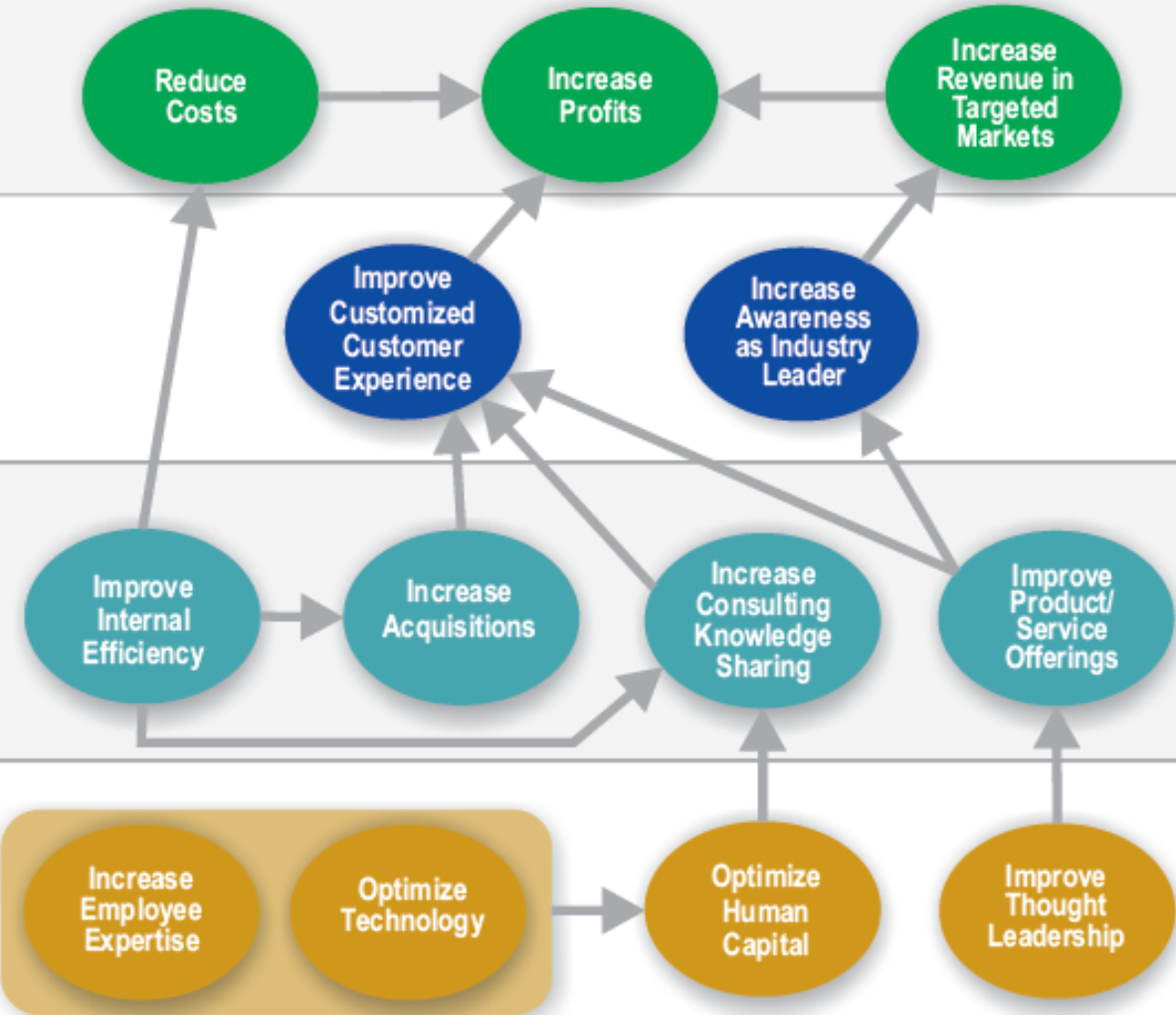


# Privately Held Energy Company One-Page Balanced Strategic Plan

<b>Vision:</b>	Be a world-revolutionizing provider of energy products		
<b>Mission:</b>	Efficiently deliver the highest standard of service providing energy products and expertise to our customers		
<b>Strategic Themes:</b>	<i>International Growth</i>	<i>Operational Excellence</i>	<i>Energy Leadership</i>
<b>Strategic Results:</b>	Increase in size and shareholder value through acquisitions, organic growth and asset optimization.	Process and services are executed in a timely, accurate, value-added and cost-effective manner that exceeds stakeholder expectations.	Worldwide recognition for thought leadership and energy services expertise.

Strategic Objectives and Strategy Map		Measures	Targets	Initiatives
<b>Financial</b>		<ul style="list-style-type: none"> <li>Profit</li> <li>Operating costs</li> <li>Revenue in targeted markets</li> </ul>	<ul style="list-style-type: none"> <li>↑15 % per year</li> <li>↓7 % per year</li> <li>↑5 % per year</li> </ul>	<ul style="list-style-type: none"> <li>Implement new financial system and benchmark results</li> </ul>
<b>Customer</b>		<ul style="list-style-type: none"> <li>Customer experience survey score</li> <li>% of customers with completed CK charter</li> <li>Awareness and leadership score</li> <li>References in media</li> </ul>	<ul style="list-style-type: none"> <li>↑5 % improvement in next period</li> <li>87 % next period</li> <li>98 % next period</li> <li>15 new references</li> </ul>	<ul style="list-style-type: none"> <li>Marketing campaign in new target markets</li> <li>Develop customer knowledge (CK) charter</li> </ul>
<b>Business Processes</b>		<ul style="list-style-type: none"> <li>Efficiency index</li> <li>EBIT from acquisitions</li> <li>Time to post</li> <li>% of transactions in CRM</li> <li>New products/services as % of total sales</li> </ul>	<ul style="list-style-type: none"> <li>87% next period</li> <li>\$15M this year</li> <li>5 business days</li> <li>65% next period</li> <li>14% this year</li> </ul>	<ul style="list-style-type: none"> <li>Establish acquisition integration team</li> <li>Establish Business Process Reengineering (BPR) team</li> <li>Formalize new product development cycle</li> <li>Formalize Customer Relationship Management (CRM) qualification process</li> </ul>
<b>Organizational Capacity</b>		<ul style="list-style-type: none"> <li>% employee development plans in place</li> <li>% systems automated</li> <li>Operating cost/FTE</li> <li>Articles published</li> </ul>	<ul style="list-style-type: none"> <li>70% this year; 100% by year 6</li> <li>72% this year</li> <li>\$3,350/person this year</li> <li>125 this year</li> </ul>	<ul style="list-style-type: none"> <li>CRM system training</li> <li>Redesign employee certification process</li> <li>Establish thought leadership committee</li> <li>Formalize research expertise strategy</li> </ul>

**Core Values:** • Integrity • Commitment to Excellence • Customer Focused • Diversity of Knowledge • Honesty • Teamwork/Collaboration • Entrepreneurial • Thirst for Knowledge