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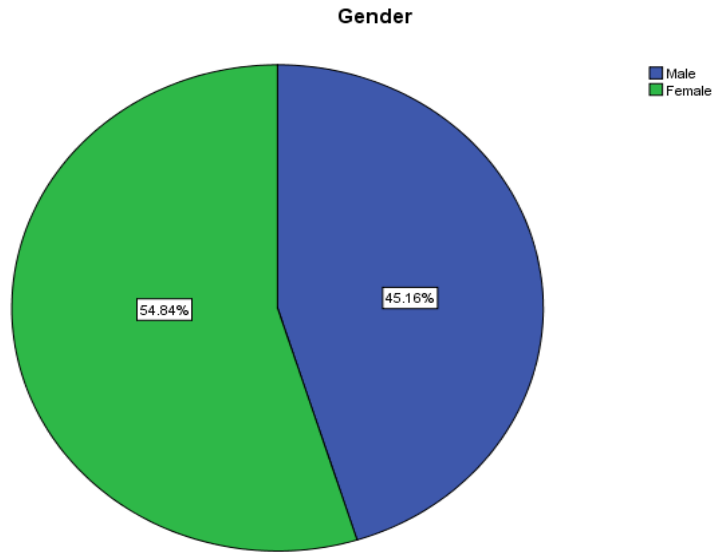
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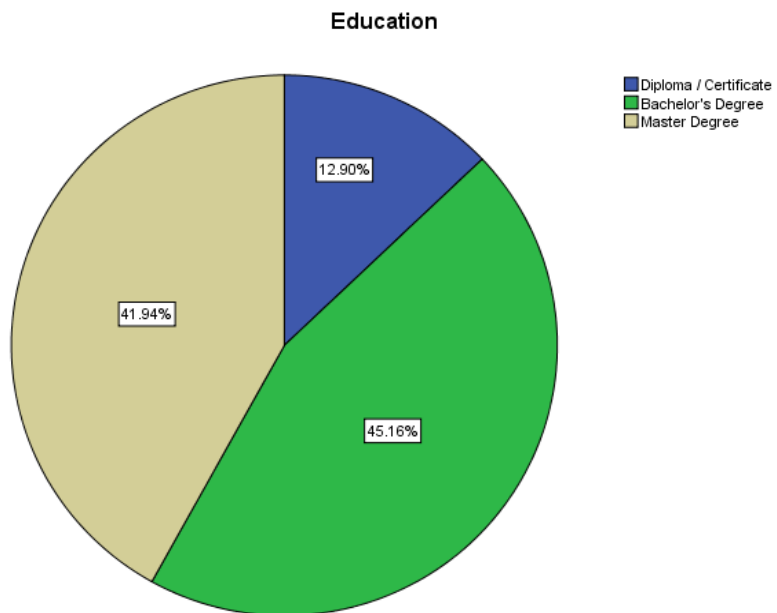
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APPENDIX

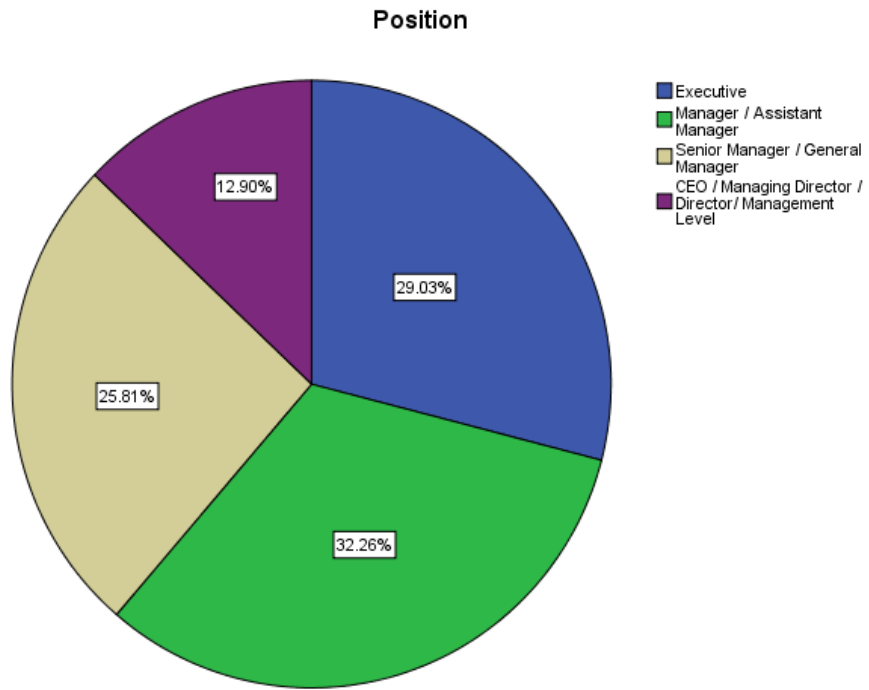
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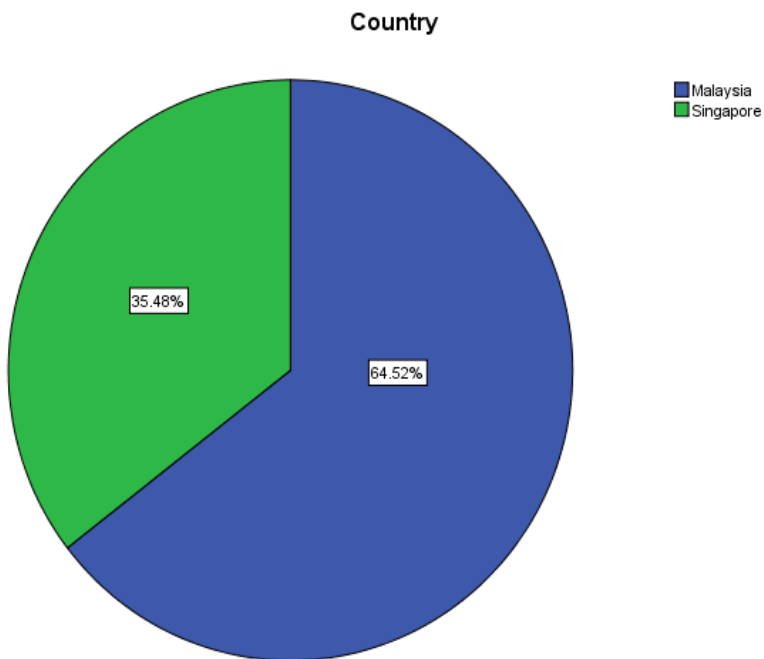
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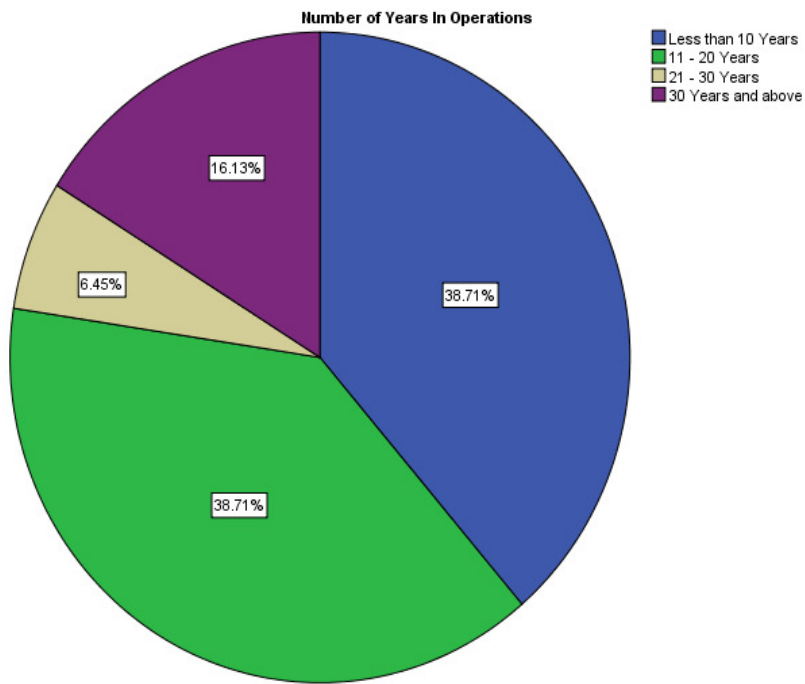
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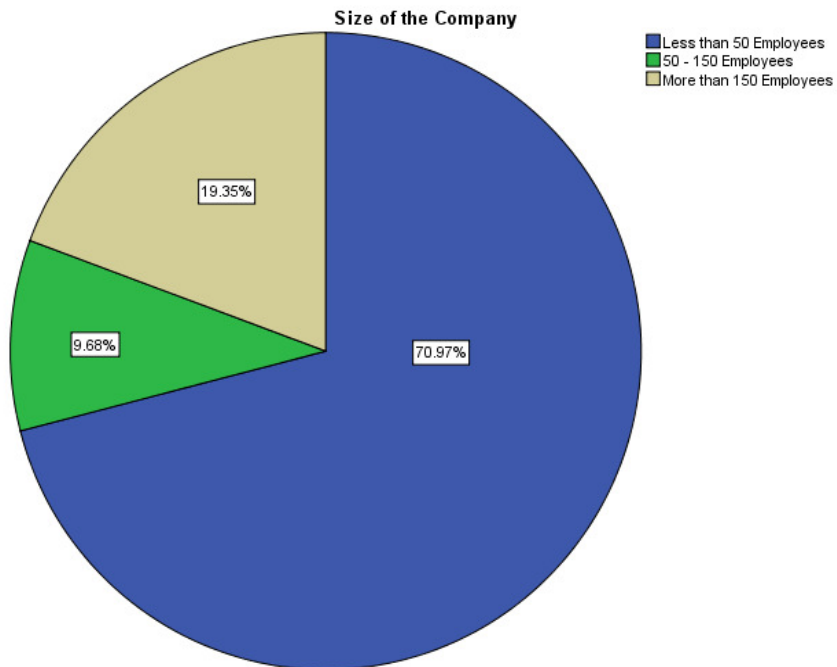
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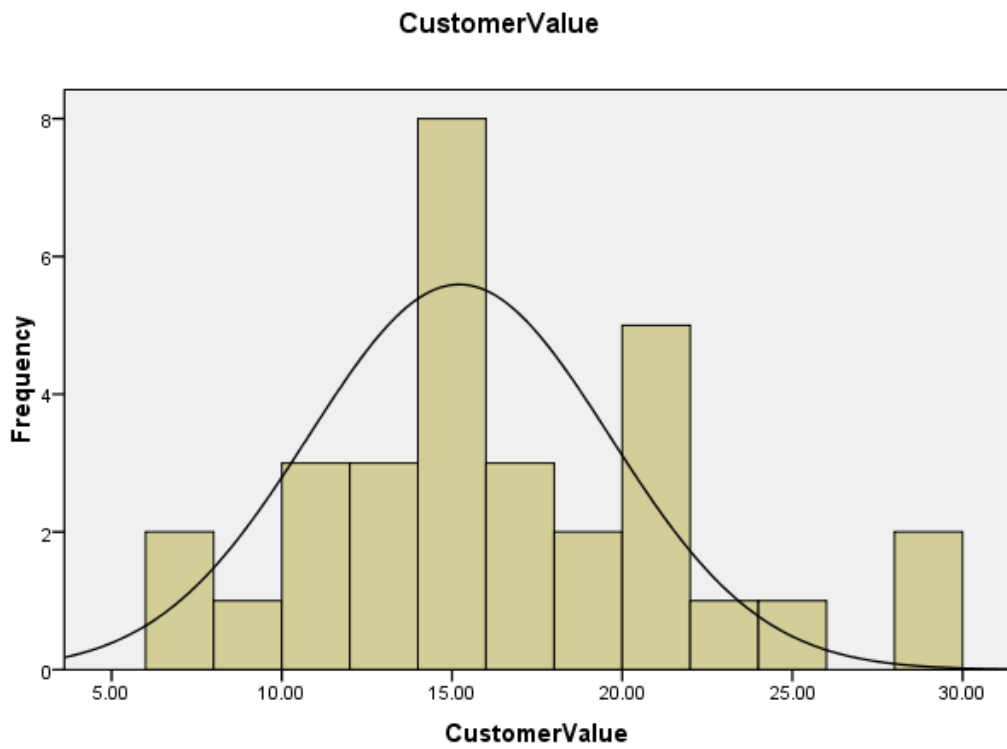
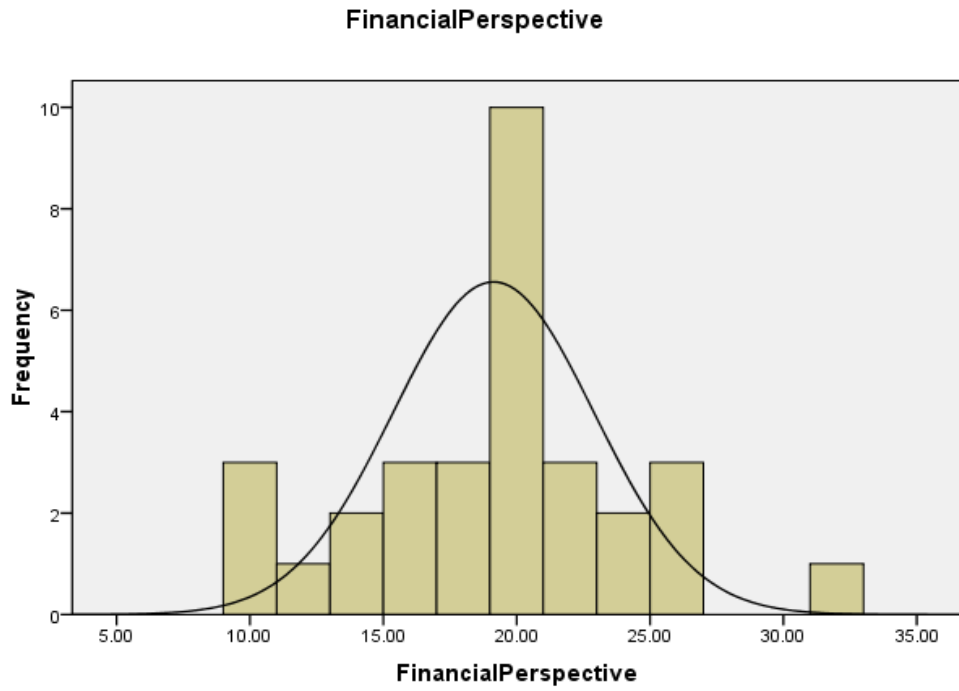
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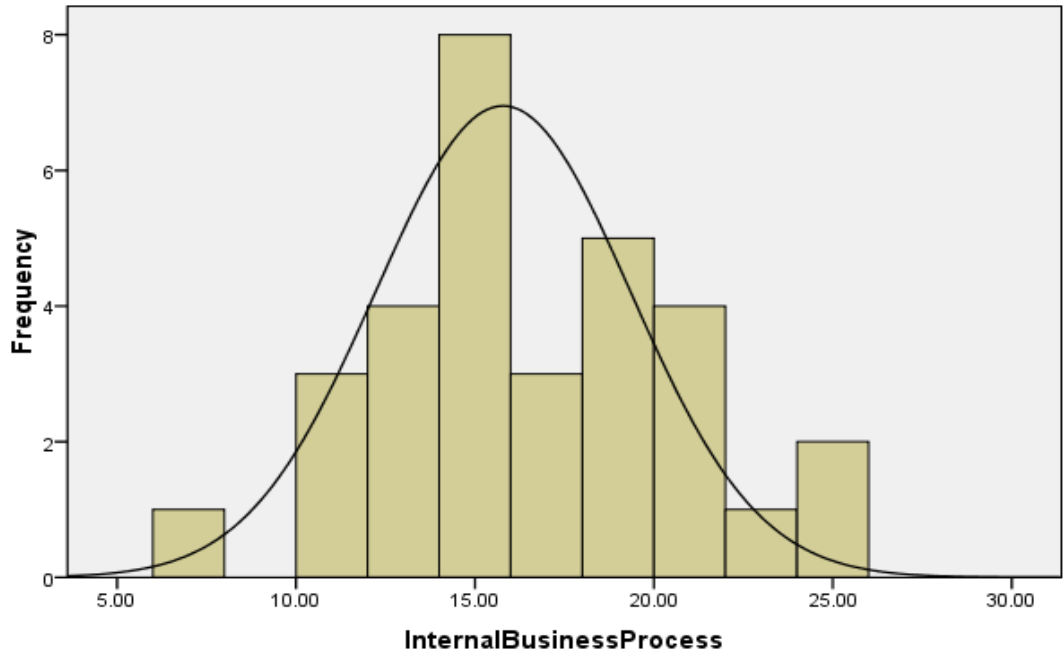
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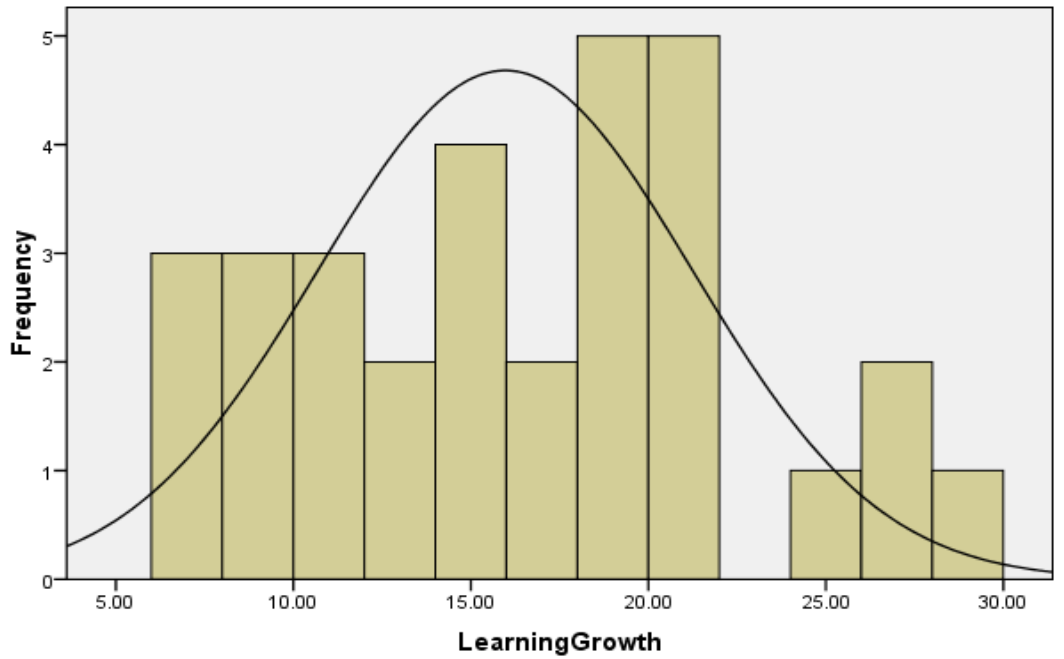
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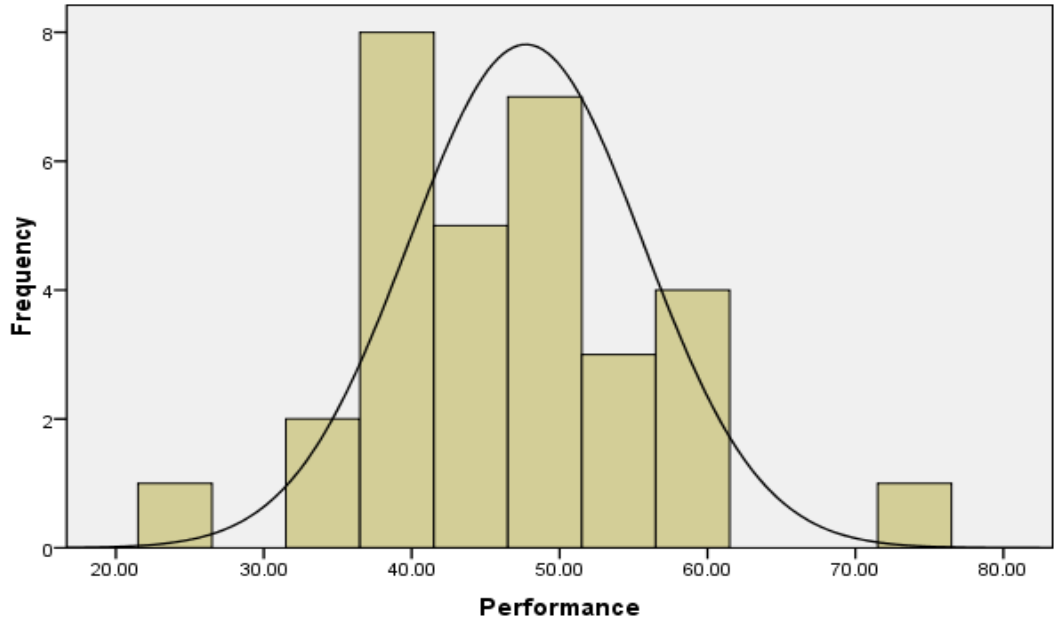
InternalBusinessProcess



LearningGrowth



Performance



Appendix 8



**Balanced Scorecard and Performance Measurement
in Insurance Industry**

Dear Sir/Madam,

I am conducting a study on balanced scorecard and performance measurement in insurance industry. This research is conducted as a partial requirement for the completion of the Master of Business Administration, University of Malaya.

I would appreciate if you could spend a few minutes (about 10 minutes) of your precious time to answer the questions in the following pages. All information will be used for academic purpose only and will be kept strictly private and confidential.

Your kind cooperation and participation in this survey is valued and highly appreciated.

This research is conducted under the supervision of Dr. Edward Wong. Should you have any enquiries, please do not hesitate to contact me at 017-3033345 or email me at siewpei@jboda.com.my

I am most grateful for your time and participation in this survey.

Yours sincerely,

Tan Siew Pei (CGA 090119)
Master of Business Administration (MBA)
Graduate School of Business
Faculty of Business & Accountancy
University Malaya (UM)

Definition of Balanced Scorecard (BSC) : The balanced scorecard is a strategic planning and management system that used to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

Part 1 (About firms and respondents information)

Respondents Details

1. Name: (optional)

2. Gender :
 Male : Female:

3. Education level:
 Diploma/ Certificate
 Bachelor's Degree
 Master Degree or professional qualification
 Other:

4. Position held:
 Executive
 Manager / Assistant Manager
 Senior Manager/ General Manager
 CEO/ Managing Director / Director/ Management level
 Other:

Business Details

5. Name of the company/ Country:

6. Number of years in operations (Please mention by putting tick in the appropriate box)
 Less than 10 years
 11-20 years
 21-30 years
 > 30 years

7. Size of the company
 Less than 50 employees (small)
 50-150 employees (medium)
 More than 150 employees (large)

Part 2 (Performance measurement practices related questions)

Use of financial measures and Non-financial measures

Please tick which of the following key financial and non-financial performance measures are formally reported by your company?

Section I : Financial Measures

1.1 Financial measures: Does the company use the following financial measures?

Scales: 1=Always, 2=Often, 3=Sometime, 4=Rarely, 5=Never)

Financial Measures	(1)	(2)	(3)	(4)	(5)
Net Profit	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total premium	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial revenue	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Receivable collection period	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Return on assets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Return of equity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Days of working capital	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Current ratios	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operating profit margin to net written premium ratio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Net written premium to earning ratio	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section II : Non-Financial Measures

2. Learning and Growth measures: Does the company use the following human resources, learning and growth related measures? (please tick)

Scales: 1=Always, 2=Often, 3=Sometime, 4=Rarely, 5=Never)

Learning and Growth Measures	(1)	(2)	(3)	(4)	(5)
Employees' accessibility to training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stability of software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Updating frequency of software	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Whether the company has establish an independent training department	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Turnover rate of the employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employee satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Team performance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**3. Customer Measures: Does the company use the following customers' measures?
(Please tick)**

Scales: 1=Always, 2=Often, 3=Sometime, 4=Rarely, 5=Never)

Customer Perspective (customer here refer to cedants/ reinsurers/ insurers/ brokers)	(1)	(2)	(3)	(4)	(5)
Average waiting time for customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convenience for customer to provide feedback	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ability to provide customers with information and technical support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customers attitude toward after-sale services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time required to resolve issues for customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Percentage of customers who complaint (among all customers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Customer satisfaction survey	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Internal Business Process Measures: Does the company use the following Internal Business Process Measures? (Please tick)

Scales: 1=Always, 2=Often, 3=Sometime, 4=Rarely, 5=Never)

Internal Business Process Measures	(1)	(2)	(3)	(4)	(5)
Ratio of orders and transaction processed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
IT system integration capability for business premises	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Synchronization of knowledge and skills of employees and corporate training and curricula	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular assessment of effectiveness of knowledge sharing within the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Whether customer relationship management has changes in the operation flows	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unit of output per labour hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Total premium of previous customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part 3

Use of financial and non-financial measures to improve company performance

Please indicate whether the use of the financial and non-financial measures of the following will improve company performance:

Scales: 1= Strongly agree, 2=Agree, 3=No comment, 4=Disagree, 5=Strongly disagree

Company performance improvement	(1)	(2)	(3)	(4)	(5)
New technology speeds up innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New technology improves internal process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New technology improves customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speedy in innovation, produces innovative products/services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovative product/service meets customer demand	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovative product/service improves customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees training improves innovation adoptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees training improves employee productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Human capital development improves customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology innovation improves product/service quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technology innovation affects sales margin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovative product/service retains customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Process improvement increases product/service quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Process improvement increase sales margin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Internal process improvement retains customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improvement in customer service increase product/service quality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of customer affects sales margin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Product/Service quality influences rate of return on Assets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better quality results in greater market share	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Better quality improves profit margin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales margin (Net Premium) influences return on assets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sales margin (Net Premium) influences market share	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High sales margin (Net Premium) increases profit margin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High customer retention increases market share	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High customer retention increases profit margin	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>