

The Balanced Scorecard

Focus:

The financial performance of the business.

KPIs:

- Revenue.
- OPEX.
- Net profit.

Financial

Focus:

Customer satisfaction.

KPIs:

- Level of returns.
- Lifetime value
- Customer satisfaction.

Customer

Focus:

The efficiency of the business.

KPIs:

- Machine downtime.
- Inventory level.
- Unit costs.

Internal

Focus:

Internal knowledge & innovation.

KPIs:

- Employee retention
- Level of new product ideas.
- Employee satisfaction.

Learning
& Growth

VISION &
STRATEGY



Performance Measurement With The Balanced Scorecard Performance Measurement With The Balanced Scorecard

Paul R. Niven



Performance Measurement With The Balanced Scorecard Performance Measurement With The Balanced Scorecard:

Performance Measurement with the Balanced Scorecard Stefano Biazzo, Patrizia Garengo, 2012-01-05 Do we really know the critical phenomena that are linked to how enterprises function and the dynamics of their relationships with customers suppliers and competitors Are their decision making processes founded upon a set of performance measurements that were accurately designed and systematically elaborated The above questions are the focus of this book as is the following premise enterprises need a system to measure their critical performances so they can be managed effectively metaphorically speaking enterprises need a management dashboard to serve as a navigational aid A dashboard to show with as few distortions as possible the pattern of key variables that characterizes the specific formula enterprises use to face their competitive and social environment

Performance Measurement Luca Quagini, Stefano Tonchia, 2010-08-24 Business Intelligence BI and Performance Management PM the development and delivery of business insight for users and the management of execution based on that insight are two solution types that promise to bring great value to enterprises Yet most organizations haven't yet realized the elusive benefits of these two important disciplines The reasons for this are manifold However the primary causes are the culture of the organization and its leadership This is a topic which I've addressed at length in my latest book Profiles in Performance Business Intelligence Journeys and the Roadmap for Change The culture and leadership of the organization determines the importance and strategic intent surrounding the use of BI and PM Sadly most organizations lack the motivation to embrace transparency and accountability or to align with the strategy of the organization enabling execution and coordination in unison with the mission However once an organization and its leadership are ready to take a step towards real change creating an environment of openness sharing and alignment with BI and PM as its centerpiece the next question then becomes one of how and where to begin Even with great strategic intent missteps in the development and deployment of BI and PM can cause disillusionment and disappointment lending support to the naysayers of the organization and leading to failure and abandonment of these critical programs

Balanced Scorecard for Performance Measurement IntroBooks, 2018-02-18 When you can measure all those words that you are talking about and break them into numbers you know really something about it To the contrary when you are not measuring anything at all then you have no idea on what you have spoken You have no control over your sayings The knowledge can be meager in that way and that could be unsatisfactory as well says Dr Kaplan In other words if you can measure then you could improve That is the reason why business metrics were introduced to measure the performance standards of the organizations towards improvisation That is all balanced scorecard is about Let us see about that in detail

Rethinking Performance Measurement Marshall W. Meyer, 2003-01-09 Performance measurement remains a vexing problem for business firms and other kinds of organisations This book explains why the performance we want to measure long term cash flows long term

viability and the performance we can measure current cash flows customer satisfaction etc are not the same The balanced scorecard which has been widely adopted by US firms does not solve these underlying problems of performance measurement and may exacerbate them because it provides no guidance on how to combine dissimilar measures into an overall appraisal of performance A measurement technique called activity based profitability analysis ABPA is suggested as a partial solution especially to the problem of combining dissimilar measures ABPA estimates the revenue consequences of each activity performed for the customer allowing firms to compare revenues with costs for these activities and hence to discriminate between activities that are ultimately profitable and those that are not Guide to a Balanced Scorecard ,1998

The Balanced Scorecard Robert S. Kaplan,David P. Norton,2000 The Balanced Scorecard. A Critique Philippe-Artus Hoerle,2009-09-03 Bachelor Thesis from the year 2005 in the subject Business economics Business Management Corporate Governance grade 1 0 Anglia Ruskin University language English abstract In today s business environment measuring business performance is a matter of life and death within any organisation compare Ittner and Larcker 1998 Due to the changing nature of work and increasing competition with changing demands Neely 1999 the number of people interested in business performance measurement has recently increased dramatically But business performance measurement is confronted with a vital choice what system the company should use to quantify the success of the organisation s strategy In this context the Balanced Scorecard Kaplan and Norton 1992 1996 is almost used as a synonym for measuring Business Performance Measurement BPM With this in mind the following dissertation aims at a critical exploration and assessment of the framework of the Balanced Scorecard BSC and it examines if this framework merits its wide popularity experienced and still experiences Following a definition of the BSC the author turns to the elements of the BSC with its key proclamations Strengths and weaknesses will be outlined by considering different case scenarios The main attention will be put on the question whether the BSC leads to better business results as it is publicized or if its wide use is only an outcome of its effective promotion Before the analysis comes to an ending in which it summarises the key points the author suggests some recommendations for organisations when using the BSC in order to meet its problem areas In this context the author s personal view will be flowing in **Balanced Scorecard. The Challenge of Measurement in Human Resource Management** Matthias Beer,2013-09-11 Seminar paper from the year 2011 in the subject Leadership and Human Resources Miscellaneous grade 2 0 University of applied sciences Munich course MBA language English abstract As people are the most important and valuable assets a company has the human resource management HRM has a strategic role to play However not always this importance of HRM is seen and human resources HR as an organization have in some companies a minor standing In order to measure the contribution of HRM to the corporate results a measurement system has to be established This measurement system the balanced scorecard BSC breaks down the corporate strategy to each level of a company and describes measures accordingly which finally makes the HRM role measureable This assignment provides some

background information about the balanced scorecard approach in general and for human resource management in particular. The information covers the different perspectives of a BSC as well as some possible measures. Further on the performance measurement in HRM is described dealing with an explanation why it is not straight forward and where difficulties are. The chapter deals also with the benefits and how to measure them. As a summary the advantages and limitations in using a balanced scorecard in the HRM are given. The work is closing with the ITM checklist providing a holistic overview of using the BSC approach inside a company and in HRM.

Team Measurement System--a Balanced Scorecard Approach to Performance Measurement George Duncan Mitchell, 1993

Performance Measurement and Management Control Marc J. Epstein, Frank H. M. Verbeeten, Sally K. Widener, 2018-09-07. This volume contains exemplary papers that were presented at the 2017 Conference on Performance Measurement and Management Control in Nice France by researchers in the field from North America, South America, Africa, Europe and Asia.

Performance Drivers Nils-Göran Olve, Jan Roy, Magnus Wetter, 2001-05-08. A Practical Guide to Using the Balanced Scorecard performance drivers. Nils Göran Olve, Jan Roy and Magnus Wetter. Since the groundbreaking work of Robert S Kaplan and David P Norton the concept of the Balanced Scorecard has achieved increasing popularity in the business world. Previously many organizations had built their business objectives around financial targets and goals that bore little relation to a long term strategic vision. Typically this leaves a gap between the development of a company's strategy and its implementation. The business scorecard however provides a more balanced view by looking at not just financial concerns but also customers, internal business processes and learning and growth. But it is not just a system of performance measurement by focusing on future potential success; it can be used as a dynamic management system that reinforces, implements and drives corporate strategy forward. In this book the authors draw on their extensive experience with scorecard projects to provide a step by step method for introducing the Balanced Scorecard into an organization. This is done through the use of some of the most important practical examples in existence with case studies from ABB, Coca Cola, Electrolux, British Telecom, Nat West, Skandia and Volvo. The desired strategic control system using scorecards that is presented focuses on creating and communicating a total comprehensive picture to all members of the organization from the top down, a long term view of what the company's strategic objectives really are, how to make use of knowledge gained through experience and the required flexibility of such a system to cope with the fast changing business environment. This book will provide senior and operational managers, consultants and business academics with a comprehensive view of emerging Balanced Scorecard practice supported by both business advice and a theoretical foundation. Reflections on the relations between the Balanced Scorecard and other areas such as TQM, information systems and intellectual capital and knowledge management are also made.

Business Strategy: Balanced Scorecard Step-by-Step Paul R. Niven, 2010-06-15. PRAISE FOR Balanced Scorecard Step By Step: Maximizing Performance and Maintaining Results, Second Edition. As a practitioner and thought leader, Paul Niven is superbly bridging the gulf

between BSC theory and application through hands on experiences and real world case studies The book provides a practical road map step by step to plan execute and sustain a winning scorecard campaign Easy to read tells a powerful story with lessons learned best practices from global customer implementations Must read for anyone interested in BSC or grappling with how to create a strategically aligned organization Vik Torpunuri President and CEO e2e Analytix In Balanced Scorecard Step by Step Second Edition Paul Niven provides an intuitive and incredibly effective blueprint for transitioning strategic ambition to execution Paul s pragmatic approach provides leaders with a tool for managing a company s journey from strategic ideas to world class performance The Balanced Scorecard is a masterful tool for guiding companies through transformation and I speak from personal experience when I say Paul s blueprint works It is the most effective guide I have seen Balanced Scorecard Step by Step will serve any leader well if their ambition is to efficiently engage their teams in achieving a set of strategic goals Allan A MacDonald Vice President Sales and Customer Solutions Bell Canada National Markets Paul Niven has done it again With this book he has further operationalized the enlightened Balanced Scorecard concept into a fully functional system that optimizes business execution and performance Barton Johnson President Financial Freedom Senior Funding Corporation The Reverse Mortgage Specialist

Performance measurement in palestinian companies. The use of the balanced scorecard (BSC) method by private firms operating in Ramallah Duaa Abu Hamde,2016-03-22 Bachelor Thesis from the year 2013 in the subject Business economics Business Management Corporate Governance language English abstract This study aims to investigate the usage of performance measures conceptualized as the BSC measures within an organizational context This research considers itself as a descriptive research The questionnaire was distributed to 46 private Palestinian firms operating in Ramallah from different sectors The results revealed that the usage of financial measures is still high and ranked first among the four perspectives of the BSC measures However the usage of non financial measures is growing Only reliance on financial based performance measures is inadequate in the new manufacturing environment Increase awareness of the importance of non financial performance measures in providing long term value creation and long term strategic focus as well as their effects on firm performance leads to several innovations in the area of performance measurement system One of the widely known innovations in this area is called balanced scorecard BSC which has been originated by Kaplan and Norton in 1992 The BSC combines traditional financial measures with non financial measures through focusing on four perspectives financial customers internal business processes and learning and growth

Balanced Scorecard CMA(Dr.) Ashok Panigrahi,2019 With the passage of time new inventions innovations and improvements emerge which help overcome the drawbacks of the old systems In the present era of liberalization privatization and globalization business environments financial markets financial instruments and products have changed drastically The structural changes and emerging trends associated with the new open regime have rendered the traditional performance measures like Return on Investment RoI Residual Income Economic Value Added EVA etc which concentrate

only on financial performance ignoring the non financial aspect ineffective The drawbacks associated with such traditional measures have led to the emergence of a new innovative tool of performance management the Balanced Scorecard The Balanced Scorecard BSC was first developed at Analog Devices Inc a mid sized semiconductor company during 1986 92 and was later popularized by Robert S Kaplan and David P Norton as an Integrated Performance Management System for turning strategy into action combining both financial and non financial performance measures However until now very few people in the corporate world actually know how to use this strategic tool of performance management It has been used successfully only in a very few companies in a very limited manner and that too mostly outside India The article deals with the concept development basic perspectives and limitations of BSC from an Indian perspective Experience shows that linkage of strategy tactics and related measurement is usually an unplanned endeavor which lacks some elements even in the best run businesses A tool has been developed to address this issue which is known as BSC Robert Kaplan and David Norton have used as a performance measurement framework that added strategic non financial performance measures to traditional financial matrices for managers and executives to have a balanced view of organizational performance The BSC approach emphasizes the need to provide management with a set of information which covers all relevant areas of performance in an objective and unbiased fashion The information provided may be both financial and non financial and cover areas such as profitability customer satisfaction internal efficiency and innovation

Transforming the Balanced Scorecard from Performance Measurement to Strategic Management Robert S. Kaplan, **Guide to a Balanced Scorecard** ,1998

Business Performance Measurement and Management Paolo Taticchi,2010-01-22 Measuring and managing the performance of a business is one of the most genuine desires of management Balanced scorecard the performance prism and activity based management are the most popular frameworks in this setting Based on the findings of R G Eccles acclaimed Performance Measurement Manifesto 1991 this book introduces new contexts and themes of application and presents emerging research areas related to business performance measurement and management e g SMEs and sustainability As a result of the 1st International Summer School Piero Lunghi on Perspectives of Business Performance Management this book is written both for students and academics as well as for practitioners looking for new yet proven ways to measure and manage business performance

Performance Measurement American Productivity & Quality Center,2002

Performance Measurement at Great Persons, Inc William Bowlin,2017 This case provides students with a real world hands on experience in developing a balanced scorecard It is different from other balanced scorecard cases in that it takes place in a charitable not for profit environment Unlike a business profit is not the primary objective of this organization s existence Great Persons Inc s primary reason for existing is to provide services to disabled individuals Profits or finances are a supporting objective as opposed to an end objective Another interesting aspect of this case is the organization s approach to developing the balanced scorecard perspectives and critical success factors CSFs The perspectives were identified after

the CSFs were identified and aggregated into like groups by the development team **The Balanced Scorecard as a performance measurement system at the example of Siemens A&D CD CC** Philipp Müller, 2006

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Scorecard Introduction

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