

## eg balanced scorecard implementation services

Because of its historical grounding in IT and portal development; its strong strategic planning expertise, and its expertise in knowledge engineering and communications, eg has been able to develop a variety of extremely strong and cost effective balanced scorecard implementation offerings.

As you know, traditional financial measures, while extremely important, are lagging indicators and thus necessary but insufficient measures of how well a business is doing. So, eg works with companies to develop key performance indicators in the four areas of finance, customer relationships, processes, and knowledge, learning, and growth. And, eg offers several levels of scorecard implementation, allowing clients to choose the implementation offering that is right for their size and budget—everything from semi-automated, periodically populated, spreadsheet-based scorecard systems to robust, fully automated real-time systems. The one thing that eg won't do is create high-level scorecards without cascading them down through the enterprise, for eg believes, fervently, that strategy must align to metrics all the way from the boardroom to the shop floor and the customer's door.

A company without a fully implemented and cascaded scorecard system is like a car with a rear-view mirror but no controls on the dashboard. eg's balanced scorecard implementation services remedy that situation and help to provide what Peter Drucker called, in his famous *Harvard Business Review* article on the balanced scorecard, "the information that companies really need to know."

"You get what you measure and what you reward. Everyone knows that. But what many organizations fail to do is to align and measure all the way down, from the board room to the shop floor and the customer's door."

—Robert D. Shepherd, EVP and Director of Marketing and Business Development, the effectiveness group

**Common Measures for Balanced Scorecards**

- Accounts receivable turnover
- Cash flow
- Compound growth rate
- Contribution margin
- Cost per Thousand Impressions (CPM)
- Credit rating
- Current ratio
- Day sales in receivables
- Days sales in inventory
- Days in payables
- Debt
- Debt to equity
- Dividends
- Earnings before interest, taxes, depreciation, and amortization (EBITDA)
- Economic value added (EVA)
- Efficiency ratio
- Financial leverage
- Gross margin
- Internal rate of return (IRR)
- Inventory turnover ratio/Inventory turns
- Long-term debt to capital
- Margin %
- Market value
- Market value added (MVA)
- Net income
- Net operating profit after tax (NOPAT)
- Net present value (NPV)
- Payback
- Profit as % of sales
- Profit per employee
- Profit margin (net income/sales)

**Balanced Scorecard Primary Dashboard**

Global | U.S. Only | Asia Only | By Region | By Unit

1. Financial Measures | Drill Down | Search Site

2. Customer Measures | Properties | Search Web

3. Process Measures | Understanding Tables | Help

4. Knowledge Measures | Alerts and Notices | Settings

Customer Sat. | Wallet Share | Market Share

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