# Alignment Using The Balanced Scorecard To Create Corporate Synergies

#### Robert S. Kaplan, David P. Norton

**Alignment** Robert S. Kaplan, David P. Norton, 2006 How to align all organisational units to the organisational strategy. Amplifies the ideas in the Balanced Scorecord and Strategy Maps.

Strategy Maps Robert S. Kaplan, David P. Norton, 2004 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 Strategy-focused Organization Robert S. Kaplan, David P. Norton, 2001 A Powerful New Approach to Performance Management from the Creators of the Balanced Scorecard In Today's business environment, strategy has never been more important. Yet research shows that most companies fail to execute strategy successfully. Behind this abysmal track record lies an undeniable fact: many companies continue to use management processes-top-down, financially driven, and tacticalthat were designed to run yesterday's organizations. Now, 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, Nova Scotia Power, and AT and T Canada-Kaplan and Norton illustrate how Balanced Scorecard adopters have taken their ground-breaking 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 to 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. Presenting a practical, proven framework steeped in rich case study experience, The Strategy-Focused Organization helps

solve a universal management problem-not just how to formulate strategy, but how to make it work. Building on one of the most revolutionary business ideas of our time, this important book shows how today's leaders can shape their own companies to meet the challenges and reap the rewards of a new competitive era.

Balanced Scorecard Step-by-Step Paul R. Niven, 2002-10-15 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.

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.

Time-Driven Activity-Based Costing Robert S. Kaplan, Steven R. Anderson, 2007-02-22 In the classroom, ABC looks like a great way to manage a company's resources. But many executives who have tried to implement ABC on a large scale in their organizations have found the approach limiting and frustrating. Why? The employee surveys that companies used to estimate resources required for business activities proved too time-consuming, expensive, and irritating to employees. This book shows you how to implement time-driven activity-based costing (TDABC), an easier and more powerful way to implement ABC. You can now estimate directly the resource demands imposed by each business transaction, product, or customer. The payoff? You spend less time and money obtaining and maintaining TDABC data—and more time addressing problems that TDABC reveals, such as inefficient processes, unprofitable products and customers, and excess capacity. The authors also show how to use TDABC to link strategic planning to operational budgeting, to enhance the due diligence process for mergers and acquisitions, and to support continuous improvement activities such as lean management and benchmarking. In presenting their model, the authors define the two questions required to build TDABC: 1) How much does it cost per time unit to supply resource capacity for each business process? 2) How much resource capacity (time) is required to perform work for a company's many transactions, products, and customers? The book demonstrates how to develop simple, valid answers to these two questions. Kaplan and Anderson illustrate the TDABC approach with a wealth of case studies, in diverse settings, based on actual implementations.

Essentials of Balanced Scorecard Mohan Nair,2004-05-03 Balanced scorecard is a widely recognised and accepted performancemeasurement tool that is currently used in thousands oforganisations around the world. This book will help to implement organisations' balanced scorecard strategies into action by defining performance objectives, measures, and targets in fourlinked 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 worldexamples

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.

Agile Strategy Management in the Digital Age David Wiraeus, James Creelman, 2018-08-11 In a world of rapid and unpredictable change, the problem with strategic planning is that if you follow your plan through to the end, you will get exactly what you used to want. What you need is a framework for planning and implementing a strategy that is agile enough to adapt to a dynamic environment but focused enough to deliver. That framework is the Dynamic Balanced Scorecard. The original Balanced Scorecard system has proven the most popular, successful and enduring framework for strategy execution over the last 25 years. Comprising a Strategy Map and a scorecard of KPIs, targets and initiatives, the framework helped organizations distil a strategy into actionable components and measure progress towards a strategic vision, while also implementing and monitoring the actions that drove change. However, for all its success, the Balanced Scorecard system now needs to evolve for the digital age. Until now, building the system, rolling it out enterprise-wide and adapting it to external changes has been a lengthy process. While the fundamental principles of the system are still sound and relevant, it needs to become nimbler and more responsive. The book provides a step-by-step guide to agile strategy management: from formulation to implementation to learning and adapting. For each of the steps, the book explains how Dynamic Balanced Scorecards, fit for the digital age, are built and deployed.

Execution Excellence Sanjiv Anand, 2016-04-04 A hands-on guidebook for making your strategy work with effective Balanced Scorecard design, deployment, and maintenance Execution Excellence is the practitioner's guide to real-world implementation. Designed by a Balanced Scorecard (BSC) thought leader with 30 years of experience and over 300 global implementations under his belt across a range of industry sectors, this guide gives you a hands-on framework for putting the BSC methodology into action. Clear, concise, and easy to read, this book skips the theoretical exposition to get right to the point—how can companies use BSC to effectively deploy strategy and drive individual and enterprise performance? You'll find the answers here. The discussion outlines the ways in which firms commonly fail in implementing BSC. These failures can be traced back to common design and implementation flaws: making the process too complicated and focusing on the BSC process rather than the outcome. The discussion will also cover design optimization across a range of key industry sectors. You'll gain expert insight into avoiding these missteps and the practical tools and perspective you need to implement BSC correctly the first time. While the Balanced Scorecard framework is widely accepted and praised, about half of firms that implement it fail to realize the full benefits. The fault lies not with the framework, but with the design, and more importantly—execution. This book gives you the information and tools you need to adopt BSC successfully. Design a BSC that truly and simply reflects your strategy Customize the BSC to reflect your industry's uniqueness Define clear measurements and ownership that suit your strategy Develop a framework for efficient data collection and reporting Implement effective reviews to keep your business on track Use your Balanced Scorecard data to close performance gaps Developed in the early 1990s, the Balanced Scorecard framework has been recognized as one of the most seminal business ideas in the last 75

years. Thousands of companies around the world use BSC to create and maintain a performance-oriented enterprise, yet just as many try and fail. Execution Excellence shows you what you need to know and do to become a BSC success story.

The HR Scorecard Brian E. Becker, David Ulrich, Mark A. Huselid, 2001-04-11 Three experts in Human Resources introduce a measurement system that convincingly showcases how HR impacts business performance. Drawing from the authors' ongoing study of nearly 3,000 firms, this book describes a seven-step process for embedding HR systems within the firm's overall strategy—what the authors describe as an HR Scorecard—and measuring its activities in terms that line managers and CEOs will find compelling. Analyzing how each element of the HR system can be designed to enhance firm performance and maximize the overall quality of human capital, this important book heralds the emergence of HR as a strategic powerhouse in today's organizations.

Harvard Business Review on Aligning Technology with Strategy Harvard Business Review,2011-02-24 Most companies waste billions of dollars on technology. Don't be one of them. If you need the best practices and ideas for unleashing technology's strategic potential--but don't have time to find them--this book is for you. Here are eight inspiring and useful perspectives, all in one place. This collection of HBR articles will help you: - Clarify corporate strategy with your IT department - Fund only IT projects that support your strategy - Transform IT investments into profits - Build one technology platform for your entire organization - Adopt new technologies only when their best practices are established - Use analytics to make smart decisions at all levels of your company - Integrate social media into your business

**Review of Management Accounting Research** Magdy G. Abdel-Kader, 2011-10-26 A comprehensive review of contemporary research in management accounting. Provides a thorough critical analysis of recent issues published in the management accounting literature and identifies gaps for future research in each issue reviewed.

Balanced Scorecard Diagnostics Paul R. Niven,2005-04-15 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.

Value Maps Warren D. Miller, 2010-05-24 Praise for VALUE MAPS Equivocator, Explorer, Experimenter, Exploiter,

Extender—Chapter 12 might be well served as mandatory reading for all subject matter experts! SPARC is not a valuation, per se, but rather a separate consulting engagement that might interest a client—especially if that client is preparing for a sale or planning an exit strategy. Miller has taken the good ideas from five disciplines and married them with value enhancement, creating what could become a very good 'add-on' consulting engagement. NACVA recommends, and looks forward to, further dialogue related to this new approach. This book will open your eyes to new opportunities. —Parnell Black, MBA, CPA, CVA, Chief Executive Officer, National Association of Certified Valuation Analysts (NACVA) No one illuminates the murky intersection where business strategy and private company value creation meet better than Warren Miller. Now he's focused his extensive professional training and real-world experience to produce this intellectually rich, yet down-to-earth and fun-to-read road map we can all use. Business owners and leaders, financial analysts, management consultants, wealth managers, CPAs, business brokers, private equity investors, business appraisers—no one should plan to increase the value of an enterprise without Value Maps in their passenger seat. —David Foster, CEO, Business Valuation Resources Private-equity analysts do not often come across scholarly and technical professional reading laced with laugh-outloud moments! Yet this is exactly what one finds in Value Maps. Warren Miller's advice stems from his career as a finance executive, a CPA, a valuation analyst, and a 'recovering academic.' With pitch-perfect balance, Warren has created both a must-have professional reference guide and a best-practices road map designed to enhance the profitability of your client's business and your own—all in a very readable style with just a 'spoon-full of sugar.' Enjoy the read! —Gary M. Karlitz, ASA, CPA, Partner-in-Charge, Valuation Services, Forensic Services, and Forensic Accounting, Citrin Cooperman & Company, LLP Extremely readable, with numerous real-world examples—valuation specialists who don't read this book will soon be looking for a new profession. Miller takes the term 'valuation' to new levels, suggesting that appraisers can indeed add real value to their clients' businesses. Clients should demand that a valuation professional read this book before he or she will be hired. —Alfred M. King, Vice Chairman, Marshall & Stevens, Inc.

Integrated Performance Management Kurt Verweire, Lutgart Berghe, 2004-12-23 Linking various disciplines and management functions, Integrated Performance Management provides the reader with a concrete framework to manage organizations successfully. The authors do not isolate a single strategy to manage performance. Instead, the book focuses on a range of strategies providing the reader with an introduction to each one. The concepts under analysis were developed through intense dialogue with business managers. While maintaining academic rigour, Integrated Performance Management presents ideas that students will find relevant outside of the classroom. Postgraduate and MBA students in a range of areas including strategy, accounting, finance, operations management, marketing, leadership and human resource management will find this book useful.

Implementing the IT Balanced Scorecard Jessica Keyes, 2016-04-19 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 manage

<u>Risk-Based Performance Management</u> A. Smart, J. Creelman, 2013-10-31 Pulling together into a single framework the two separate disciplines of strategy management and risk management, this book provides a practical guide for organizations to shape and execute sustainable strategies with full understanding of how much risk they are willing to accept in pursuit of strategic goals.

The Balanced Scorecard Robert S. Kaplan, David P. Norton, 2005

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