

Appendix 2

Perspective

Financial

Performance measure

Operating profit margin

Inventory turnover

Current ratio

Customer

Customer satisfaction

Market share

Internal business processes

Stock out percentage¹

Learning and innovation

Total employee training days²

Notes:

1. Stock out percentage is the percentage of product lines which are unavailable for sale in each store at the beginning of each trading day.
2. The human resources department already records the total number of employee training days. Employee training covers the three main areas of health and safety training, training in handling customer complaints and training staff to understand the range of products available and how to display them attractively in the store.