizations in the same service space	9/1	July subsample, Sept meeting and full survey
		5. Was our service worth their investment	9/1	July subsample, Sept meeting and full survey
	Teachers	1. Did they find schools and positions that met their expectations	10/1	Exit survey and full survey
		2. If at a RISE School, was the survey data shared and was it useful?	10/1	Exit survey and full survey
		3. If AJS was the survey data/ profile combination useful	8/1	Exit survey and full survey
		4. Did they place in a RISE school? In a LI School?	9/1	Exit survey and full survey
	CMO's/ Districts	1. Did we improve the efficiency of their recruitment efforts / hiring?	8/15	Late summer meetings
		2 Was the survey helpful in improving Teaching Conditions at their Schools	8/15	Late summer meetings
		3.Was the survey a useful tool for retention improvement	8/15	Late summer meetings
	Board	Did our school membership, use of the survey to improve teaching conditions and school's teacher retention and student gains move us toward our mission	10/1	One on one
	Donors: Individual	Did our school membership, use of the survey to improve teaching conditions and school's teacher retention and student gains satisfy their expectations as donors	10/1	One on one
	Donors: Foundation	Did our outcomes meet the purpose of their investment	per deadline	One on one
	Partner Organizations	Did our outcomes improve their ability to serve their specific mission	per deadline	One on one
Systems /Internal Processes				
	Schools	Were our points of contact efficient, helpful, and timely	8/1	July subsample, Sept meeting and full survey
		Were our data systems easy to use, secure and efficient	8/1	July subsample, Sept meeting and full survey
		Were our presentations clear, authoritative and worth acting on	8/1	July subsample, Sept meeting and full survey
		Were our methods transparent	8/1	July subsample, Sept meeting and full survey
	Teachers	If AJS, was our service easy to find?	10/1	Full survey
		Were our points of contact efficient, helpful, and timely	10/1	Full survey
		Were our data systems easy to use, secure and efficient	10/1	Full survey
		If in a RISE school, were the survey results shared with you and suggestions acted on?	10/1	Full survey
		Were our selection methods transparent?	10/1	Full survey
	CMO's/ Districts	Were our points of contact efficient, helpful, and timely	8/1	Late summer meetings
		Did our data add to your knowledge efficiently?	8/1	Late summer meetings
	Staff	Were resources available to accomplish your goals?	8/1	360's, Internal WCS
		Were you efficient in your use of time?	8/1	360's, Internal WCS
		Was it straightforward to document your activitues so we could reflect, assess and act	8/1	360's, Internal WCS
		Were we transparent as an organization?	8/1	360's, Internal WCS
	Board	Did we present our goals in a way that clerly tied the operational goals to the strategic vision	10/1	One on one
		Did we report our progress in a way that made clear our prgress against those goals in a timely way	10/1	One on one
		Did we provide sufficient clarity in data presentation to exercixe fiduciary responsibility	10/1	One on one
	Donors: Individual	Were we able to timely report who we were serving and with what degree of success	10/1	One on one
		Were we transparent as an organization?	10/1	One on one
	Donors: Foundation	Did we provide timely and accurate reports with respect to our grant activities?	per deadline	One on one
		Did we connect our specific grant activities to the mission of the specific grantor?	per deadline	One on one
	Partner Organizations	Did we fulfill our obligations under any formal or informal agreements to cooperate or provide service?	10/1	One on one
		Did we provide timely and accurate reports with respect to ouractivities?	10/1	One on one
		Did we connect our specific grant activities to the mission of the specific grantor?	10/1	One on one

Professional Development				
	Staff	Did we provide the training and support required to accomplish your current goals?	8/1	360's, Internal WCS
		Did we provide guidance and information to allow for continued career growth?	8/1	360's, Internal WCS
		Did we minimize key gaps in organizational skill	8/1	360's, Internal WCS
	Schools	Were we able to communicate our programs operations and effects in ways which were relevant to principalss?	8/1	July subsample, Sept meeting and full survey
		Did we add value ot our reoationship through knowledge and insight?	8/1	July subsample, Sept meeting and full survey
		Were we able to make appropriate connections at point of communications to improve our service delivery?	8/1	July subsample, Sept meeting and full survey
	Teachers	Were we able to communicate our programs operations and effects in ways which were relevant to teachers?	8/1	Exit Survey
		Were we able to provice appropriate technical responses to specific inquiries?	8/1	Exit Survey
	CMO's/ Districts	Were we able to communicate our programs operations and effects in ways which were relevant to central administrators?	8/1	One on one
	Board	Were we able to translate the strategic vision into a successful operational plan?	10/1	One on one
	Donors: Individual	Were we able to communicate our programs operations and effects in ways which were relevant to individual donors?	10/1	One on one
	Donors: Foundation	Were we able to communicate our programs operations and effects in ways which were relevant to foundation officers?	10/1	One on one
	Partner Organizations	Were we able to communicate our programs operations and effects in ways which were relevant to partner organizations?	10/1	One on one
Finance				
	Board	Did we meet our operating, capital and growth objectives in revenue and expense control?	1/1	One on one
	Staff	Was there sufficient clarity so resources could be allocated to meet their oprational objectives	1/1	360's, Internal WCS
	Donors: Individual	Was their money used well?	1/1	One on one
	Donors: Foundation	Was their money used appropriately?	1/1	One on one
	Partner Organizations	Are we a partner with a future?	1/1	One on one