

Balanced scorecard report

All records

MEASURES TRACKED
8
across 4 of 4 perspectives

BALANCED ATTAINMENT
94.9%
average of the perspective averages, 2026-07-31

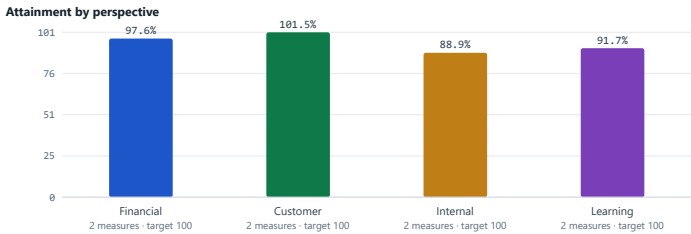
ON TARGET
2 of 8
measures at 100% or better, latest period

WEAKEST PERSPECTIVE
Internal process
88.9% average across 2 measures

MOST IMPROVED
Quote turnaround
+18.5 points vs previous period

PERSPECTIVE BALANCE
Balanced
every perspective has at least two measures

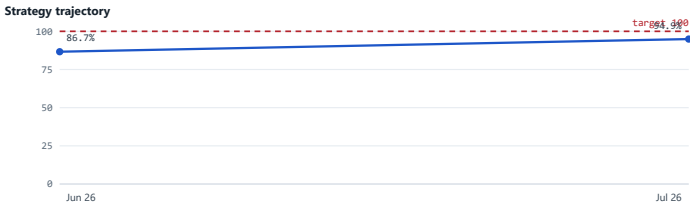
16 of 16 record(s) included. All records. Amounts in USD.



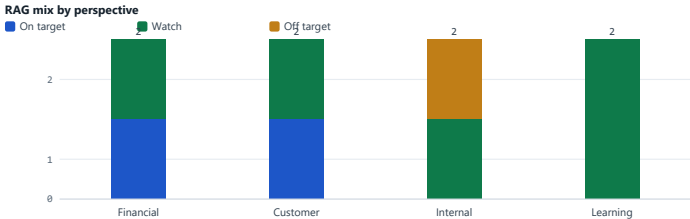
Every bar is judged against 100: at 100 the perspective is exactly on target. A scorecard where financial is green and learning is red is borrowing from next year to pay for this one. Every bar is judged against 100: at 100 the perspective is exactly on target. A scorecard where financial is green and learning is red is borrowing from next year to pay for this one.



The bar is attainment; the figure beside it is the reading itself — actual against target in the measure's own unit. Attainment above 200 is drawn capped at 200. The bar is attainment; the figure beside it is the reading itself — actual against target in the measure's own unit. Attainment above 200 is drawn capped at 200.



Each point averages the perspective averages, so a perspective with two measures counts the same as one with six. The direction of this line matters more than any single month's value. Each point averages the perspective averages, so a perspective with two measures counts the same as one with six. The direction of this line matters more than any single month's value.



Count of measures on target, on watch and off target in each perspective. A perspective that is all red is not a measurement problem — it is next month's agenda. Count of measures on target, on watch and off target in each perspective. A perspective that is all red is not a measurement problem — it is next month's agenda.

The scorecard

Perspective	Objective	Measure	Actual	Target	Attainment %	RAG	Owner
Financial	Protect gross margin while we scale	Gross margin	42.60 %	42.00 %	101.4	On target	Finance manager
Financial	Grow recurring revenue	Recurring revenue share	37.50 %	40.00 %	93.8	Watch	Finance manager
Customer	Be the supplier customers recommend	Customer satisfaction score	8.30 out of 10	8.00 out of 10	103.8	On target	Customer service lead
Customer	Be the most reliable supplier in our segment	On-time-in-full deliveries	94.20 %	95.00 %	99.2	Watch	Operations manager
Internal process	Right first time, every time	First-pass yield	94.80 %	97.00 %	97.7	Watch	Production manager
Internal process	Quote faster than any competitor	Quote turnaround	5.00 days	4.00 days	80.0	Off target	Sales office manager
Learning & growth	Every station covered by three trained people	Cross-trained operators	55.00 %	60.00 %	91.7	Watch	HR manager
Learning & growth	Everyone improves the work	Improvement ideas implemented	11.00 per month	12.00 per month	91.7	Watch	Continuous improvement lead

Movement vs previous period

Measure	Previous %	Latest %	Change	Commentary
Quote turnaround	61.5	80.0	▲ +18.5	Fast lane live — a day and a half faster in one month, still a day ...
Improvement ideas implemented	75.0	91.7	▲ +16.7	Maintenance hours ring-fenced for implementation cleared most of th...
Cross-trained operators	80.0	91.7	▲ +11.7	Protected slot held all month — seven operators signed off on a sec...
Recurring revenue share	85.0	93.8	▲ +8.8	Five more customers converted to annual contracts; on track to reac...
Customer satisfaction score	98.8	103.8	▲ +5.0	Best score to date — the follow-up call programme now covers every ...
On-time-in-full deliveries	95.8	99.2	▲ +3.4	Planning board caught three at-risk orders early; one carrier still...
Gross margin	98.1	101.4	▲ +3.3	New price list in effect and scrap down a third — first month above...
First-pass yield	99.1	97.7	▼ -1.3	Yield fell — a bad batch of raw material passed goods-in unchecked....

Scorecard readings

Perspective	Objective	Measure	Period	Actual	Target	Direction	Unit	Owner	Attainment %	RAG
Financial	Grow recurring revenue	Recurring revenue share	2026-06-30	34.00	40.00	Higher	%	Finance manager	85.0	Off target
Financial	Grow recurring revenue	Recurring revenue share	2026-07-31	37.50	40.00	Higher	%	Finance manager	93.8	Watch
Financial	Protect gross margin while we scale	Gross margin	2026-06-30	41.20	42.00	Higher	%	Finance manager	98.1	Watch
Financial	Protect gross margin while we scale	Gross margin	2026-07-31	42.60	42.00	Higher	%	Finance manager	101.4	On target
Customer	Be the most reliable supplier in our segment	On-time-in-full deliveries	2026-06-30	91.00	95.00	Higher	%	Operations manager	95.8	Watch
Customer	Be the most reliable supplier in our segment	On-time-in-full deliveries	2026-07-31	94.20	95.00	Higher	%	Operations manager	99.2	Watch
Customer	Be the supplier customers recommend	Customer satisfaction score	2026-06-30	7.90	8.00	Higher	out of 10	Customer service lead	98.8	Watch
Customer	Be the supplier customers recommend	Customer satisfaction score	2026-07-31	8.30	8.00	Higher	out of 10	Customer service lead	103.8	On target

Perspective	Objective	Measure	Period	Actual	Target	Direction	Unit	Owner	Attainment %	RAG
Internal	Right first time, every time	First-pass yield	2026-06-30	96.10	97.00	Higher	%	Production manager	99.1	Watch
Internal	Right first time, every time	First-pass yield	2026-07-31	94.80	97.00	Higher	%	Production manager	97.7	Watch
Internal	Quote faster than any competitor	Quote turnaround	2026-06-30	6.50	4.00	Lower	days	Sales office manager	61.5	Off target
Internal	Quote faster than any competitor	Quote turnaround	2026-07-31	5.00	4.00	Lower	days	Sales office manager	80.0	Off target
Learning	Every station covered by three trained people	Cross-trained operators	2026-06-30	48.00	60.00	Higher	%	HR manager	80.0	Off target
Learning	Every station covered by three trained people	Cross-trained operators	2026-07-31	55.00	60.00	Higher	%	HR manager	91.7	Watch
Learning	Everyone improves the work	Improvement ideas implemented	2026-06-30	9.00	12.00	Higher	per month	Continuous improvement lead	75.0	Off target
Learning	Everyone improves the work	Improvement ideas implemented	2026-07-31	11.00	12.00	Higher	per month	Continuous improvement lead	91.7	Watch

Notes

Sample scorecard — replace every objective, measure and target with your own before relying on it or circulating it.

A scorecard reports the strategy you chose to measure — it cannot tell you whether those are the right objectives, whether the targets are ambitious or soft, or whether a measure is being gamed. Attainment arithmetic breaks down near zero targets and near zero actuals; where the division is meaningless the tool shows “—” rather than pretend, and attainment display is capped at 200 so one runaway measure cannot drown the rest. This is a management reporting aid, not financial, strategic or investment advice.