

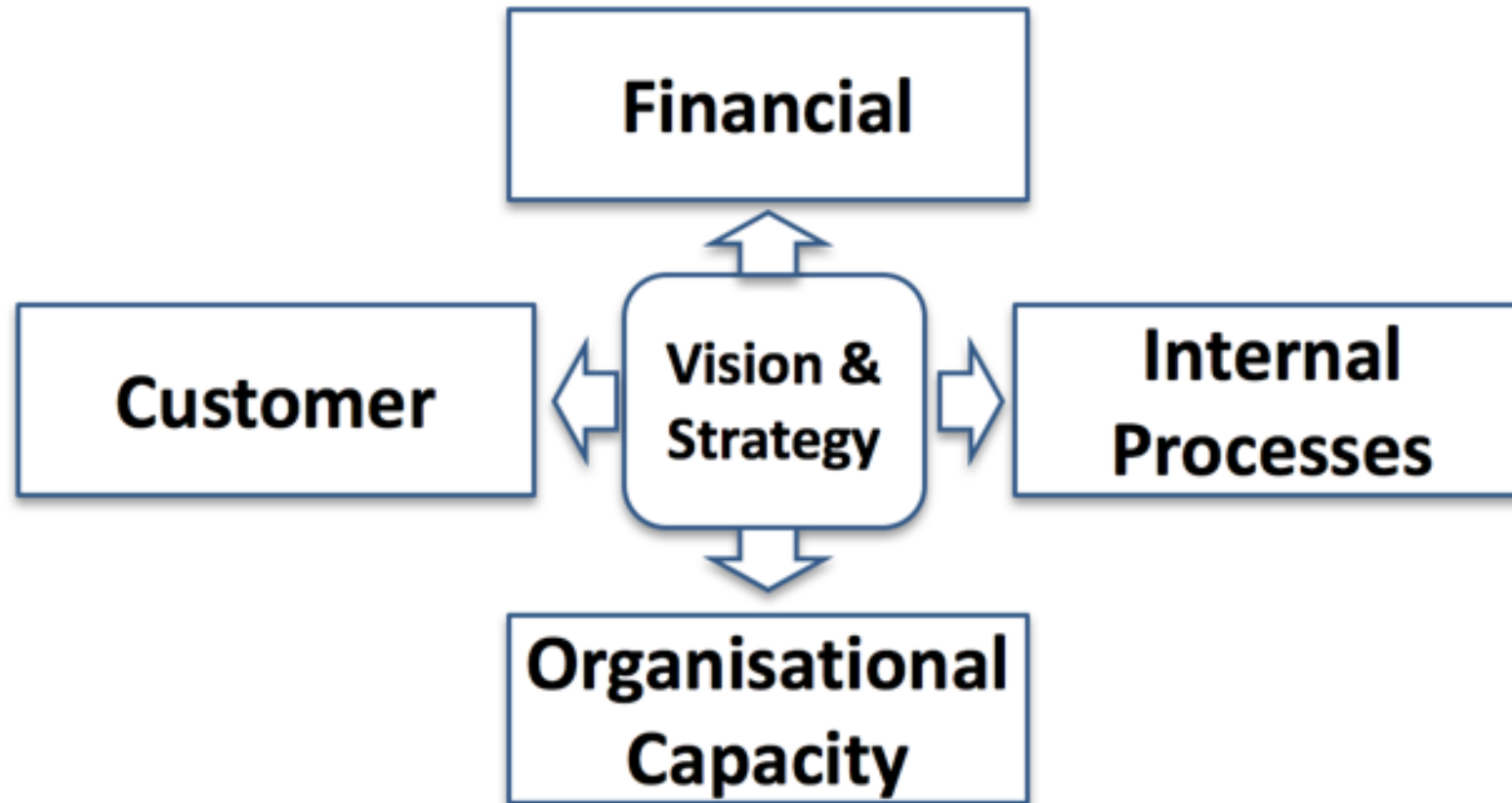


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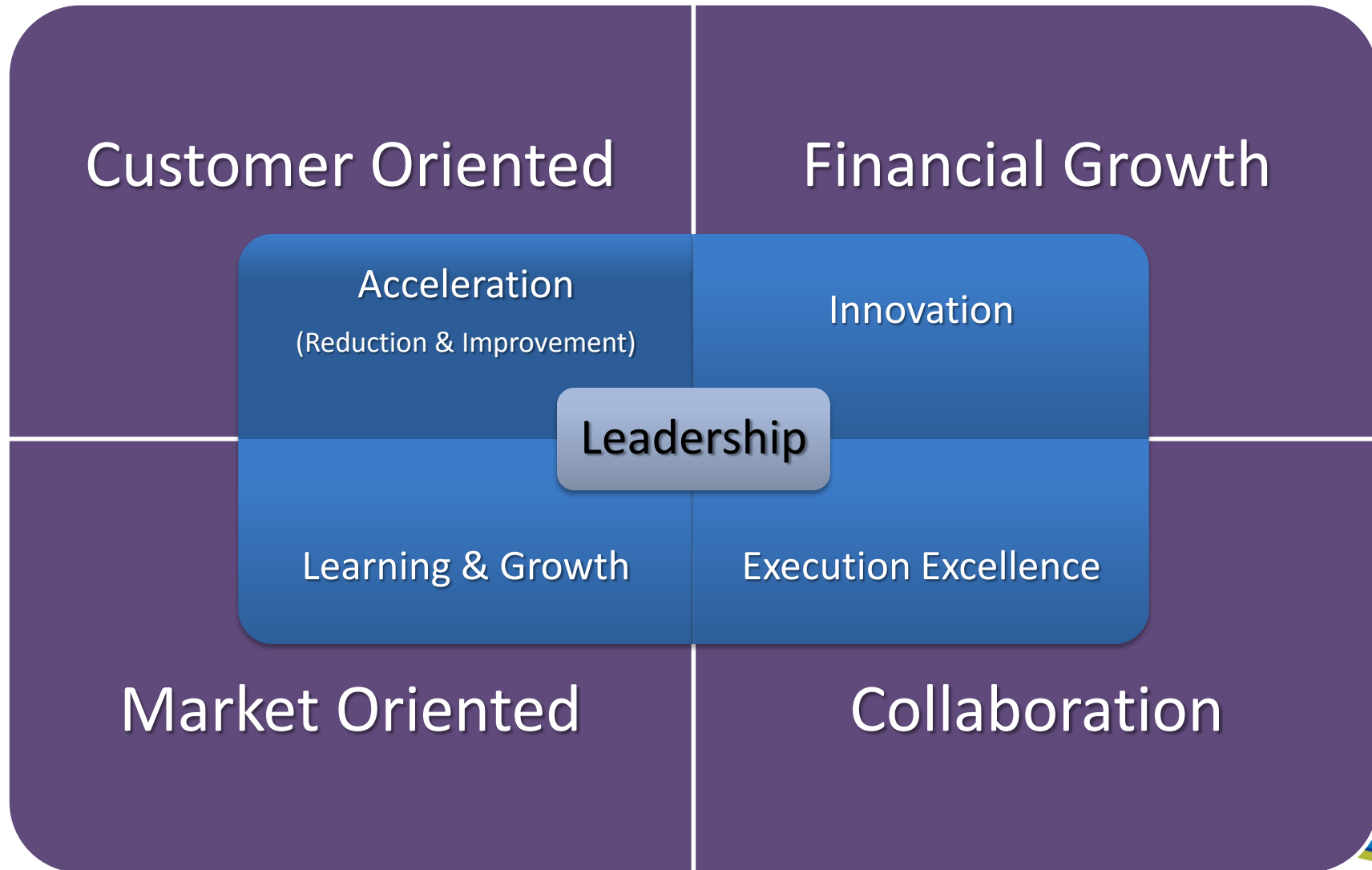
Service Scorecard

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Four Perspectives of the Balanced Scorecard



Service Scorecard Architecture



Our Business Obligations

☐ *Customer:*

Provide world-class quality in a cost-effective way.

☐ *Shareholder:*

Becoming a multinational profitable organization where our investors enjoy growth potential in new market and in revenue streams.

☐ *Employee:*

Building a strong Employee Value Proposition, ensure fair wages, provide employment security, social security and opportunity to grow.

☐ *Society:*

Boosting Technology (ICT & SW business), creating jobs, GDP growth, reduce negative Environmental impact e.g. reduce Greenhouse Gases emissions, waste generation, and energy consumption.

Outside-In, Porter's 5 Forces Strategy

Threat of New Entry

- Time and cost of entry
- Specialist knowledge
- Economies of scale
- Cost advantages
- Technology protection
- Barriers to entry

Threat of New Entry

Competitive Rivalry

- Number of competitors
- Quality differences
- Other differences
- Switching costs
- Customer loyalty

Supplier Power

Supplier Power

- Number of suppliers
- Size of suppliers
- Uniqueness of service
- Your ability to substitute
- Cost of changing

Competitive Rivalry

Buyer Power

Buyer Power

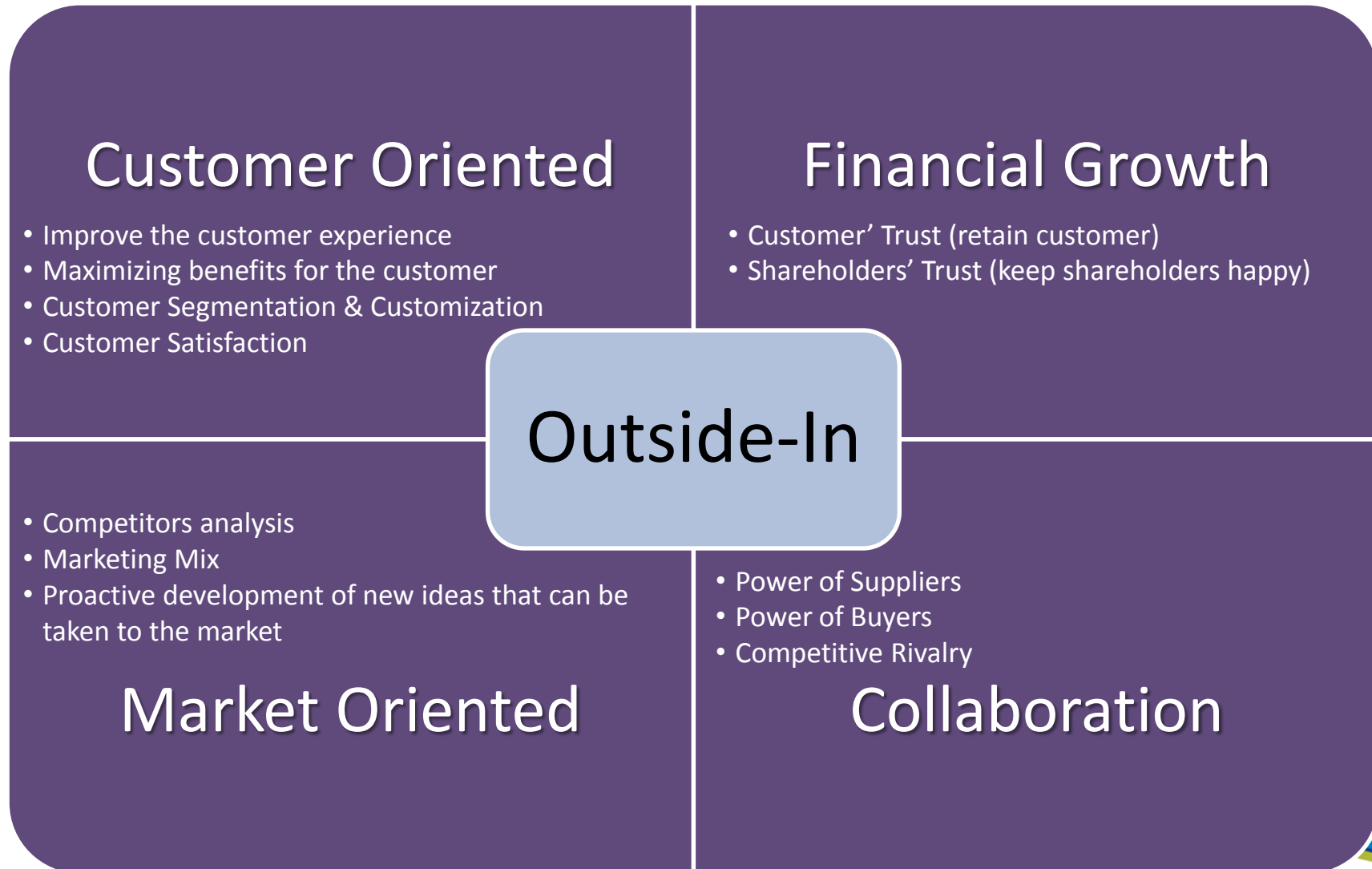
- Number of customers
- Size of each order
- Differences between competitors
- Price sensitivity
- Ability to substitute
- Cost of changing

Threat of Substitution

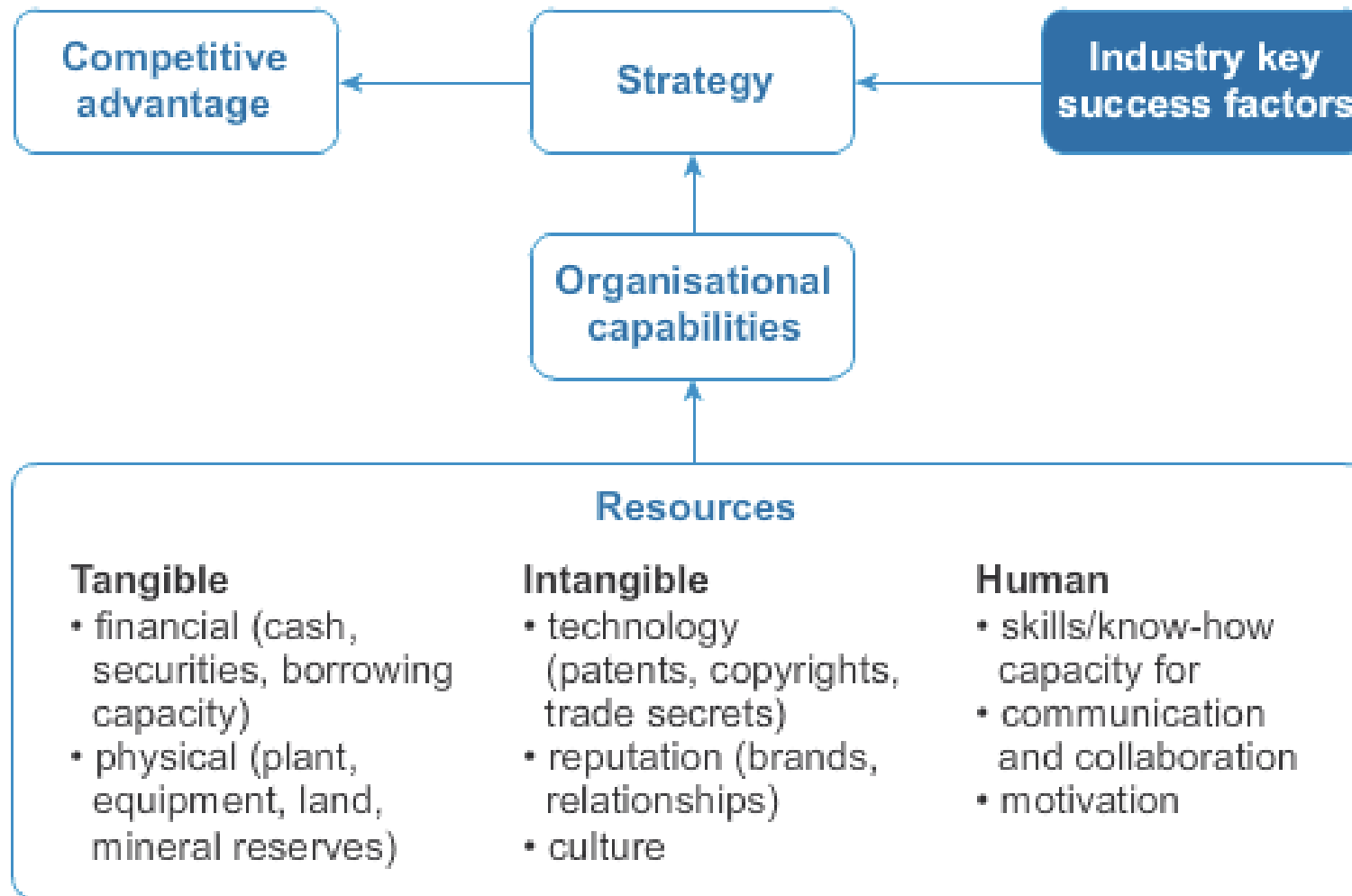
- Substitute performance
- Cost of change

Threat of Substitution

Service Scorecard Architecture



Inside-Out, Resource Based View



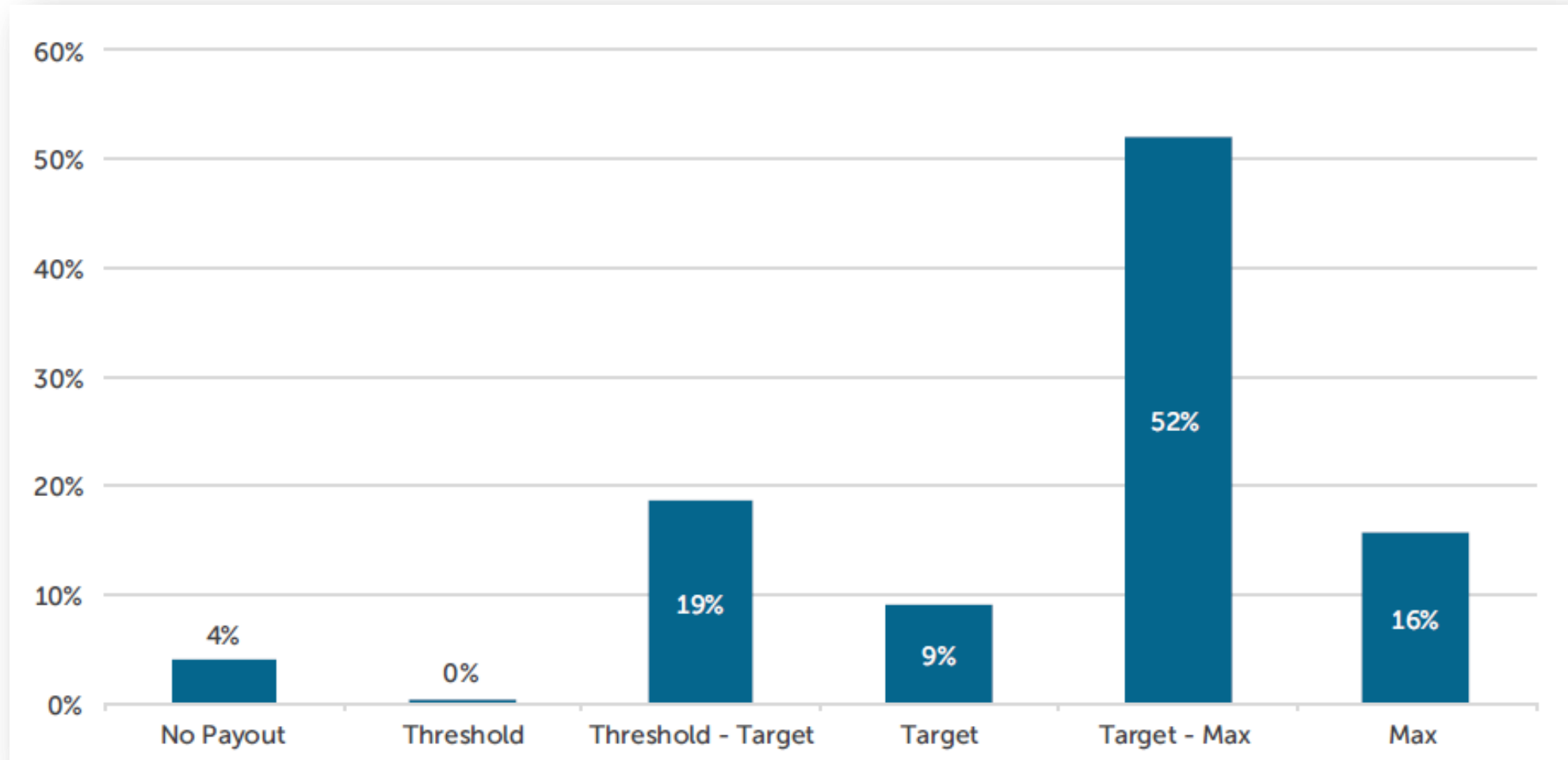
Service Scorecard Architecture



3 or More metrics for Performance

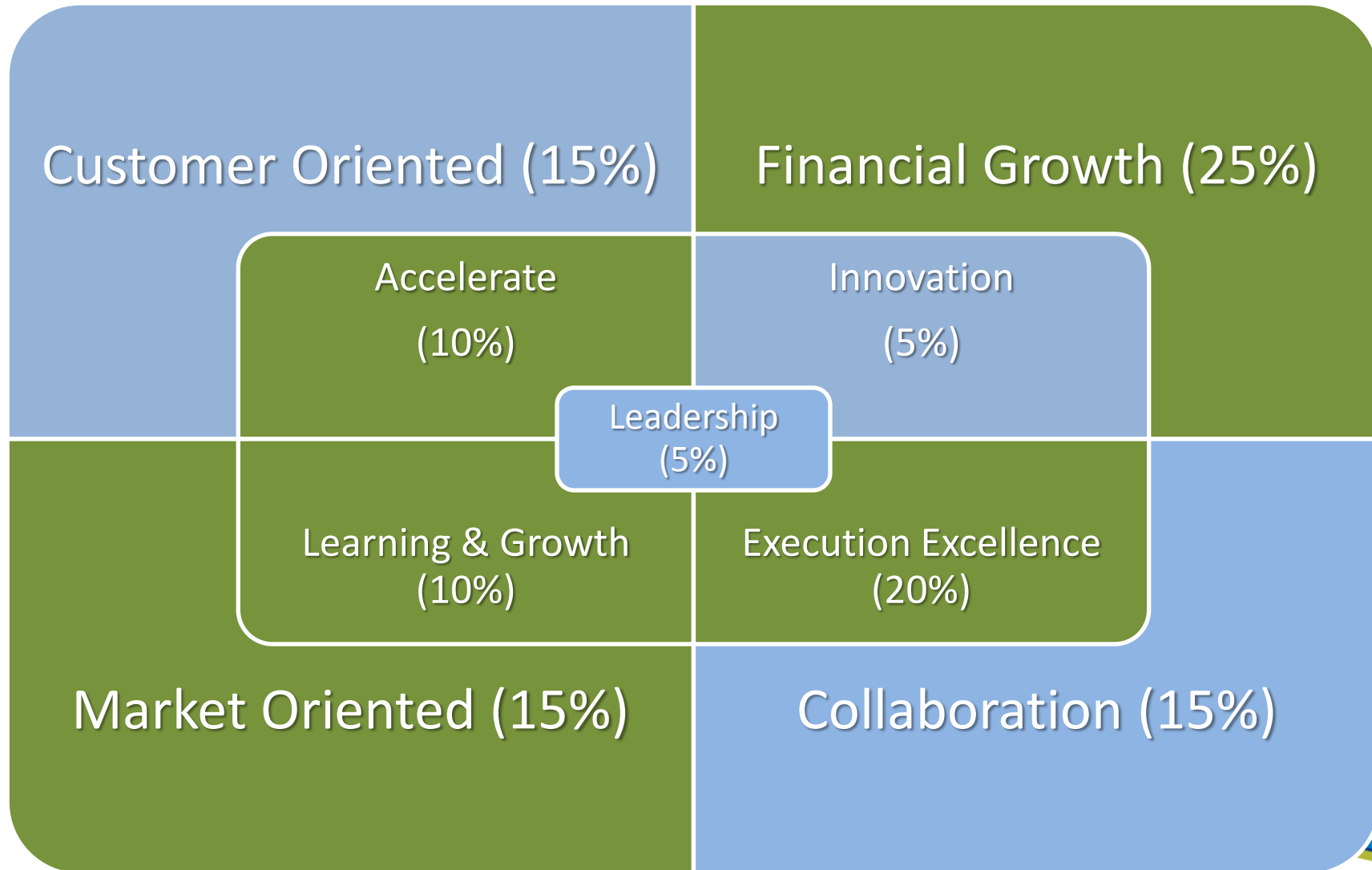
Industry	1 Metric	2 Metrics	3 Metrics	4+ Metrics
Auto	13%	13%	25%	50%
Consumer Discretionary	11%	44%	45%	0%
Consumer Staples	0%	37%	38%	25%
Financial Services	0%	50%	50%	0%
Healthcare	0%	38%	12%	50%
Industrials	20%	40%	20%	20%
Insurance	37%	13%	25%	25%
IT	10%	30%	40%	20%
Pharma	0%	0%	63%	37%
Total	11%	28%	34%	27%

6-yr Average Payout Distribution



2010-2015

Service Scorecard Architecture



Employee Incentive Equation

Semi Annual Incentive

$$\begin{aligned} &= \text{Basic Salary} \times \text{Employee Performance} \times \text{Corporate Multiplier} \\ &= \$\$ \$ \quad \times (\% \text{Empl} \leq 150\%) \quad \times (0.5 - 1.5) \\ &= \$\$ \$ \quad \times 0 - 2.25 \end{aligned}$$

Employee Semi-Annual Incentive – Example

Allocated Incentive Budget	-
Corporate Multiplier	50%

Employee Name	Basic Salary	Employee Performance	Corporate Multiplier	Expected Incentive	Paid Incentive	Salary Portion
XX	5,000	150%	50%	3,750	3,750	0.75
YY	10,000	100%	50%	5,000	5,000	0.50
ZZ	15,000	70%	50%	5,250	5,250	0.35
Total				14,000	14,000	

Allocated Incentive Budget	-
Corporate Multiplier	150%

Employee Name	Basic Salary	Employee Performance	Corporate Multiplier	Expected Incentive	Paid Incentive	Salary Portion
XX	5,000	80%	150%	6,000	6,000	1.20
YY	10,000	110%	150%	16,500	16,500	1.65
ZZ	15,000	150%	150%	33,750	33,750	2.25
Total				56,250	56,250	

Corporate Dashboard KPI

Service Scorecard Elements	Weight			Performance Measures	Result	Corporate			Score
	Min.	Target	Max.						
	70%	100%	150%						

Financial Growth						30%			0%
Leadership @ Level of Org/BU/Team						20%			0%
Acceleration (Reduction & Improvement)						0%			0%
Collaboration						10%			0%
Innovation						10%			0%
Execution Excellence						10%			0%
Customer Oriented						5%			0%
Market Oriented						10%			0%
Learning & Growth						5%			0%

Total

100%

0%

Employee Performance Evaluation

N	N - 1						N - 2					
CEO	CSO	COO	CTO	CMO	CFO	CIO	Head of Sales (SD)	Head of Operations	Head of Solution	Head of Finance	HR Head	Head of Customer Engagement (AD)

30%	0%						0%					
20%							0%					
0%							0%					
10%							0%					
10%							0%					
10%							0%					
5%							0%					
10%							0%					
5%												

Employee Performance Evaluation

N - 3							
GPM	TPM (TI, Site acquisition, Civil, OHS)	Procurement Manager	AM	SSM	IT Manager	Finance Manager	HR Manager

			15%	15%			0%
			0%	0%			0%
			0%	0%			0%
			0%	0%			0%
			0%	0%			0%
			0%	0%			0%
			0%	0%			0%
			0%	0%			0%

Employee Performance Evaluation

N - 4						N - 5		
Site Engineer	Finance Staff (Accountant)	Project Coordinator	Logistics (Warehouse, Transportation)	Admin	HR Staff	Technicians	Drivers	Office Coordinators

