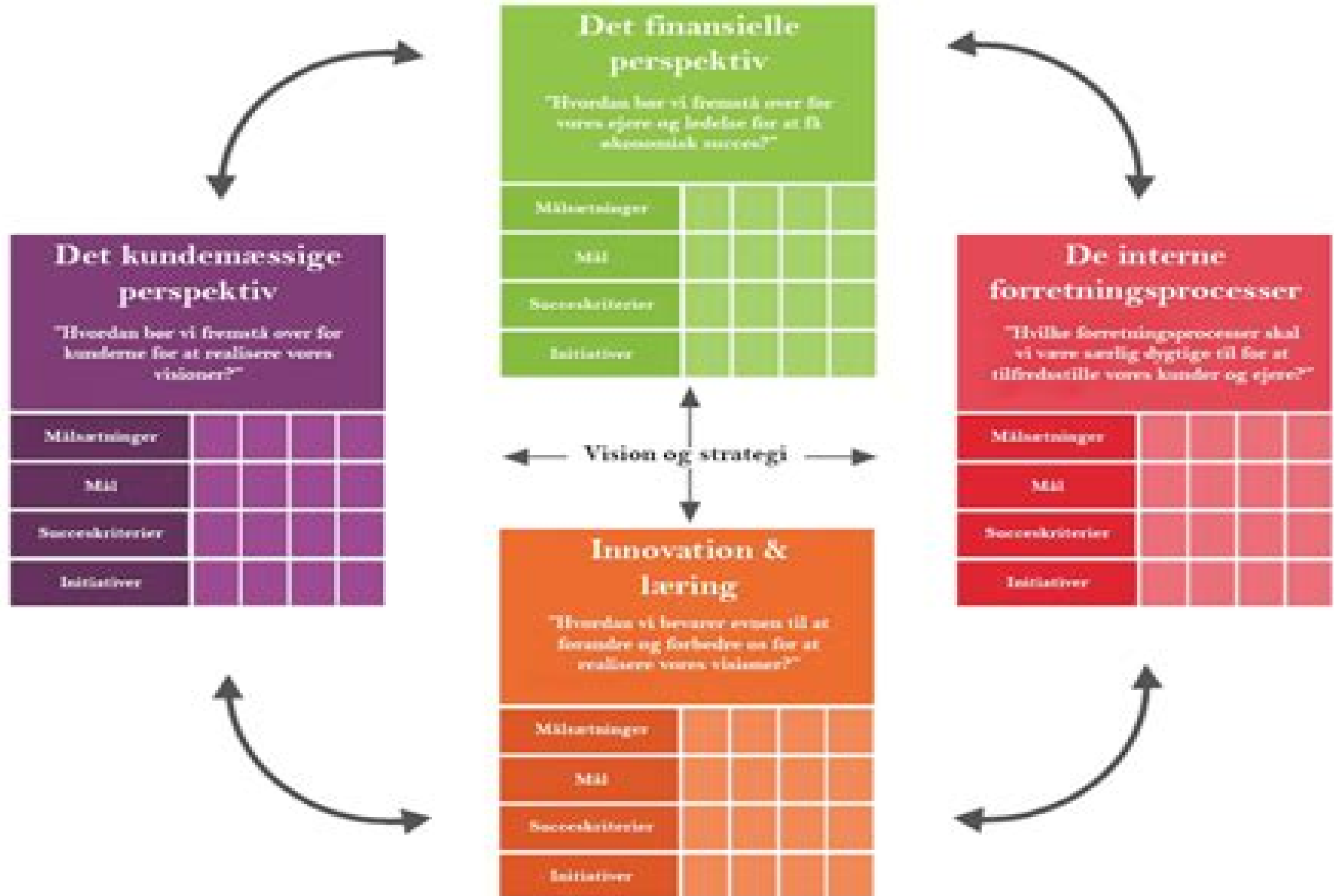


# Balanced Scorecard



# Balanced Scorecard

**Luca Quagini, Stefano Tonchia**

A red circular graphic with a gradient, appearing as a stylized arrow or a partial circle, located to the right of the authors' names.

## **Balanced Scorecard :**

The Balanced Scorecard Robert S. Kaplan, David P. Norton, 1996-08-02 The Balanced Scorecard translates a company's vision and strategy into a coherent set of performance measures. The four perspectives of the scorecard—financial measures, customer knowledge, internal business processes, and learning and growth—offer a balance between short-term and long-term objectives, between outcomes desired and performance drivers of those outcomes, and between hard objective measures and softer, more subjective measures. In the first part, Kaplan and Norton provide the theoretical foundations for the Balanced Scorecard; in the second part, they describe the steps organizations must take to build their own Scorecards; and finally, they discuss how the Balanced Scorecard can be used as a driver of change.

**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, it 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.

*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.

The Strategy-Focused Organization Robert S. Kaplan, David P. Norton, 2000-09-13 The creators of the revolutionary performance management tool called the Balanced Scorecard introduce a new approach that makes strategy a continuous process, owned not just by top management but by everyone. In *The Strategy-Focused Organization*, Robert Kaplan and David Norton share the results of ten years of learning and research into more than 200 companies that have implemented the Balanced Scorecard. Drawing from more than twenty in-depth case studies, including Mobil, CIGNA, and AT T Canada, Kaplan and Norton illustrate how Balanced Scorecard adopters have taken their groundbreaking tool to the next level. These organizations have used the scorecard to create an entirely new performance management framework that puts strategy at the center of key management processes and systems. Kaplan and Norton

articulate the five key principles required for building strategy focused organizations 1 translate the strategy into operational terms 2 align the organization to the strategy 3 make strategy everyone s everyday job 4 make strategy a continual process and 5 mobilize change through strong effective leadership The authors provide a detailed account of how a range of organizations in the private public and nonprofit sectors have deployed these principles to achieve breakthrough sustainable performance improvements

**Balanced Scorecard** Nils-Göran Olve,Anna Sjöstrand,2006-04-24 The fast track route to understanding and implementing the balanced scorecard in your business It covers the key aspects of the balanced scorecard from using it to develop the company s strategy and relating it to existing control systems to setting goals and monitoring progress It gives examples and lessons from some of the worlds most successful businesses including Ricoh Xerox and Ericsson Enterprise and ideas from the smartest thinkers including Robert S Kaplan and David P Norton It includes and glossary of key concepts and a comprehensive resources guide

*Balanced Scorecard Step-by-Step* Paul R. Niven,2002-10-01 This book explains how an organization can measure and manage performance with the Balanced Scorecard methodology It provides extensive background on performance management and the Balanced Scorecard and focuses on guiding a team through the step by step development and ongoing implementation of a Balanced Scorecard system Corporations public sector agencies and not for profit organizations have all reaped success from the Balanced Scorecard This book supplies detailed implementation advice that is readily applied to any and all of these organization types Additionally it will benefit organizations at any stage of Balanced Scorecard development Regardless of whether you are just contemplating a Balanced Scorecard require assistance in linking their current Scorecard to management processes or need a review of their past measurement efforts *Balanced Scorecard Step by Step* provides detailed advice and proven solutions

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 *Pro les 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 Success: The Kaplan-Norton Collection (4 Books) Robert S. Kaplan, David P. Norton, 2015-12-22 This collection highlights the most important ideas and concepts from Robert S Kaplan and David P Norton authors of The Balanced Scorecard a revolutionary performance measurement system that allows organizations to quantify intangible assets such as people information and customer relationships Also included are Strategy Maps which enables companies to describe the links between intangible assets and value creation with a clarity and precision never before possible The Execution Premium which describes a multistage system to help companies to gain measurable benefits from carefully formulated business strategy and The Strategy Focused Organization which introduces a new approach to make strategy a continuous process owned not just by top management but by everyone      **Balanced Scorecard Strategy For Dummies** Charles Hannabarger, Frederick Buchman, Peter Economy, 2011-02-09 A practical easy to understand guide to Balanced Scorecard for busy business leaders The Balanced Scorecard method is an analysis technique designed to translate an organization s mission and vision statement and overall business strategies into specific quantifiable goals and to monitor the organization s performance in achieving these goals Much less technology driven than other analysis approaches it analyzes an organization s overall performance in four regards financial analysis customer service productivity and internal analysis and employee growth and satisfaction Balanced Scorecard Strategy For Dummies breaks down the basics of Balanced Scorecard in simple language with practical Dummies style guidance on getting it done This book covers all the basics of Balanced Scorecard for busy executives and managers and does it without the high price tag of most professional level Balanced Scorecard guides

**Beyond the Balanced Scorecard** Mark Graham Brown, 2007-01-12 Improve the Health of Your Organization by Using the Right Metrics The vast majority of companies use some form of balanced scorecard to measure performance measure yet recent research suggests that most scorecards are based on singular unsophisticated measurements providing flawed data on the state of the organization Beyond the Balanced Scorecard Improving Business Intelligence with Analytics by Mark Graham Brown provides managers with the right metrics for evaluating important aspects of performance that are not accurately tracked by most companies and government organizations Leaders will learn how to objectively measure Relationships with Customers Employee Satisfaction External Business Environment Supplier Vendor performance Strategy and Financials This book will show you how to construct a performance index as well as provide you with example metrics of various aspects of performance that are difficult to measure      *Balanced Scorecard Evolution* Paul R. Niven, 2014-07-17 The best plan is useless without effective execution The future of business has become so unpredictable that your five year plan may be irrelevant next week To succeed in the modern market you must constantly assess your progress and adapt on the fly Agility flexibility continual learning and adaptation are the new rules of business success A differentiating strategy is crucial but it will only lead to competitive advantage if you execute it flawlessly You ll succeed only if you have the right insight for

strategic planning and the agility to execute your plan **Balanced Scorecard Evolution A Dynamic Approach to Strategy Execution** provides the latest theory and practice from strategic planning change management and strategy execution to ensure your business is flexible future ready and primed for exceptional execution Author Paul R Niven guides you through the new principles of The Balanced Scorecard and shows you how to apply them to your planning and strategy execution endeavors Read case studies that illustrate the theory and practice of strategic agility and execution Learn how to create the objectives measures targets and strategic initiatives that can make your plan a reality Use the latest change management techniques to boost strategy execution success Gain the knowledge and tools you need to face your challenges head on Motivate your employees to change behaviors toward plan accommodation Making a plan isn't enough You must actually take steps to implement your plan and this requires excellent leadership skills Change can be hard and your organization may be resistant **Balanced Scorecard Evolution A Dynamic Approach to Strategy Execution** provides everything you need to make things happen **Balanced Scorecard** Paul R. Niven, 2011-01-04 This book provides an easy to follow roadmap for successfully implementing the Balanced Scorecard methodology in small and medium sized companies Building on the success of the first edition the Second Edition includes new cases based on the author's experience implementing the balanced scorecard at government and nonprofit agencies It is a must read for any organization interested in achieving breakthrough results Balanced Scorecard Step-by-Step for Government and Nonprofit Agencies Paul R. Niven, 2003-06-03 The Balanced Scorecard is the leading methodology for implementing performance management systems and improving efficiency Focusing directly on the public and not for profit sectors this book helps these organizations overcome the unique challenges they face when implementing a Balanced Scorecard Guides government and nonprofit organizations through the implementation of a performance management system using the Balanced Scorecard Authors bring a wealth of implementation knowledge and experience to this book leading to hands on practical guidance and tips to that ensure success Identifies and tackles head on the serious obstacles unique to the world of government and nonprofits in implementing the balanced scorecard methodology Includes action plans to walk the reader through specific implementation challenges *Controlling and Berlin Balanced Scorecard Approach* Wilhelm Schmeisser, Lydia Clausen, Rebecca Popp, Carsten Ennemann, Olaf Drewicke, 2012-09-17 The Harvard Balanced Scorecard model by Kaplan and Norton wishes to make strategies communicable and more manageable for companies across all management levels within the company To this effect the balanced scorecard is a qualitative controlling or performance management instrument **Managing and Measuring Employee Performance** Elizabeth Houldsworth, Dilum Jirasinghe, 2006 As performance management becomes better integrated into businesses attitudes and approaches to it are evolving Through case studies and detailed practice examples from leading international organizations this text addresses the increasing demand for managers in all sectors to manage and measure staff performance **The Balanced Scorecard** Robert S. Kaplan, David P. Norton, 2000

Performance Drivers Nils-Göran Olve, Jan Roy, Magnus Wetter, 2001-05-08 A Practical Guide to Using the Balanced Scorecard performance drivers Nils Goran 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* Mike Bourne, Pippa Bourne, 2007 Whether you are finding your way as a manager or you want to enhance the skills you already have the Instant Manager series is exactly what you need Written by leading experts they are inexpensive concise but above all authoritative guides to the subject at hand The portable format allows you to carry the book easily to fit learning and development into your busy worklife Based on the 10 most FAQs each chapter ends with a quick tip that can be taken on board immediately A handy tear out card covering the most salient points allows you to carry the expertise with you wherever you go The Balanced Scorecard has gained attention steadily over the last 15 years and is becoming more mainstream as a strategy management tool Instant Manager Balanced Scorecard includes coverage of the following What the Balanced Scorecard is The strengths and weaknesses of this approach to performance management How to design and implement appropriate measures How to use the measures to manage Alternative approaches to performance measurement backed by the authority of the Chartered Management Institute this is an essential addition to the manager s library

**Balanced Scorecard** Ade Asefeso MCIPS MBA, 2013-06-18 The balanced scorecard is a strategic planning and management system that is used extensively in business and industry government and non profit

organizations worldwide to align business activities to the vision and strategy of the organization improve internal and external communications and monitor organization performance against strategic goals The key problem identified in business is that many companies tended to manage their businesses based solely on financial measures While that may have worked well in the past the pace of business in today s world requires more comprehensive measures Though financial measures are necessary they can only report what has happened in the past where a business has been but not where it is headed It is like driving a car by looking in the rear view mirror

### **Balanced Scorecard Diagnostics** Paul R.

Niven,2005-04-01 The complete guide to analyzing and maximizing a company s balanced scorecard Presenting the next step for balanced scorecard implementation Balanced Scorecard Diagnostics provides a step by step methodology for analyzing the effectiveness of a company s balanced scorecard and the tools to reevaluate balanced scorecard measures to drive maximum performance CEOs CFOs CIOs vice presidents department managers and business consultants will find all the essential tools for analyzing a balanced scorecard methodology to determine if it s running at maximum performance and for seamlessly implementing changes into the scorecard Paul R Niven San Marcos CA is President of the Senalosa Group a consulting firm exclusively dedicated to helping businesses get best in class performance He is the author of two successful books Balanced Scorecard Step by Step 0 471 07872 7 and Balanced Scorecard Step by Step for Government and Nonprofit Agencies 0 471 42328 9 both from Wiley

### **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



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