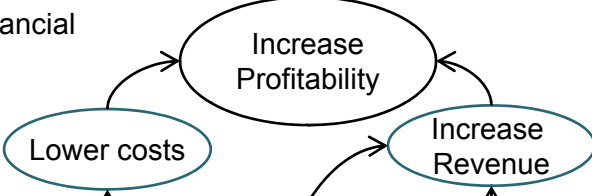
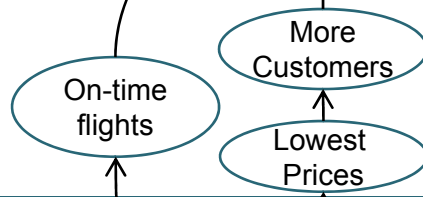
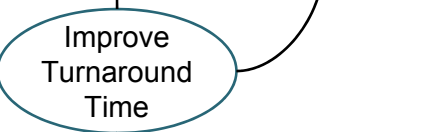



# Regional Airline Balanced Scorecard

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
<p>Financial</p> 	<ul style="list-style-type: none"> <li>• Market Value</li> <li>• Seat Revenue</li> <li>• Plane Lease Cost</li> </ul>	<ul style="list-style-type: none"> <li>• 25% per year</li> <li>• 20% per year</li> <li>• 5% per year</li> </ul>	<ul style="list-style-type: none"> <li>• Optimize routes</li> <li>• Standardize planes</li> </ul>
<p>Customer</p> 	<ul style="list-style-type: none"> <li>• FAA On Time Arrival Rating</li> <li>• Customer Ranking</li> <li>• No. Customers</li> </ul>	<ul style="list-style-type: none"> <li>• First in industry</li> <li>• 98% Satisfaction</li> <li>• % change</li> </ul>	<ul style="list-style-type: none"> <li>• Quality management</li> <li>• Customer loyalty program</li> </ul>
<p>Internal</p> 	<ul style="list-style-type: none"> <li>• On Ground Time</li> <li>• On-Time Departure</li> </ul>	<ul style="list-style-type: none"> <li>• &lt;25 Minutes</li> <li>• 93%</li> </ul>	<ul style="list-style-type: none"> <li>• Cycle time optimization program</li> </ul>
<p>Learning</p> 	<ul style="list-style-type: none"> <li>• % Ground crew stockholders</li> <li>• % Ground crew trained</li> </ul>	<ul style="list-style-type: none"> <li>• yr. 1 70%</li> <li>• yr. 4 90%</li> <li>• yr. 6 100%</li> </ul>	<ul style="list-style-type: none"> <li>• Stock ownership plan</li> <li>• Ground crew training</li> </ul>

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