



37 Balanced Scorecard Kaplan Norton

Balanced Scorecard Success: The Kaplan-Norton Collection (4 Books) The Balanced Scorecard The Strategy-Focused Organization The Balanced Scorecard Alignment The Balanced Scorecard Summary: The Balanced Scorecard Balanced Scorecard A Handbook of Corporate Governance and Social Responsibility Strategy Maps Controlling and Berlin Balanced Scorecard Approach The Balanced Scorecard. A Critique Performance Drivers Kaplan and Norton on Strategy Management Supply Chain Management More with Less Business Business Process Change Robert Kaplan and David Norton Balanced Scorecards als Steuerungsinstrument im Medienbereich Robert S. Kaplan Robert S. Kaplan Robert S. Kaplan Robert S. Kaplan Robert S. Kaplan Businessnews Publishing Nils-Göran Olve Güler Aras Robert S. Kaplan Wilhelm Schmeisser Philippe-Artus Hoerle Nils-Göran Olve Robert S. Kaplan Ralf Hieber B. Marr  Paul Harmon Institute of Management Foundation Christina Sturm

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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

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

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

most organizations consist of multiple business and support units each populated by highly trained experienced executives but often the efforts of individual units are not coordinated resulting in conflicts lost opportunities and diminished performance robert s kaplan and david p norton argue that the responsibility for this critical alignment lies with corporate headquarters in this book the authors apply their revolutionary balanced scorecard management system to corporate level strategy revealing how highly successful enterprises achieve powerful synergies by explicitly defining corporate headquarters role in setting coordinating and overseeing organizational strategy based on extensive field research in organizations worldwide alignment shows how companies can build an enterprise level strategy map and balanced scorecard that clearly articulate the enterprise value proposition how the enterprise creates value above that achieved by individual business units operating alone the book provides case studies actionable frameworks and sample scorecards that show how to align business and support units boards of directors and external partners with the corporate strategy and create a governance process that will ensure that alignment is sustained the next breakthrough in strategy execution from the field's premier thinkers alignment shows how today's companies can unlock unrealized value from enterprise synergies

kaplan accounting harvard and norton president of renaissance solutions inc created the balanced scorecard to assist businesses in moving from ideas to action achieving long term goals and obtaining feedback about strategy the balanced scorecard consists of four sections clarifying and translating vision and strategy communicating and linking strategic objectives and measures planning setting targets and aligning strategic initiatives and enhancing strategic feedback and learning because the writing is technically oriented and somewhat detailed this work is geared toward scholars and high level business planners however its clear organization makes reading and understanding the concepts much easier recommended for upper level and graduate business students and senior practitioners in the strategic planning field

the must read summary of robert s kaplan and david p norton's book the balanced scorecard translating

strategy into action this complete summary of the ideas from robert s kaplan and david p norton s book the balanced scorecard shows that the balanced scorecard is a new business management system which links the achievement of long term strategic goals with day to day operational requirements it combines traditional financial measures of success which are lagging indicators because they always measure past performance with initiatives designed to generate business in the future represented by leading indicators in their book the authors explain how you can build a balanced scorecard and how you can use it as a strategic management system this summary provides all the tools you need to create a balanced scorecard and turn your strategy into concrete action added value of this summary save time understand key concepts expand your knowledge to learn more read the balanced scorecard and discover the revolutionary tool that will change the way you measure and manage your business

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

written by experts from all over the world a handbook of corporate governance and social responsibility is the most authoritative single volume guide to the relationship between good governance and social responsibility and the reality of managing both in addition to the theory and practice of governance and csr the book includes case studies from large and small organizations and ngos

the authors of the balanced scorecard and the strategy focused organization present a blueprint any organization can follow to align processes people and information technology for superior performance

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

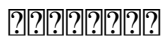
bachelor thesis from the year 2005 in the subject business economics business management corporate governance grade 1 0 anglia ruskin university language english abstract in today s business environment measuring business performance is a matter of life and death within any organisation compare ittner 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

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

supply chain management is emerging as one of the most powerful logistics management concepts for improving performance across the entire logistics network companies that have already streamlined their internal business process are now working to realise further savings by improving the external business relationships within the more and more complex linked value adding business processes in logistics networks although the benefits of scm are well known in industry until now companies have only put this concept into practice in a limited way therefore the newly developed integral model of collaborative performance measurement in this book will make a contribution towards easing and supporting improvements in supply chain management as well as giving specific guidelines for its implementation furthermore the author provides newly developed key performance indicators that enable the measurement of the performance of co operation across the extended enterprise in a supply chain environment based on case studies the integral model in close connection to the scor model was applied and has proven its applicability in industrial practice this book presents a rich variety of concepts and methods for industrial engineers business managers engineers and consultants as well as success stories in supply chain management

public sector organizations are about to enter one of the most challenging environments they have ever had to face as they bear much of the cost of the credit crunch this timely book shows public sector leaders what they need to understand in order to be able to cope with these challenges



business process change a business process management guide for managers and process professionals fourth edition provides a balanced view of the field of business process change bestselling author and renowned expert in the field paul harmon offers concepts methods cases for all aspects and phases of successful business process improvement students and professionals alike will benefit from the comprehensive coverage and customizable integrated approach to broad business process management that focuses on improving efficiency and productivity in this updated edition particular attention is paid to the impact of disruptive technology on business and the need for agile transformation covers business process management systems and the integration of process redesign and six sigma explores how different process elements fit together including the human aspects of process redesign presents best practice methodologies that can be applied and tailored to an organization s specific needs offers invaluable detailed case studies demonstrating how these key methods are implemented

studienarbeit aus dem jahr 2006 im fachbereich medien kommunikation medienökonomie management note 1 7 universität zu köln institut für rundfunkökonomie veranstaltung hauptseminar zur rundfunkökonomie im ws 06 07 ausgewählte aspekten des managements von rundfunkunternehmen 26 quellen im literaturverzeichnis sprache deutsch abstract im zuge der digitalisierung stehen tv anbieter zunehmend wettbewerbern aus anderen branchen gegenüber die zunahme multimedialer angebote verschärft die wettbewerbssituation auf den rezipienten und werbemärkten so dass rundfunkanbieter gezwungen sind mit kostensenkungen und sparprogrammen auf den zunehmenden wettbewerbsdruck zu reagieren medienunternehmen sehen zunehmend die wichtigkeit des controllings und setzen dazu unter anderem verstärkt controlling instrumente ein kaplan und norton sind der meinung dass bestehende managementsysteme zu stark auf finanzielle kennzahlen ausgerichtet und damit vergangenheitsbezogen sind sie entwickelten im jahr 1992 das konzept der balanced scorecard da unternehmen steuerungsinstrumente benötigen welche die strategie des unternehmens berücksichtigen und dabei kritische erfolgskriterien wie innovation fähige prozesse und mitarbeiter know how messbar machen in der vorliegenden arbeit wird in einem ersten teil die idee und grundkonzeption der balanced scorecard nach kaplan und norton vorgestellt in kapitel 3 wird das controlling instrument bsc auf medienunternehmen übertragen genauer auf den öffentlich rechtlichen rundfunk dabei wird eine möglichkeit aufgezeigt wie sich die bsc branchenindividuell anpassen lässt darüber hinaus wird in kapitel 4 das unternehmen schweizer fernsehen vorgestellt welches die balanced scorecard als controlling instrument anwendet

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