**Green Balanced Scorecard Questions:**

1. **Organisational Capacity:**

Strategic Competencies:

* What is our existing level of expertise?
* Do we have the management expertise we need?
* Do we have the operational workforce expertise we need?
* Where can we get it?

Strategic Technologies:

* What is our existing technological capacity?
* Do we have the technology we need? Benchmarking/access to knowledge/innovation capacity
* How do we get it? Design it/outsource it/buy it

Climate for Action:

* Are we open to change/progress?
* Do we have the capacity for change? Economic/competencies/management/R&D
1. **Internal Processes:**

Processes that produce and deliver goods/services:

* Is our product/service good quality? Functional/durable
* Is our process efficient? Energy/waste/time/cost
* Are our workforce satisfied? Clear operational processes/bottom-up /development opportunities

Processes that enhance customer value:

* Do we produce consistently high quality products/services?
* Is our ‘Brand’ solid?
* Do our products/services meet minimum quality standards? Functionality/durability/reliability
* Can we deliver products/services at an affordable price? Increased functionality/durability/unit cost

Processes that create new products/services:

* Do we have the right people to develop new products/services? Skills/time
* Do we understand what the customer needs? Metrics for gauging customer experience/customer driven innovation
* Do we understand our market? Benchmarking/metrics for analysing market
* Do we have the capacity? Financial backing/time/technology/management buy-in

Processes that protect/improve environment and society:

* Do we know how/why/where we use energy?
* Do we know where/why/how we produce waste?
* Do we know the life cycle of our products? Material sources/use/final destination/recyclable components/consumable and durable components
* Do we engage with our local community? Subsidiary/reliant businesses, employment/social impact
1. **Customer Perspective:**

Product

* Do we produce a quality functional product at an affordable price?
* Is the product durable/fit-for-purpose/ multi-functional vs. tailored for need (bespoke)
* Is our product easy to use/maintain?
* Is there a parts and repair service for the product? Does the product have built in obsolescence?
* Does our product represent good value for money? Low unit cost vs. function

Relationships

* Do we provide fast friendly service? Do we have a service/parts and repair service?
* Do we support customer loyalty? Loyalty schemes/continuity of sales and service/customer relationship management/CRM
* Do we/can we record/respond to customer voice?

Image:

* Is the ‘Brand’ benchmarked? Is our brand synonymous with quality from procurement to end-of-life? Is the brand sustainable/responsible?
* CSR – does the company operate a take-back scheme? Does the company engage with/recognise negative externalities of the product/service?
1. **Financial Perspective:**

Productivity:

* Cost structure
	+ Can we clearly map our product life cycle?
	+ Can we quantify cost per unit in terms of energy, materials, labour and time? Process flows/value stream mapping
	+ Have we identified our market share?
* Asset management
	+ Shares
	+ Do we operate pull or just in time systems to limit idle stock?
	+ Do we have total product maintenance systems in place to maximise physical asset use?
	+ Do we value/maintain/enhance/grow our human assets?

Revenue Growth:

* Enhanced customer value
	+ Do we protect our customer loyalty through product satisfaction?
	+ Do we prioritise customer loyalty/retention/repeat business?
* New products and services
	+ Do we actively seek new revenue sources for innovation? Government funding/venture investment/competitive funding
	+ Do we invest in R&D – based on customer voice/benchmarking?
	+ Do we have the capacity to manage transitions to new product ranges/services? Time/skills/space