

### STARS BALANCED SCORECARD By Shiting Liu

Perspective	Objectives	Measures	Targets	Initiatives
<b>Financial</b>	<ul style="list-style-type: none"> <li>Increase revenue</li> <li>Increase profits</li> <li>Decrease costs</li> <li>Increase return on investments</li> </ul>	<ul style="list-style-type: none"> <li>Return on asset</li> <li>Return on equity</li> </ul>	<ul style="list-style-type: none"> <li>ROA&gt;0</li> <li>80%</li> </ul>	<ul style="list-style-type: none"> <li>Centralized administration of budget</li> <li>Keep a certain amount of outsourcing projects</li> <li>Increase the utilization of assets</li> </ul>
<b>Customer</b>	<ul style="list-style-type: none"> <li>Improve customer satisfaction</li> <li>Maintain quality of service</li> </ul>	<ul style="list-style-type: none"> <li>Net Promoter Score</li> <li>Service quality rating</li> </ul>	<ul style="list-style-type: none"> <li>&gt;8.5</li> <li>&gt;89%</li> </ul>	<ul style="list-style-type: none"> <li>Safety transportation of clients</li> <li>Introduce help desk to coordinate requests</li> </ul>
<b>Internal Business Process</b>	<ul style="list-style-type: none"> <li>Full control and authority of CIO</li> <li>Improve IS group skills to deliver technical solutions</li> <li>Increase the cooperation and communication between IS and business</li> <li>Project Planning</li> <li>Duty Segregation</li> </ul>	<ul style="list-style-type: none"> <li>Process Maturity Rating</li> <li>Projects running on time</li> </ul>	<ul style="list-style-type: none"> <li>&gt;80%</li> <li>100%</li> </ul>	<ul style="list-style-type: none"> <li>Centralize IS activities and processes</li> <li>System standardization</li> <li>Portfolio Management</li> </ul>
<b>Learning and Growth</b>	<ul style="list-style-type: none"> <li>Earn trust/credibility and respect of organization</li> <li>Distributed nature of IS</li> <li>Improve the integrity of hiring policy</li> <li>Develop skills and key competency</li> <li>Reduce employee turnover rate</li> </ul>	<ul style="list-style-type: none"> <li>Peer Review</li> <li>Employee turnover rate</li> <li>Employee certification</li> <li>IS projects</li> </ul>	<ul style="list-style-type: none"> <li>&gt;95%</li> <li>&lt;18%</li> <li>&gt;30%</li> <li>&gt;40%</li> </ul>	<ul style="list-style-type: none"> <li>Employee training program (communication, translation, transparency, listening, thinking, etc)</li> <li>Competency development</li> </ul>

