1. Vision and Strategy

- Owners appoint Board to lead the company.
- Board is accountable to Owners.
- Results are reported to Owners.

**Vision and Societal Goals**

- **Financial and Societal Goals**
  - Vision:
    - To provide a good long-term return.
    - To develop the country’s energy resources and contribute to public welfare in the country.
    - To contribute to growth and development in the region.
  - Stakeholders:
    - Customers/stakeholders
  - Internal Business Processes
  - Learning & Growth

**Regional development**
- Other regional development in the next few years are major developments such as Raskiftet wind power plant and Nedre Otta power plant, which will have major ripple effects in the region.

**Broadband development**
- Broadband development is also a participant in Norway’s first regional DSO operational context.

2. Strategy Map

**Perspectives**
- Financial & Societal
- Customer & stakeholder
- Internal processes

**Cause-effect assumption**
- Maintain equipment quality
- Accurate reporting to NVE
- Complete AMI installation before deadline
- Protect environment
- Minimize money spent on fines

3. Balanced Score Card

**Financial & Societal**

- **Objectives**
  1. Maximize revenue in order to pay high dividend
  2. Prioritize services to other critical infrastructures
  3. Use revenue cap to its maximum

- **Measures**
  1. Share price
  2. Hours when hospitals were blacked out
  3. (rev-cap) (actual rev)

- **Targets**
  1. 2% increase
  2. Maintain/drop revenue cap. Review rel. to previous period. Keep close to 0

**Internal Processes**

- **Objectives**
  1. Maintain equipment quality
  2. Accurate reporting to NVE
  3. Complete AMI installation before deadline
  4. Protect environment
  5. Minimize money spent on fines

- **Measures**
  1. Component failures/month
  2. NO of corrections/month
  3. % of customers covered
  4. NO of complaints

- **Targets**
  1. < 100/month
  2. < 50
  3. Aim for 95% by end of year
  4. < 100/year
  5. < last Q

**Learning & Growth**

- **Objectives**
  1. Develop & provide new services
  2. Staff education
  3. Minimize staff turnover

- **Measures**
  1. NO of new services
  2. NO of successfully completed courses
  3. Av time spent at company

- **Targets**
  1. 1-5 in next years
  2. 2/person/year
  3. Aim for 7 year/person

To satisfy our customers and shareholders what business processes must we excel at?

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**DSO operational context**

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