



BALANCED
SCORECARD
INSTITUTE

Regional Airline Balanced Scorecard

Mission: Dedication to the highest quality of Customer Service delivered with a sense of warmth, friendliness, individual pride, and Company Spirit.

Vision: Continue building on our unique position -- the *only* short haul, low-fare, high-frequency, point-to-point carrier in America.

Simplified Strategy Map	Performance Measures	Targets	Initiatives
Financial <pre> graph BT A[Align Ground Crews] --> B[Improve Turnaround Time] B --> C[On-time flights] B --> D[Lowest Prices] C --> E[Increase Revenue] D --> E E --> F[Increase Profitability] G[Lower costs] --> F </pre>	- Market Value - Seat Revenue - Plane Lease Cost	25% per year 20% per year 5% per year	- Optimize routes - Standardize planes
Customer	- FAA On Time Arrival Rating - Customer Ranking - No. Customers	- First in industry 98% Satisfaction % change	- Quality management - Customer loyalty program
Internal	- On Ground Time - On-Time Departure	<25 Minutes 93%	Cycle time optimization program
Learning	% Ground crew stockholders % Ground crew trained	- yr. 1 70% - yr. 4 90% - yr. 6 100%	- Stock ownership plan - Ground crew training

Developed from material by the Balanced Scorecard Collaborative and Harvard Business Review (Kaplan & Norton)