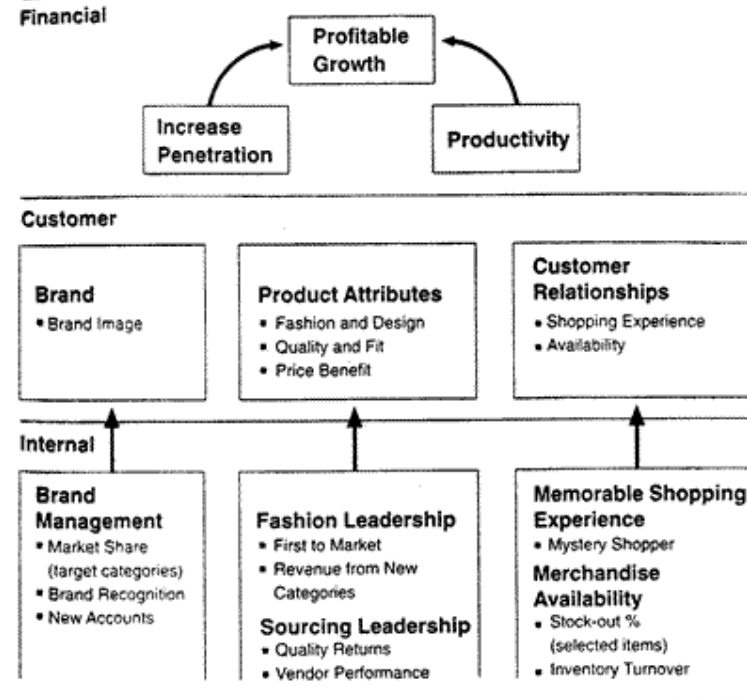
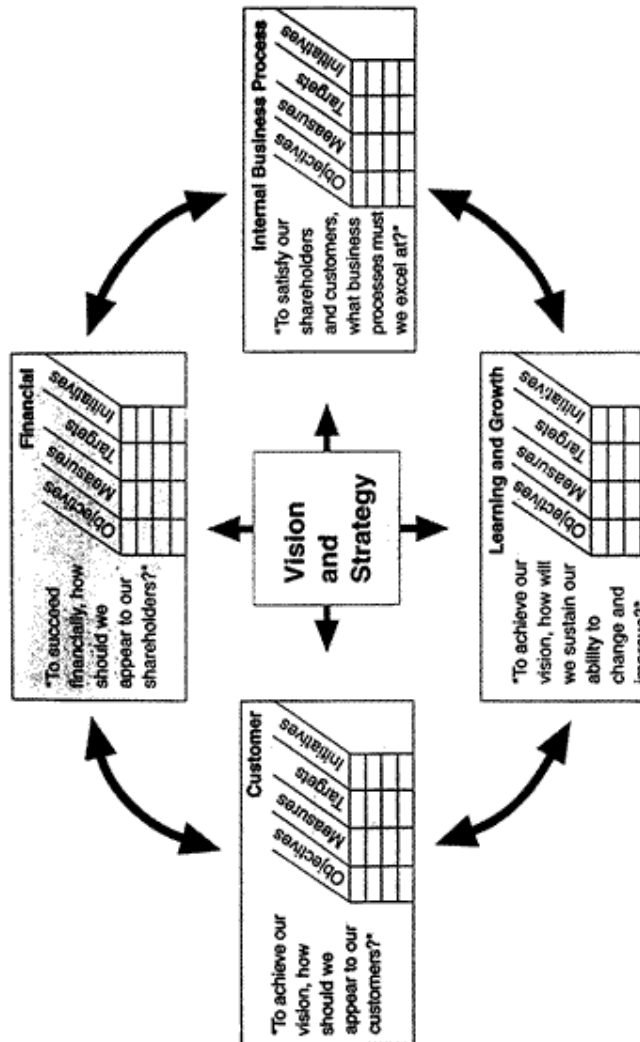
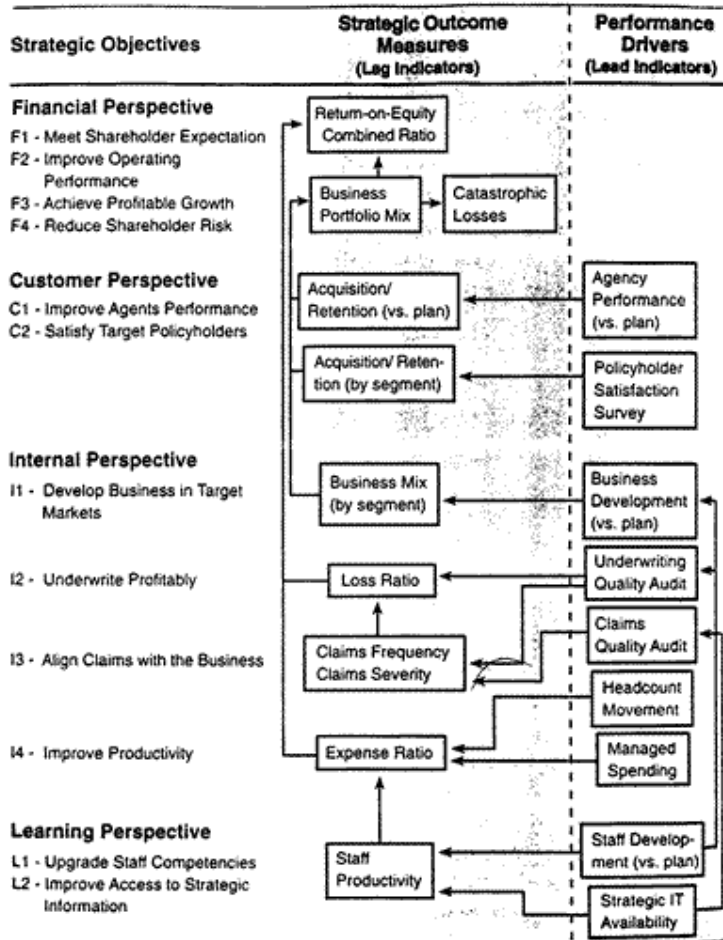


Cause-and Effect Relationships

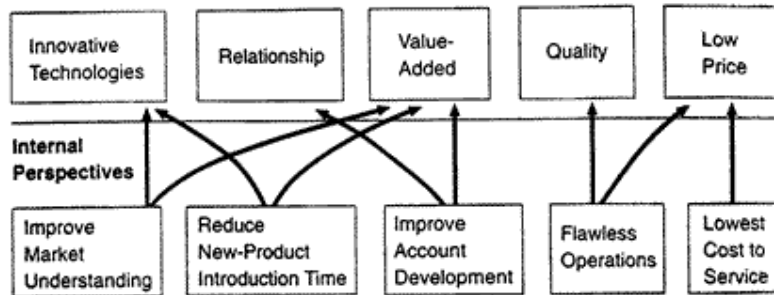
Example:

- Return-on-capital-employed may be a score-card measure in the financial perspective.
- Driver could be: repeat and expanded sales from existing customers, the result of a high degree of loyalty among those customers.
- Analysis may reveal that on-time delivery of orders is highly valued by customers.
- Both customer loyalty and on-time delivery are incorporated into the customer perspective of the scorecard.
- To achieve improved on-time delivery, the business may need to achieve short cycle times in operating processes and high-quality internal processes.
- How? By training and improving the skills of their operating employees.





Customer Objectives



Objective	Measure
Market Understanding Improve our market understanding sufficiently to generate necessary future products, services, and customers that we don't have today	<ul style="list-style-type: none"> Percent revenue from products and services less than 2 years old
Product Development Reduce product-introduction cycle time	<ul style="list-style-type: none"> Product-development cycle time
Account Development Clarify the role of the account team as a focal point of value-added delivery	<ul style="list-style-type: none"> Relationship audit
Flawless Operations Provide flawless implementation and operations at competitive cost	<ul style="list-style-type: none"> Reliability (number faults/unit time) Serviceability (mean time to repair)
Low-cost Service Become the industry leader in cost per unit of service	<ul style="list-style-type: none"> Competitive pricing index