Implementation

➤ They used Balanced Scorecard strategy across Philips' divisions with more than 1,20,000 employees spread across 150 countries

➤ They established the Critical Success Factor's (CSFs)

➤ Philips used the traffic light system to measure the level of achievement of the key indicators:
  ❖ **Green light – Target that had been met**
  ❖ **Amber – Performance in line with the target**
  ❖ **Red – A problem area**

Measuring Results

➤The Balanced Scorecard was used as an instrument to
- ❖**Evaluate actual performance against targets**
- ❖**Monitor future plans**

➤It enabled employees understand the existing policies and plans for the future

➤Achieving revenue growth, employee satisfaction, customer satisfaction were the common indicators in all business units