

6

Everyone Knows the Score When a Major League Baseball Team Ties Performance to Its Mission

Review the mission statement developed by the Colorado Rockies Major League Baseball team and identify specific performance measures as they relate to the mission.

Colorado Rockies Mission Statement

The Colorado Rockies is a sports business with a team value of \$464 million as of March 2012. The team generated revenues of \$193 million and income of \$14.4 million. Its mission statement is

To provide the highest level of baseball entertainment in an excellent stadium environment at prices affordable for families, and to support the development of youth baseball throughout the Rocky Mountain region.

The statement clearly identifies the fans' needs. First and foremost, it is baseball entertainment. By being very clear about the team's mission, the statement provides a foundation for strategies and new activities. If management is looking for ways to increase attendance, its focus is on enhancing the baseball entertainment experience of fans. For example, new activities could be added to the program, such as fireworks after home runs or the creation of "grandstand manager nights" when fans in the stands—not the Rockies' manager—decide whether the players on the field would bunt (purposely tap the ball only a few yards using the barrel of the bat), steal a base by running to the next base when the pitcher is delivering a pitch, or what pitches would be thrown (fastball, slider, change-up, and the like.). However, activities are not performance measures, and specific targets are needed to ensure that the energies, abilities, and specific knowledge of people throughout the sports organization are linked to its mission.

Complete the table in Figure 19.2. Identify at least three specific measures in each of the areas shown. The mission components have been separated and labeled (a), (b), (c), or (d):

- a. Highest level of baseball entertainment
- b. Excellent stadium environment
- c. Prices affordable to families
- d. Support of youth baseball

For each measure, identify which element(s) of the mission relate to the measure. An example is given in each section.

FIGURE 19.2 MISSION MEASURES AND ELEMENTS

Measures	Mission Elements
Financial perspective	1. Revenue target (a, c) 2. 3. 4.
Customers	1. Number of fans' visits per season (a) 2. 3. 4.
Business processes	1. Stadium sound levels (b) 2. 3. 4.
Human resources	1. Employee turnover rates (a, b) 2. 3. 4.

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1. Briefly explain how measurement in the customers area may affect business processes or human resources.

2. How easy or difficult is it to identify measures for the four quadrants?

3. How important is technology and information systems for the success of the balanced scorecard system?
