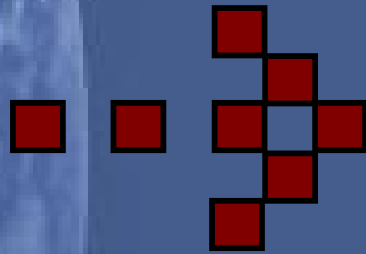


**CEO Seminars**

Executive Action Learning Seminars

CEO Club  
Executive Courses



**International  
Institute of  
Management**



Executive Education Courses

**Harvard Balanced Scorecard Review**

Med Jones



Здравствуйते

こんにちは

سلام

*Howdy*

你好

नमस्ते

Ciao

*Hola*

您好



여보세요

*Hallo*

*Guten Tag*

مرحباً

וּלְהַ!

*Salut*

Obrigado

Xin chào



# IIM Open Courseware (OCW)

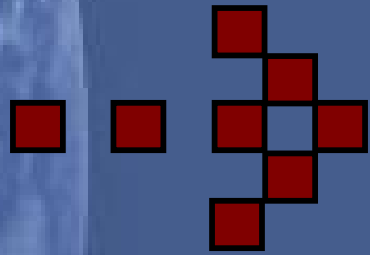
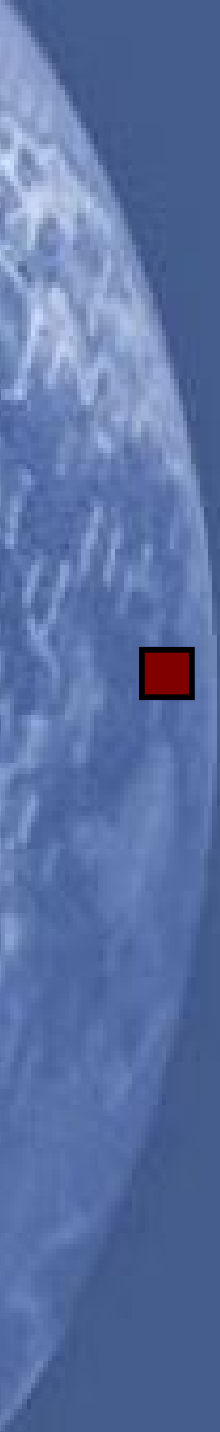
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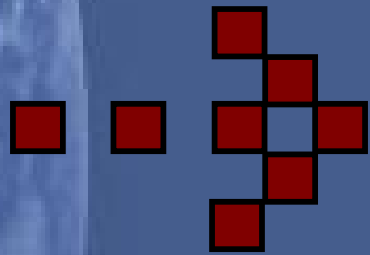
# *Strategy*



*Harvard*  
*Balanced Scorecard (BSC)*

---

**Strategy Alignment &  
Performance Measurement Tool**



# *Executive Challenge*

**Business Strategy  
Alignment & Performance Control**



# Strategy Execution

- In the 1980s, less than 10% of the strategies were successfully implemented -- Corporate Strategies under Fire - Fortune Magazine 1999
- In about 70% of the cases the real problem isn't bad strategy, but bad execution -- Why CEO's Fail, Fortune 1999
- The ability to execute strategy was more important than the quality of the strategy itself - 275 managers (E&Y research, 1998)



# Strategy Failures

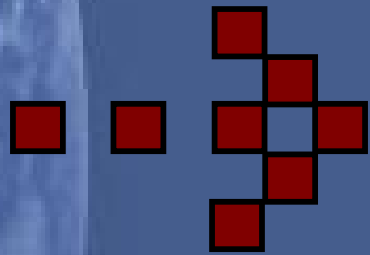
- According to IIM Research, the 5 most common reasons for strategy failure are:
  1. Wrong information or strategy to start with (12%)
  2. Inadequate implementation plans (21%)
  3. Inadequate measurement and control (26%)
  4. Change management (26%)
  5. Leadership (power, politics, style...). (15%)



# Behavioural Factors

- 18 behavioural factors have the greatest impact on the successful implementation and use of measurement systems. Behaviours split into 5 categories:
  - Management understanding
  - Management attitude
  - Alignment
  - Organisational Culture
  - Performance Management System Focus

de Waal (2002), *Quest for Balance*, John Wiley & Sons



# *The Solution*

## Harvard Balanced Scorecard (BSC)



# Harvard Balanced Scorecard (BSC)

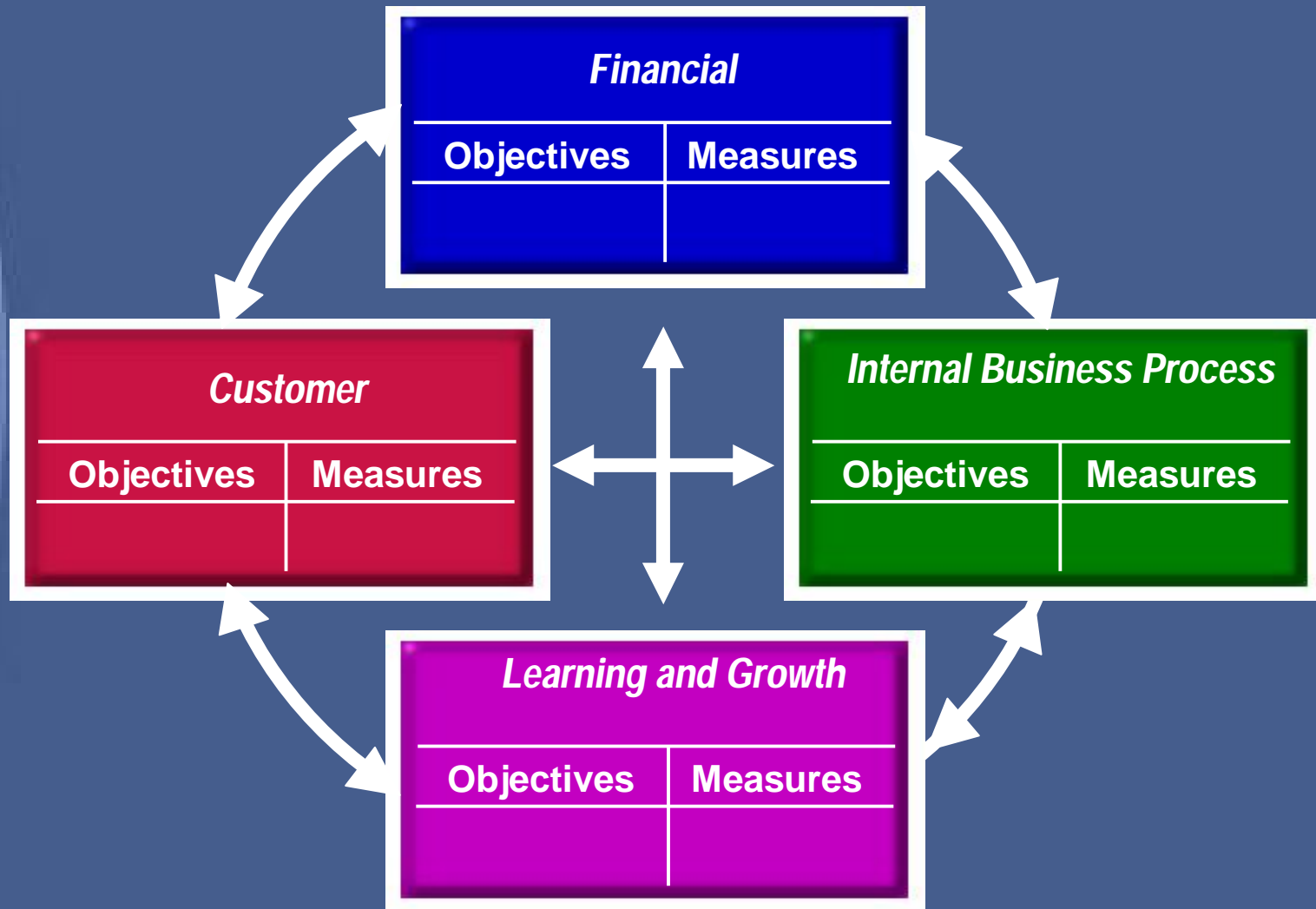
- Kaplan and Norton developed the balanced scorecard in the early 90's, which became a Fortune 500's management best practice in 2000s
- Their Thinking:
  - Traditional financial measures are not enough to formulate and control strategy. Financial measures should be supplemented with 3 new measures concerning customer satisfaction, internal processes, the ability to innovate (solve problems and produce new products and services)
  - These additional metrics would drive the organization towards its strategic goals while keeping all four perspectives in balance



# Harvard Balanced Scorecard (BSC)

- A method of implementing a business strategy by translating it into a set of performance measures derived from strategic goals that allocate rewards to executives and managers based on their success at meeting or exceeding the performance measures. -(Source: Kaplan & Norton, 1996)
- BSC 4 Dimensions
  1. Financial: Shareholders metrics?
  2. Customer: Customers metrics?
  3. Internal Business Process: Excellence metrics?
  4. Employee and Organization: Continual growth, innovation and value metrics?

# Strategy Formulation





# Harvard Balanced Scorecard

## Customer

Market share, new customer acquisition, customer satisfaction index, customer profitability, customer retention...

## Financial

Revenue, growth%, gross margins, operating income, net margin, EPS, cash flow, ROI,

## Learning & Growth

Employee: training, retention, employee satisfaction index, IS knowledgebase utility, IS collaborative activity

## Sample Metrics

### Internal Business Process

Innovation: % of sales from new products.

Operations: order processing time, delivery time, number of errors. product returns, SLAs.



# Strategy-Focused Organization *Kaplan, PMA 2002*

## TRANSLATE STRATEGY

- Mission / Vision
- Strategy Maps
- Balanced Scorecard
- Targets
- Initiatives

## EXECUTIVE LEADERSHIP

- CEO Sponsorship
- Executive Team Engaged
- “New Way of Managing”
- Accountable for Strategy
- A Performance Culture



## BALANCED SCORECARD

## ORGANIZATION ALIGNMENT

- Corporate Role
- Corporate - SBU
- SBU - Shared Services
- External Partners

## STRATEGY IS EVERYONE'S JOB

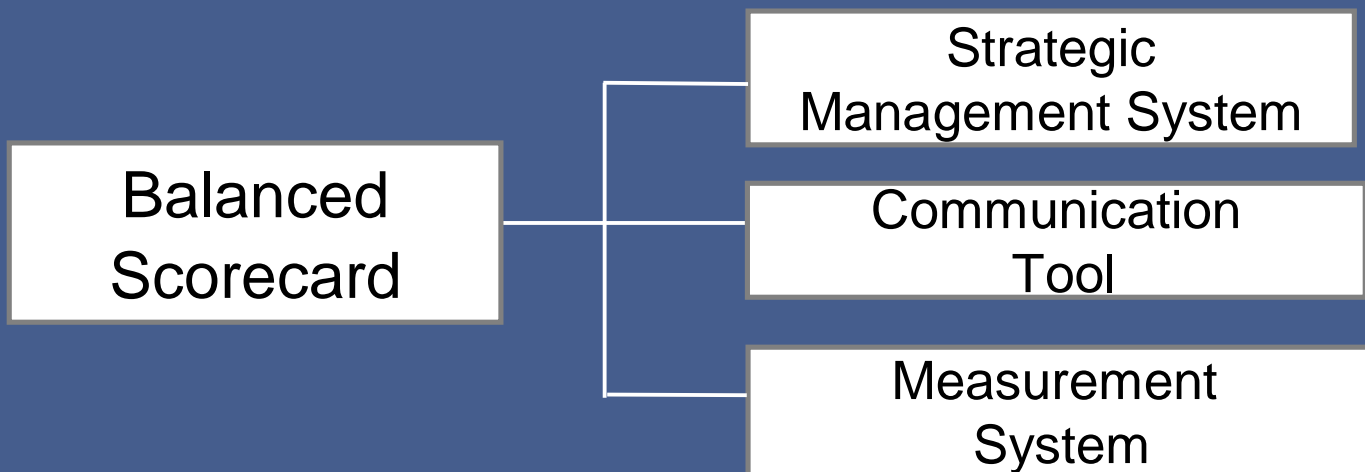
- Strategic Awareness
- Goal Alignment
- Linked Incentives

## STRATEGY IS A CONTINUAL PROCESS

- Linked to Budgeting
- Linked to Ops. Mgmt.
- Management Meetings
- Feedback System
- Learning Process



# Uses of BSC





# *Who Uses the BSC?*

## Sample List

- AT&T
- Chase Bank
- CIGNA
- City of Charlotte
- Duke Children's Hospital
- Fannie Mae
- GTE
- Halliburton
- Mobile Oil
- Sears
- Shell Oil
- State of Washington
- United Parcel Service UPS
- U.S. Dept. of Energy
- U.S. Dept. of Transportation
- United Way of New England



# Does It Work?

*Survey of 500 Balanced Scorecard users ....*

	Breakthrough Results	Some Progress	No Results
Executive Team has created a sense of urgency	84%	53%	20%
Strategy translated to a strategy map and Balanced Scorecard	84%	41%	0%
Corporate/Business Unit measures are linked & aligned	72%	39%	0%
Employees are aware of the strategy	56%	32%	0%
Individual and team goals are aligned with the strategy	42%	26%	0%
The BSC is an integral part of the strategic planning process	100%	40%	0%
The budget is driven by the strategy	42%	29%	0%

*Kaplan, PMA 2002*



# Don't Balance The Scorecard!

## BSC Implementation Pitfall and Limitations:

- Cut the jacket to fit the person, do not cut the person to fit the jacket!
- Balanced Scorecard should not be balanced. Success factors are not equal and their relationships are not linear. Trying to balance the Scorecard will lead to confusion, conflict and lack of focus
- Insufficient cause-and-effect relationships and performance drivers
- Conflict of interests (Different stakeholders want different things)
- Measuring intangible assets (information and human capital) is difficult
- BSC does not address
  - Misinformation or lack of information in strategy formulation
  - Does not address feedback loops for control
  - Change management
  - Leadership



# References & Useful Resources

- Balanced Scorecard, Kaplan & Norton
- “Analysis of Causal Relations and Incentives at Hilton Hotels,” Campbell, D. and V. G. Narayanan
- Principles of a Strategy Focused Organisation - Kaplan
- Behavioural Factors for Successful PMS Use - Andre De Waal



# Questions?



Спасибо

*Gracias*

Grazie

متشكراً

ありがとう  
ございます

धन्यवाद

*Merci*

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*Danke*

谢谢

너를 감사하십시오

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*Howdy*

*Thank you*

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אנא בדוק האם המלה

Cảm ơn