

*Aligning IT with Corporate Strategy*

# IMPLEMENTING THE IT BALANCED SCORECARD

Jessica Keyes



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# Implementing The It Balanced Scorecard

**Christoper Dewangga Pramudita**



## Implementing The It Balanced Scorecard:

**Implementing the IT Balanced Scorecard** Jessica Keyes, 2005-02-28 The goals of an IT balanced scorecard include the alignment of IT plans with business objectives the establishment of measures of IT effectiveness the directing of employee efforts toward IT objectives the improved performance of technology and the achievement of balanced results across stakeholder groups CIOs CTOs and other technical managers can achieve these goals by considering multiple perspectives long and short term objectives and how the IT scorecard is linked to other scorecards throughout their organizations

**Implementing the IT Balanced Scorecard Aligning IT with Corporate Strategy** lays the groundwork for implementing the scorecard approach and successfully integrating it with corporate strategy This volume thoroughly explains the concept of the scorecard framework from both the corporate and IT perspectives It provides examples case histories and current research for critical issues such as performance measurement and management continuous process improvement benchmarking metrics selection and people management The book also discusses how to integrate these issues with the four perspectives of the balanced scorecard customer business processes learning and innovation and financial

**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

**Alignment** Robert S. Kaplan, David P. Norton, 2006 The creators of the Balanced Scorecard apply their proven approach to corporate level strategy and offer a framework for aligning all of a company s individual business units with the organizations overall strategy to ensure optimal business performance

*Evaluation of the Relationship between the Implementation of Sustainability Balanced Scorecard (SBSC) and the Stock Performance* Christoper Dewangga Pramudita, 2019-12-02 Master s Thesis from the year 2019 in the subject Business economics Controlling grade 2 0 University of Applied Sciences Brandenburg course Finance Controlling Accounting language English abstract In this paper the goals will be emphasized on how the Balanced Score card BSC can be improved towards a Sustainability Balanced Scorecard SBSC and used Furthermore the correlation between the Implementation of Sustainability Balanced Scorecard SBSC and the Stock Performance in Study Case of DAX 30 Companies Performance between 2016 and 2018 would be theoretical evaluated and statistically tested Nowadays the term sustainability has become popular among companies to implicate social economic and environmental pillars to their strategy and management of the company Today companies should not only focus on their profits but they are also forced to concern about other issues such as social economic and environmental Unfortunately many companies still do not know how to implement or measure its outcomes

Therefore this academic paper might be helpful to assist especially managers to implement the concept of Sustainability Balanced Scorecard SBSC as strategic controlling for their long term success However these issues would be a challenge for all managers who in general have role for planning organizing leading and controlling so that they need a tool such as Sustainability Balanced Scorecard which might be supporting them Moreover having concern to other issues above and inserting them into the concept of Balanced Scorecard which is in general consisting of four perspectives such as finance customer internal process and learning growth it might become a challenge because they probably need to spend extra more money for doing that and it might affect to their profit

The Balanced Scorecard Robert S. Kaplan, David P. Norton, 1996

Here is the book by the recognized architects of the Balanced Scorecard that shows how managers can use this revolutionary tool to mobilize their people to fulfill the company's mission More than just a measurement system the Balanced Scorecard is a management system that can channel the energies abilities and specific knowledge held by people throughout the organization toward achieving long term strategic goals Kaplan and Norton demonstrate how senior executives in industries such as banking oil insurance and retailing are using the Balanced Scorecard both to guide current performance and to target future performance They show how to use measures in four categories financial performance customer knowledge internal business processes and learning and growth to align individual organizational and cross departmental initiatives and to identify entirely new processes for meeting customer and shareholder objectives The authors also reveal how to use the Balanced Scorecard as a robust learning system for testing gaining feedback on and updating the organization's strategy Finally they walk through the steps that managers in any company can use to build their own Balanced Scorecard The Balanced Scorecard provides the management system for companies to invest in the long term in customers in employees in new product development and in systems rather than managing the bottom line to pump up short term earnings It will change the way you measure and manage your business

Creating a Balanced Scorecard for a Financial Services Organization Naresh Makhijani, James Creelman, 2011-07-20

How to tap the power of the balanced scorecard for financial services organizations Designed to help financial services organizations build and implement the strategic management framework known as the balanced scorecard Creating a Balanced Scorecard for a Financial Services Organization is the book you need to ensure accountability transparency and risk management in your enterprise The financial crisis revealed the many shortcomings of the industry but with this book in hand you can make the most of the mistakes of the past to build a better stronger business that balances both short and long term goals Rich in the latest theoretical thinking and incorporating case studies that show the balanced scorecard system in action the book covers both financial and non financial performance perspectives in one comprehensive volume Written by two leading practitioners with years of real life experience the book is the definitive step by step guide to implementing the balanced scorecard throughout your organization aligning your whole business with your strategic goals Includes everything you need to improve performance

transparency accountability governance procedures risk management and more for financial services organizations of any kind Packed with expert advice and case studies that show the ideas presented in action Written by leading experts who have successfully implemented the balanced scorecard system in their own companies Accessible and in depth Creating a Balanced Scorecard for a Financial Services Organization is the book you need to improve your business *Scorecard Best Practices* Raef Lawson, Denis Desroches, Toby Hatch, 2007-10-05 Scorecard Best Practices Design Implementation and Evaluation expertly shows you how to bridge the gap between Scorecard theory and application through hands on experiences and useful case studies It is the one stop resource you will turn to for the latest tools and know how to implement corrective changes Whether you are a CEO CFO CIO vice president or department manager Scorecard Best Practices is the book you will keep at your fingertips to get your company running at maximum performance

**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 The Balanced Scorecard as Strategic Controlling Instrument. Introducing the Indicators-based BSC for Implementation of a Corporate Strategy from Four Different Perspectives Christoper Dewangga Pramudita, 2016-08 Nowadays many companies should not only discuss about how to obtain profits from their products They should also be

forced to use any other aspect that has the ability to increase the impact for their long term success Examples are discussing about the quality of their products the relationship between them and their customers and employees the production process as well as marketing Those are the challenges for all managers who are not only struggling to achieve their company s targets high profits but also to achieve customers employees and stakeholders satisfaction Therefore managers need to seek out an approach which is able to help them finishing their tasks and involves all the aspects mentioned Nevertheless it is not easy to reconcile conflicting demands of individual interest groups The concept of the balanced scorecard BSC is one of the modern approaches to handle these challenges The balanced scorecard is the main topic of this book More precisely it explains the benefits of introducing the indicators based balanced scorecard as a strategic controlling instrument for implementation of a corporate strategy from four different perspectives financial customer internal business process as well as learning and growth perspective

*Implementation of an IT Balanced Scorecard* Peter Hirschbichler, 2011-01-28 Master s Thesis from the year 2009 in the subject Business economics Business Management Corporate Governance grade 1

University of Salzburg International Executive MBA General Management Upgrade language English abstract Information technology IT plays a major role in today s companies Although in most firms IT does not generate the core customer value itself it rather supports creating additional customer value or enables cost efficiency of business processes This is why IT departments are viewed in most cases as service centres of companies providing a defined set of services for as low costs as possible But service centres should still strive to provide only these services which are necessary for supporting the company s strategy In the beginning of information technology IT departments defined the quality and quantity of services provided for the firm Also innovations concerning IT evolved mostly within the IT department This was because only IT staff has known the range of possibilities IT was able to offer A major problem of the IT department defining the quality of service was that many improvements have been made for the sake of IT only and have not been aligned to the strategy of the company Therefore many resources of a company have been wasted in IT departments However for today s businesses it is essential that IT enables only corporate strategies in order to remain effective Caused by the current financial crisis uncertain times for businesses are expected This makes strategy alignment and execution of IT departments even more significant in order to stay efficient and effective But a recent survey carried out by McKinsey Company shows that there are still enormous potentials for improving the performance of IT departments For example the survey shows that the basic services are met quite well by many IT departments but the big challenges for supporting the business still remain Also 67% of all respondents of the survey chief information officers and senior executives think that the business and IT strategy are not tightly integrated in their company cf McKinsey 2008 Consequently strategy alignment of business and IT as well as strategy execution are not simple tasks Processes which are supporting the strategy effectively have to be defined and controlled constantly Controlling tangible assets which affect the strategy might turn out to be fairly complex controlling intangible

assets is even more difficult      **Implementing the Project Management Balanced Scorecard** Jessica Keyes,2010-07-20 Business managers have long known the power of the Balanced Scorecard in executing corporate strategy Implementing the Project Management Balanced Scorecard shows project managers how they too can use this framework to meet strategic objectives It supplies valuable insight into the project management process as a whole and provides detailed explanation

**Essentials of Balanced Scorecard** Mohan Nair,2004-05-03 Balanced scorecard is a widely recognised and accepted performance measurement tool that is currently used in thousands of organisations around the world This book will help to implement the organisations balanced scorecard strategies into action by defining performance objectives measures and targets in four linked and balanced perspectives Financial Customer Internal Process and Employee Learning and Growth Explains what balanced scorecard is and addresses the challenges and solutions for its implementation Addresses the concerns of the mid to small corporation as well as the emerging business Each chapter provides tips and techniques as well as real world examples

**Handbook of Operations Research and Management Science in Higher Education** Zilla Sinuany-Stern,2021-09-09 This handbook covers various areas of Higher Education HE in which operations research management science OR MS techniques are used Key examples include international comparisons university rankings and rating academic efficiency with Data Envelopment Analysis DEA formulating academic strategy with balanced scorecard budgeting and planning with linear and quadratic models student forecasting E learning evaluation faculty evaluation with questionnaires and multivariate statistics marketing for HE analytic and educational simulation academic information systems technology transfer with systems analysis and examination timetabling Overviews case studies and findings on advanced OR MS applications in various functional areas of HE are included      [ECIE 2018 13th European Conference on Innovation and Entrepreneurship](#) Professor Carlos Costa,Dr. Manuel Au-Yong-Oliveira,Dr. Marlene Paula Castro Amorim,2018-09-20

*Proceedings of the 10th International Conference on Intellectual Capital, knowledge Management and Organisational Learning* Dr Annie Green,2013-01-09      **GeNeDis 2018** Panayiotis Vlamos,2020-05-28 The 3rd World Congress on Genetics Geriatrics and Neurodegenerative Disease Research GeNeDis 2018 focuses on recent advances in genetics geriatrics and neurodegeneration ranging from basic science to clinical and pharmaceutical developments It also provides an international forum for the latest scientific discoveries medical practices and care initiatives Advanced information technologies are discussed including the basic research implementation of medico social policies and the European and global issues in the funding of long term care for elderly people

**Mastering the SAP Business Information Warehouse** Kevin McDonald,Andreas Wilmsmeier,David C. Dixon,W. H. Inmon,2002-10-02 This book is insightful and thought provoking for even the most seasoned SAP BW individual Richard M Dunning Chair American SAP Users Group Written by the leading experts in the field this comprehensive guide shows you how to implement the SAP Business Information Warehouse BW and create useful applications for business analysis of company wide data You ll quickly

learn how to design build analyze and administer the data and information in the SAP BW component The authors present the material in a way that reflects the process an organization goes through during a software implementation They begin with an introduction to the fundamentals of data warehousing and business intelligence helping you determine if SAP BW is right for your organization The book then focuses on the business content and options available when trying to deliver value from the data stored in the SAP BW And it includes a methodology for implementing the BW such as data modeling and techniques for capturing and transforming data With this book you ll discover the options available in SAP BW 3 0 and explore a new way to drive business performance It will show you how to Tackle such challenges as eliminating poor data quality Develop an information model in order to properly deploy SAP BW Utilize ETL data storage information access analysis and presentation services Schedule monitor archive and troubleshoot data loads Effectively plan and manage the performance of a data warehouse The companion Web site provides useful guides and templates for configuring your system industry case studies and additional updates

**Perspectives of Management Accounting for Sustainable Business Practices** Oncioiu, Ionica, 2022-06-30 In the 21st century management accounting gains new dimensions expanding its research area Additionally management of sustainable performance is one of the phenomena faced by the current business environment and in particular management corporations The focus of management on profitability remains the main objective of any company but it must also take into account the sustainability of social economic and environmental aspects Under these circumstances managerial decisions must be adjusted and strongly substantiated considering the information required by internal and external stakeholders including financial reporting The information requirements of customers and other stakeholders are steadily increasing and some companies face certain problems in implementing the concept of sustainability and environmental reporting Perspectives of Management Accounting for Sustainable Business Practices proposes an interdisciplinary perspective and explores various theoretical and practical approaches to management accounting and its impact in the 21st century on different areas of activity It contrasts external financial accounting for government regulators and the investment community with internal management accounting for managers to leverage decision making Covering topics such as corporate social responsibility disclosure issues and performance analysis this premier reference source is an essential resource for business leaders and executives accountants financial controllers business analysts budgeting managers students and faculty of higher education librarians researchers and academicians

*Cost Management* Leslie G. Eldenburg, Susan K. Wolcott, Liang-Hsuan Chen, Gail Cook, 2016-03-28 Cost Management Measuring Monitoring and Motivating Performance Third Canadian Edition was written to help students learn to appropriately apply cost accounting methods in a variety of organizational settings To achieve this goal students must also develop professional competencies such as strategic critical thinking risk analysis decision making ethical reasoning and communication This is in line with the CPA curriculum and the content of this edition and the problem materials is mapped to



the CPA Many students fail to recognize the assumptions limitations behavioural implications and qualitative factors that influence managerial decision making The textbook is written in an engaging step by step style that is accessible to students The authors are proactive about addressing the challenges that instructors and students face in their teaching and learning endeavors They utilize features such as realistic examples real ethical dilemmas self study problems and unique problem material structured to encourage students to think about accounting problems and problem solving more complexly **The SAGE Encyclopedia of Quality and the Service Economy** Su Mi Dahlgaard-Park, 2015-05-29 Society globally has entered into what might be called the service economy Services now constitute the largest share of GDP in most countries and provide the major source of employment in both developed and developing countries Services permeate all aspects of peoples lives and are becoming inseparable from most aspects of economic activity Quality management has been a dominating managerial practice since World War II With quality management initially associated with manufacturing industries one might assume the relevance of quality management might decrease with the emergence of the service economy To the contrary the emergence of the service economy strengthened the importance of quality issues which no longer are associated only with manufacturing industries but are increasingly applied in all service sectors as well Today we talk not only about product or service quality but have even expanded the framework of quality to quality of life and quality of environment Thus quality and services have emerged in parallel as closely interrelated fields The Encyclopedia of Quality and the Service Economy explores such relevant questions as What are the characteristics nature and definitions of quality and services How do we define quality of products quality of services or quality of life How are services distinguished from goods How do we measure various aspects of quality and services How can products and service quality be managed most effectively and efficiently What is the role of customers in creation of values These questions and more are explored within the pages of this two volume A to Z reference work

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