

The traditional balance scorecard omits the strategy map, a useful tool which demonstrates the connections between objectives from each perspective, allowing business to think more about the bigger picture effect of individual tasks and responsibilities. As such, I have included this alongside the traditional balance scorecard that was requested. Including a strategy map also improves the comprehensiveness of the organisation model.

A balance scorecard helps communicate and align strategic goals across an organisations many levels. This is best demonstrated through the development of the strategy map. The simple strategy map (fig. 1) shows how learning and growth objectives link towards the objectives of other perspectives, eventually showing the indirect connection between these objectives and greater financial objectives. By investing in 'Learning and Growth', BB ('Bonnie Buslines') would be developing its dynamic competencies to maintain its competitive advantages from being an early entrant into the sustainable bus market. This would allow them to maintain your ability to provide 'added value', over and above what competitors can provide, to customers. The key objectives that are highlighted from my strategy map are: to improve training for staff; encourage innovative thinking by employees; and to improve the adoption of sustainable technologies and practices.

Improving training would theoretically make drivers drive more sustainably, reducing costs from recharging (in terms of downtime and electricity costs), and make maintenance staff more able to identify and fix issues with the vehicles in a timely and effective manner (reducing the cost of failures). The success of training improvements would be found if BB conducted an audit on what training that each driver would need to complete through a driving assessment. The assessment scores would be a leading indicator which would allow BB to course correct before suffering the costs of poor driving and/or maintenance. A schedule of regular driver re-training could be created to set realistic targets for how often and how much each driver will be trained. More investigation is needed to find how much available spare capacity there is to conduct the assessment and re-training without causing undue disruption to services.

Innovative thinking from employees should be encouraged. The tribal knowledge of employees allows them to have insights into how operations and maintenance could be improved that might be missed by others. An 'idea generation' rate could be the leading indicator that tracks progress here. Initiatives to improve on innovative thinking could a financial bonus for ideas that lead to a successful implementation. Management should also implement low-risk, but effective suggestions quickly to provide a feedback loop that communicates to employees that their ideas are respected and considered carefully.

Overall, improving on the learning and growth aspects of the organisational structure would help promote the long-term sustainability and successes of BB. While it is still an industry leader, BB would do well to consolidate its market position to fend off the threats of competition from new entrants and rivals who effectively would compete BB out of its super-normal levels of profit.

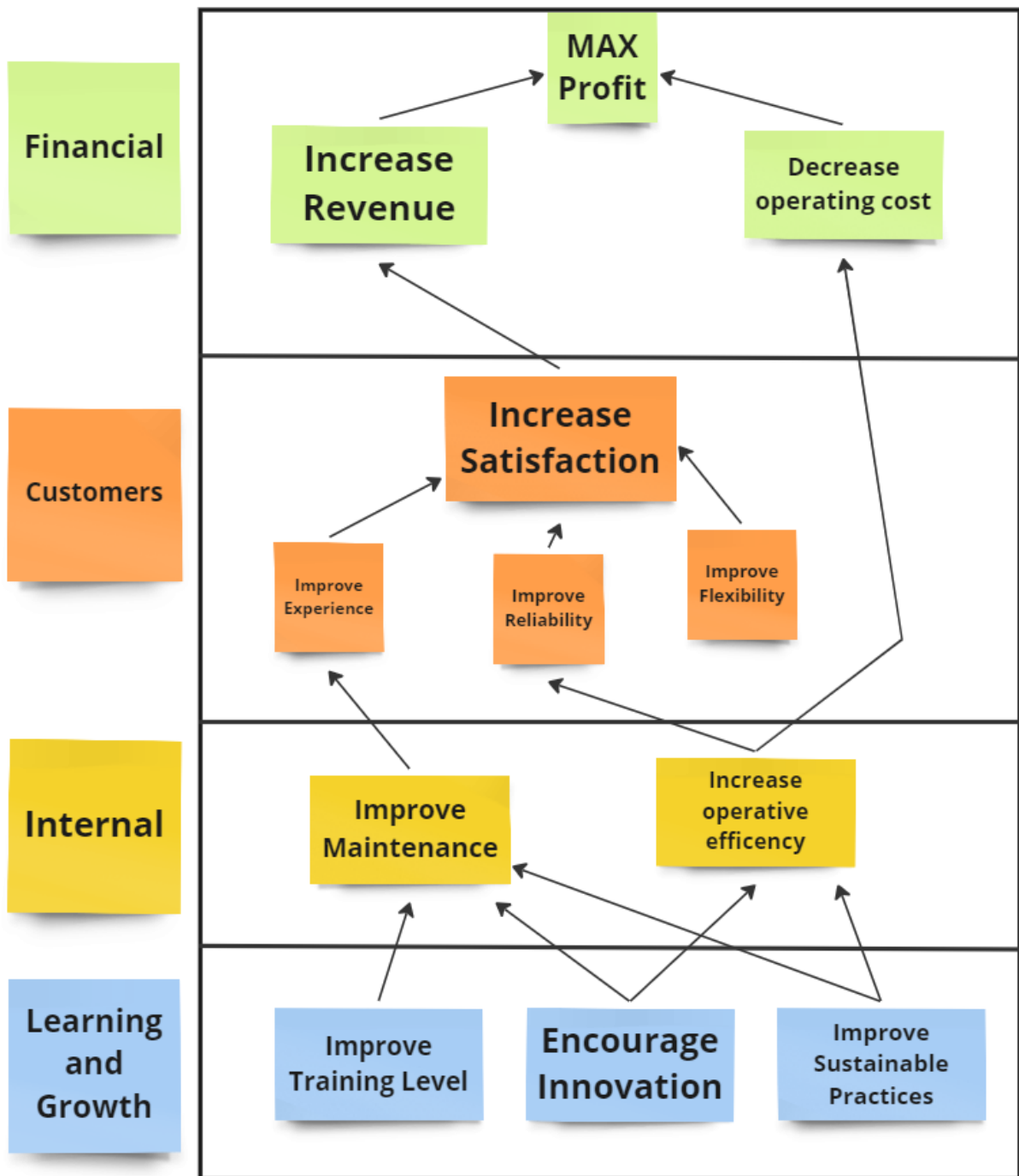


Figure 1: Strategy Map for Bonnie Buses

Objectives	Measures	Targets	Initiatives
Max. Profit	Revenue Growth Rate	Revenue Growth rate of 20% annually	Audit of Costs
Increase Rev.	Cost per Passenger Mile	Decrease cost per pass mile by 3%	Expansion of services
Decrease Operational Costs			
Improve Passenger Experience	Customer Satisfaction Score	80% approval rate	Implement new amenities (e.g. fans for warm weather)
Improve Flexibility	On-Time Departure Rate	95% on-time departures	
Improve Reliability			
Improve Maintenance	Time-Between-Failures	Average time between failures of 3 months	Implement a proactive maintenance schedule
Streamline and Optimise Operations	Proactive Maintenance Compliance	Replace all batteries working at under 60% capacity within 1 month	
Improve Training	Green Tech Adoption	3 Improvements implemented from suggestions within a year	Re-training Scheme for drivers
Improve Adoption of Sustainable Practices and Technology	Idea Generation Rate	Training Needs Assessments taken every 3 years for each driver	Bonuses for implemented ideas/improvements from suggestions
Encourage Innovative Culture	Training Needs Assessments		Financial incentives for completing training

Figure 2: Simple Balance Scorecard set-up for Bonnie Buslines