

Example Balanced Scorecard: Regional Airline

Mission: Dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

Vision: Continue building on our unique position -- the only short haul, low-fare, high-frequency, point-to-point carrier in America.

Theme: Operating Efficiency	Objectives	Measures	Targets	Initiatives
<p>Financial</p>	<ul style="list-style-type: none"> • Profitability • Fewer planes • Increased revenue 	<ul style="list-style-type: none"> • Market Value • Seat Revenue • Plane Lease Cost 	<ul style="list-style-type: none"> • 25% per year • 20% per year • 5% per year 	<ul style="list-style-type: none"> • Optimize routes • Standardize planes
<p>Customer</p>	<ul style="list-style-type: none"> • Flight is on -time • Lowest prices • More Customers 	<ul style="list-style-type: none"> • FAA On Time Arrival Rating • Customer Ranking • No. Customers 	<ul style="list-style-type: none"> • First in industry • 98% Satisfaction • % change 	<ul style="list-style-type: none"> • Quality management • Customer loyalty program
<p>Internal</p>	<ul style="list-style-type: none"> • Fast ground turnaround 	<ul style="list-style-type: none"> • On Ground Time • On-Time Departure 	<ul style="list-style-type: none"> • <25 Minutes • 93% 	<ul style="list-style-type: none"> • Cycle time optimization program
<p>Learning</p>	<ul style="list-style-type: none"> • Ground crew alignment 	<ul style="list-style-type: none"> • % Ground crew stockholders • % Ground crew trained 	<ul style="list-style-type: none"> • yr. 1 70% • yr. 4 90% • yr. 6 100% 	<ul style="list-style-type: none"> • Stock ownership plan • Ground crew training