



## Using Well-Balanced Measures to Increase Profits

### The Challenge

A financial services firm, part of a major conglomerate, wanted to become the best performer in its industry. It felt that having all its staff pull together to achieve shared objectives would be the key to success, so it asked the Metrus Group and Schmalensee Partners to design and implement a balanced scorecard of measures.

### Schmalensee Partners' Approach

We began by working with teams to define the key indicators of success in their industry, including top line and driver measures. Then the indicators were turned into specific measures. Some customer and employee measures were based on both surveys and company-generating results data, while other measures were derived from accounting and operations data. Baseline measures were created, goals were set and incorporated in the incentive system, and people were empowered to make needed improvements.

### Results

The financial services group became one of the top performers in the conglomerate. On-going measures permit the firm to respond quickly to downturns and to capitalize on strengths. Instead of seeing conflicts between the goals of serving customers and making profits, staff members realize they go hand in hand. Silos have been torn down. Customer satisfaction is at an all-time high. And, senior managers have a clear understanding of where to allocate resources to get the maximum return.

