

Figure 72: Alliance Scorecard Model

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Goal	Metric	Missed	Met	Exceeded
Strategic Metrics				
Market Impact Increasing market share Expansion into new markets Locking up key distributors Brand recognition Customer penetration				
Organizational Effectiveness Organizational learning Productivity / person Sales productivity Elimination of non-value-added processes				
Innovative Capacity New production processes New products New services Integration of solutions New core technologies Faster technology adoption				
Competitive Advantage Speed to market Creating barriers to entry Premium value / price point Low cost point Portal of choice Partner of choice Intellectual property				
Financial Metrics				
Profitability Increasing profit for both partners Balanced profit between two partners				
Revenue Growth Revenue rate of growth Compared with inflation Compared with market growth rate Compared with competitors				
Operations Metrics				
Net Satisfaction Index How satisfied is the customer Trending Time to problem resolution				
Product and Service Volume Unit sales increasing Which product or service lines are affected New sales / marketing / pricing approaches				
Project Milestones and Performance Development milestones met Quality standards achieved Service level agreements implemented and monitored				
Relationship Metrics Regular alliance health checks administered Are health vital signs improving over time Remedial actions are taken as a result of diagnostic results Senior leaders are actively engaged Escalations are handled efficiently				