

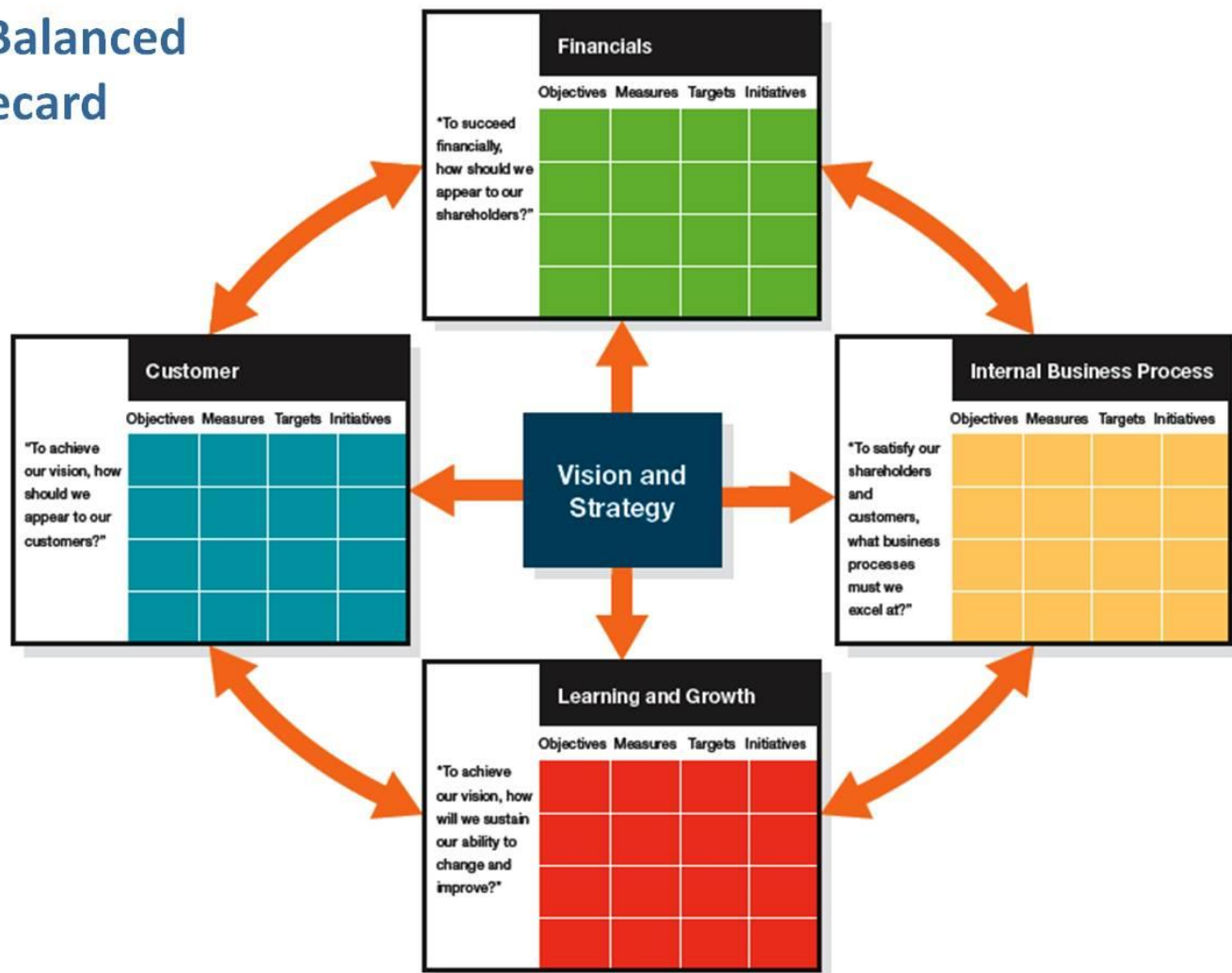
Balanced Scorecard

平衡計分卡

(\Rightarrow MBO)

Balanced Scorecard 平衡計分卡

The Balanced Scorecard





How do customers see us? (**customer** perspective)

고객이 우리를 어떻게 보느냐. 고객만족



What must we excel at? (**internal** perspective)

내부 만족도



Can we continue to improve and create value? (**innovation and learning** perspective)

여기 계속 가치 만들어가나 & 팀원 역량



How do we look to shareholders? (**financial** perspective)

재무 精面 재무보고서

④

Financial or Stewardship

- Financial Performance
- Effective Resource Use



Customer & Stakeholder

- Customer Value
- Satisfaction and/or Retention



Internal Process

- Efficiency *효율*
- Quality *품질*



Organizational Capacity or Learning & Growth

- Human Capital
- Infrastructure & Technology
- Culture



Improved Financial Results

Which Drive

Improvement in Customer and Stakeholder Satisfaction

Which Drive

Improved Internal Processes

Drive

Improvements in Internal Capacity

Financial



Customer and Stakeholder

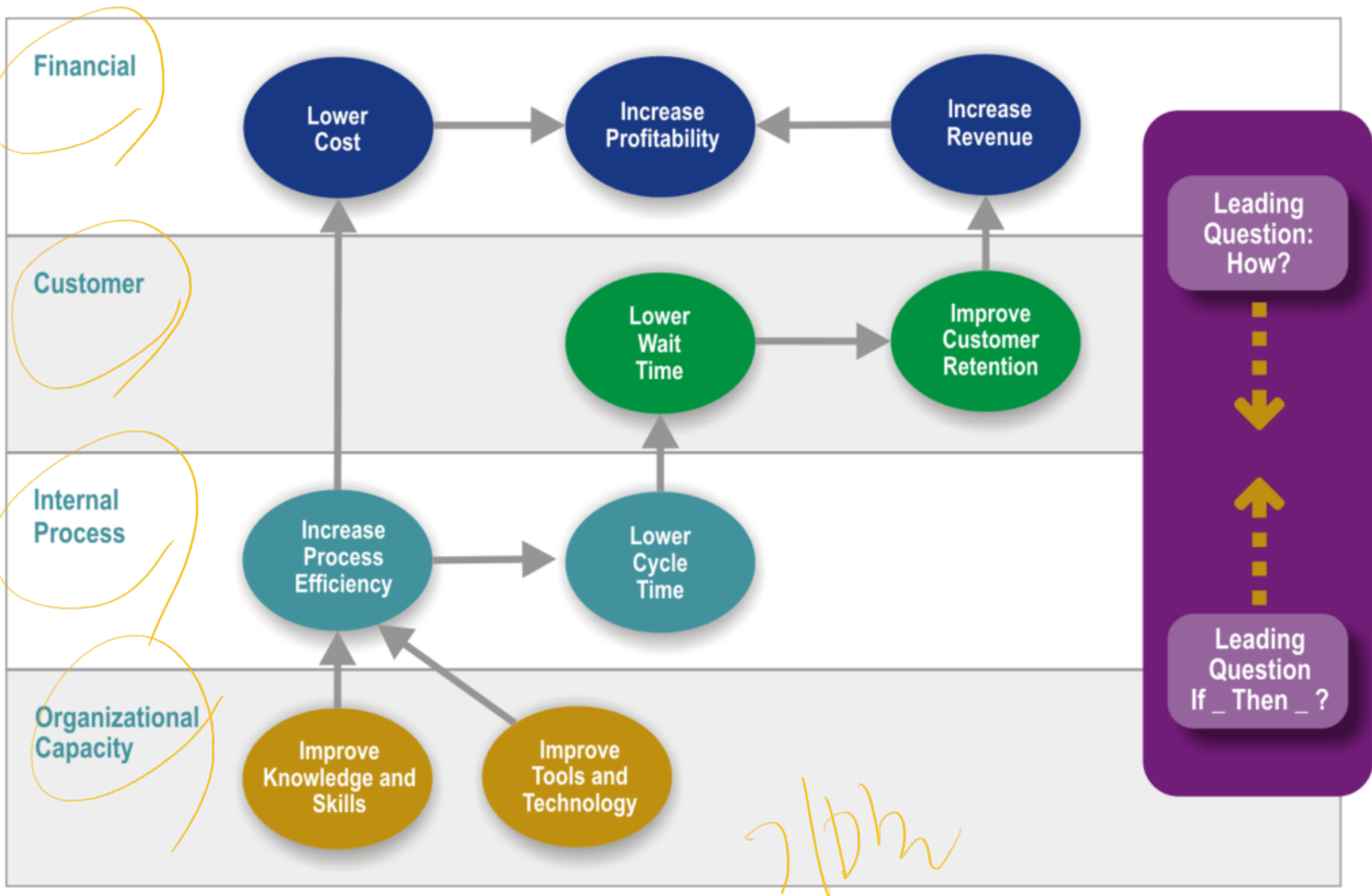


Internal Process



**Organizational Capacity
or Learning and Growth**





Vision:

Be a world-revolutionizing provider of energy products

Mission:

Efficiently deliver the highest standard of service providing energy products and expertise to our customers

Strategic Themes:

International Growth

Operational Excellence

Energy Leadership

Strategic Results:

Increase in size and shareholder value through acquisitions, organic growth and asset optimization.

Process and services are executed in a timely, accurate, value-added and cost-effective manner that exceeds stakeholder expectations.

Worldwide recognition for thought leadership and energy services expertise.

Strategic Objectives and Strategy Map

Measures

Targets

Initiatives

Financial



- Profit
- Operating costs
- Revenue in targeted markets

- ↑15 % per year
- ↓7 % per year
- ↑5 % per year

- Implement new financial system and benchmark results

Customer



- Customer experience survey score
- % of customers with completed CK charter
- Awareness and leadership score
- References in media

- ↑5 % improvement in next period
- 87 % next period
- 98 % next period
- 15 new references

- Marketing campaign in new target markets
- Develop customer knowledge (CK) charter

Business Processes

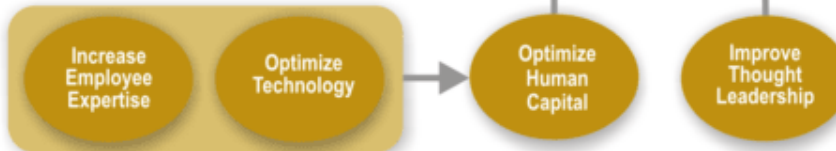


- Efficiency index
- EBIT from acquisitions
- Time to post
- % of transactions in CRM
- New products/services as % of total sales

- 87% next period
- \$15M this year
- 5 business days
- 65% next period
- 14% this year

- Establish acquisition integration team
- Establish Business Process Reengineering (BPR) team
- Formalize new product development cycle
- Formalize Customer Relationship Management (CRM) qualification process

Organizational Capacity



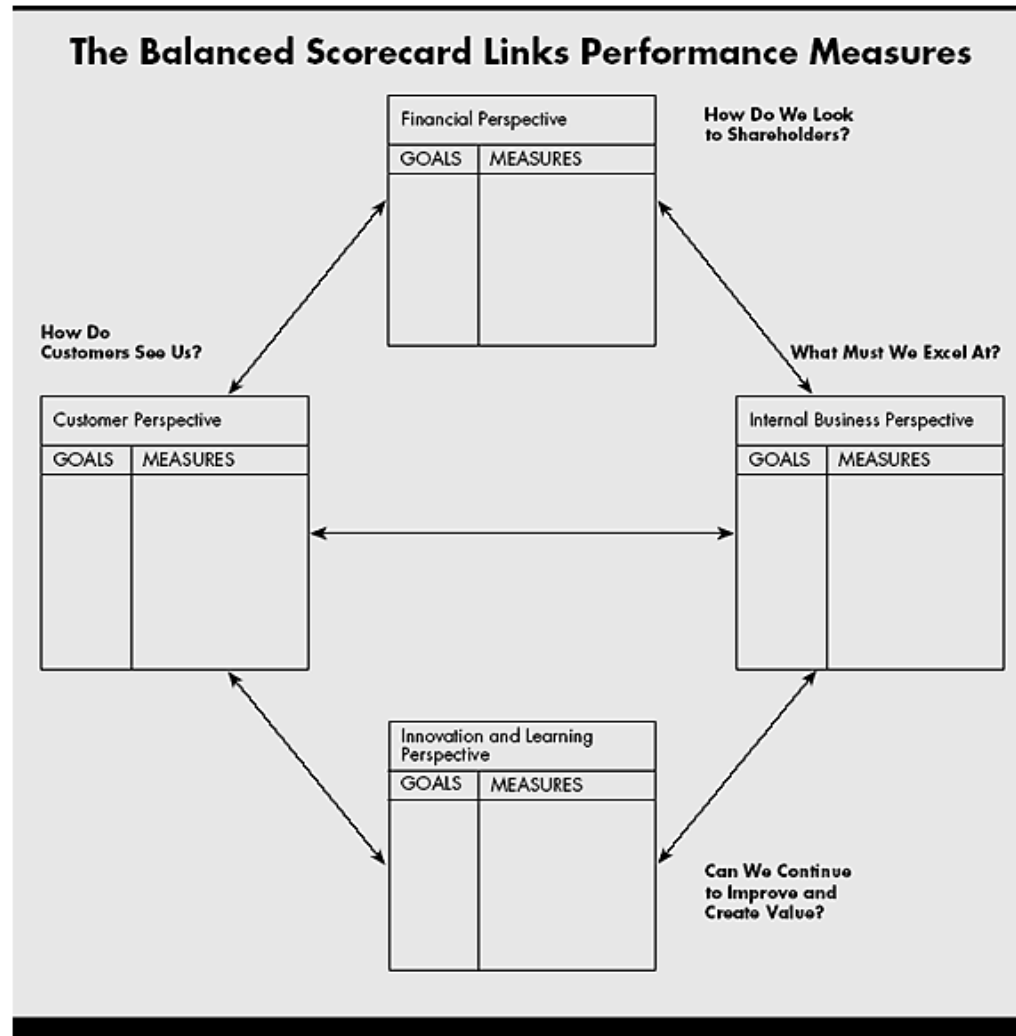
- % employee development plans in place
- % systems automated
- Operating cost/FTE
- Articles published

- 70% this year; 100% by year 6
- 72% this year
- \$3,350/person this year
- 125 this year

- CRM system training
- Redesign employee certification process
- Establish thought leadership committee
- Formalize research expertise strategy

• Integrity • Commitment to Excellence • Customer Focused • Diversity of Knowledge • Honesty • Teamwork/Collaboration • Entrepreneurial • Thirst for Knowledge

Balanced Scorecard 平衡計分卡



ECI's Balanced Business Scorecard

Financial Perspective		Customer Perspective	
GOALS	MEASURES	GOALS	MEASURES
Survive	Cash flow	New products	Percent of sales from new products
Succeed	Quarterly sales growth and operating income by division		Percent of sales from proprietary products
Prosper	Increased market share and ROE	Responsive supply	On-time delivery (defined by customer)
		Preferred supplier	Share of key accounts' purchases
			Ranking by key accounts
		Customer partnership	Number of cooperative engineering efforts
Internal Business Perspective		Innovation and Learning Perspective	
GOALS	MEASURES	GOALS	MEASURES
Technology capability	Manufacturing geometry vs. competition	Technology leadership	Time to develop next generation
Manufacturing excellence	Cycle time Unit cost Yield	Manufacturing learning	Process time to maturity
Design productivity	Silicon efficiency Engineering efficiency	Product focus	Percent of products that equal 80% sales
New product introduction	Actual introduction schedule vs. plan	Time to market	New product introduction vs. competition