



*proposes a project conceived to structure, within the customer organization, an innovative management system, complete and integrated, based on the principles of the **Balanced Scorecard**.*



❖ **What is the Balanced Scorecard (BSC)?**

La **BSC** do not disregard the traditional need for financial data but combines these information with additional data such as the analysis of performances related to the customer management, the quality of the processes and the innovation ability in order to be strongly competitive.

❖ **The Balanced Scorecard (BSC): why realizing it?**

The **BSC** method in the business management allows a constant and continuous monitoring of principal variables in order to give a multiple vision of past, present and future performances of the company. It enables the organization to translate company's strategy into implementation, working from 4 perspectives:

- *Financial perspective:* evaluation of measures reflecting financial performances such as balance or flows
- *Customer perspective:* evaluation of measures having a direct impact on customers: services, Customer Satisfaction
- *Process perspective:* evaluation of measures reflecting the performance of key business, e.g. process cost, rework, prospecting
- *Growth perspective:* evaluation of measures describing the company's growing curve and the ability to operate innovation

This management system produce a shift of the measures towards the operating level so that unit managers, operators and employees can see what is required at their level to reach excellent performance overall and obviously share the same goals and strategies

❖ **The Balanced Scorecard (BSC): how to realize it?**

In order to introduce this innovative management system into the company, a **BSC** is built up through the following steps:

- Analysis of the policy (Strategy Mapping), strategies and business mission
- Specification of the Key Factors for Success through the SWOT analysis: **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats
- Drill down (data analysis which determines the significant factors to be considered)
- Performance indicators
- Validation of indicators: performance simulation and evaluation of indicators interferences
- **BSC** specification (with objectives definition)

In case the company already owns the Quality Norm ISO 9001, an assistance service for the integration of what has been done for the existing instruments of the quality system is then provided (quality policy, goals management, improvement plan, etc.).

❖ **The Balanced Scorecard (BSC): a further step**

On the basis of company features, of its degree of vertical structure (that is to say its decentralization concerning responsibilities and tasks), it is possible to shift the Key Factors for Success further on to more operating levels of the organization, through other **BSCs** having more practical and detailed goals.