



Using a Scorecard of Strategic Measures to Become Best in Class

The Challenge

A major financial services firm wanted to become the best performer in its industry. To do this, it felt it was important to have all its staff members integrated and aligned behind this goal. So it asked the Metrus Group and Schmalensee Partners to help motivate its staff by developing a scorecard of important measures.

Schmalensee Partners' Approach

We . . .

1. Worked with internal cross-functional teams to define the key indicators of success – both financial and operational – in their industry.
2. Turned the indicators into specific measures – using both existing accounting and operational measures and new measures, such as customer and staff surveys.
3. Established a balanced scorecard of these measures, with initial data and specific performance goals to achieve over time.
4. Trained the staff on the strategic implications of these measures for each group and the company as a whole. For instance, staff could see that serving customers well increased their satisfaction and increased profits.
5. Empowered the staff to make needed improvements to achieve their goals and help the firm become number one.

Results

- The firm became one of the top performers in its industry.
- The scorecard of measures permitted the firm to respond quickly to downturns and capitalize on strengths – putting resources where they would generate the greatest impact.
- Silos between work groups were torn down, operations became more efficient, and staff satisfaction rose.
- Customer satisfaction rose to an all-time high.