

# Rethinking Performance Measurement

Beyond the Balanced Scorecard



Marshall W. Meyer

CAMBRIDGE

# Rethinking Performance Measurement Beyond The Balanced Scorecard

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## **Rethinking Performance Measurement Beyond The Balanced Scorecard:**

Rethinking Performance Measurement Marshall W. Meyer, 2003-01-09 Performance measurement remains a vexing problem for business firms and other kinds of organisations This book explains why the performance we want to measure long term cash flows long term viability and the performance we can measure current cash flows customer satisfaction etc are not the same The balanced scorecard which has been widely adopted by US firms does not solve these underlying problems of performance measurement and may exacerbate them because it provides no guidance on how to combine dissimilar measures into an overall appraisal of performance A measurement technique called activity based profitability analysis ABPA is suggested as a partial solution especially to the problem of combining dissimilar measures ABPA estimates the revenue consequences of each activity performed for the customer allowing firms to compare revenues with costs for these activities and hence to discriminate between activities that are ultimately profitable and those that are not

**Performance Measurement** Luca Quagini, Stefano Tonchia, 2010-08-24 Business Intelligence BI and Performance Management PM the development and delivery of business insight for users and the management of execution based on that insight are two solution types that promise to bring great value to enterprises Yet most organizations haven't yet realized the elusive benefits of these two important disciplines The reasons for this are manifold However the primary causes are the culture of the organization and its leadership This is a topic which I've addressed at length in my latest book *Proles in Performance Business Intelligence Journeys and the Roadmap for Change* The culture and leadership of the organization determines the importance and strategic intent surrounding the use of BI and PM Sadly most organizations lack the motivation to embrace transparency and accountability or to align with the strategy of the organization enabling execution and coordination in unison with the mission However once an organization and its leadership are ready to take a step towards real change creating an environment of openness sharing and alignment with BI and PM as its centerpiece the next question then becomes one of how and where to begin Even with great strategic intent missteps in the development and deployment of BI and PM can cause disillusionment and disappointment lending support to the naysayers of the organization and leading to failure and abandonment of these critical programs

**Strategic Performance Management** Bernard Marr, Dina Gray, 2012-08-06 This book is about strategic performance management for the Twenty First Century organization In a practical step by step approach it navigates readers through the identification measurement and management of the strategic value drivers as enablers of superior performance Using many real life case examples this book outlines how organizations can visualize their value creation design relevant and meaningful performance indicators to assess performance and then use them to extract real management insights and improve everyday strategic decision making as well as organizational learning A key focus of the book is the important issue of creating value from intangible assets Much has been written about the importance of intangible assets such as knowledge skills relationships culture practices

routines and intellectual property as levers for organisational success However little has been published that tells managers how to do that This book moves beyond just raising awareness and provides practical tools and templates gathered in many extensive case studies with world leading organizations The key issues the book addresses are How do we identify the strategic value drives especially the intangibles in our organisations How do we understand their strategic value using the powerful mapping tools How do we then measure the business performance How do we use performance indicators to improve decision making and organisational learning How do we align performance reviews and risk management with our strategy Well grounded in theory and packed with case studies from around the world this book will function as a guide for managers as well as a reference work for students and researchers The tools described in this book are not only suitable for leading international corporations but have been designed to be equally appropriate for not for profit organizations central and local government institutions small and medium sized businesses and even departments and business units The ideas tools and templates provided allow managers to apply them straight away and transform the way they manage strategic performance at all levels of their organization

**ICICKM 2017 14th International Conference on Intellectual Capital Knowledge Management & Organisational Learning** Prof. Eric Tsui ,Prof. Benny Cheung,2017-07-12 *HRM and Performance* J. Paauwe,2004 HRM policies and practices need to cope with the dual responsibilities of providing a firm with the best employees to deliver improved financial performance and a moral duty to these employees to provide a working environment that is equitable and encourages personal development Many writers have emphasized the connection between sophisticated HRM techniques and business performance but has this been at the expense of concepts such as fairness and legitimacy This book adopts a broader perspective that takes into account not only the strategic dimension of HRM but also the professional and societal dimension It begins by examining the interaction of HRM strategy and performance before putting this into an institutional context where it is argued that successful HRM practice will be unique for each context in which it operates It then develops a contextually based human resource theory able to examine and analyze HRM at an institutional industry national and international level This theory is then applied to a number of cases of leading firms in both the USA and Europe The book concludes by combining the empirical evidence of the case studies with the theoretical work of earlier chapters to develop a practical approach linking the different roles of HR to specific aspects of performance Combining academic research with a focus on practical conclusions and recommendations HRM and Performance will be challenging and innovative reading for all involved in HRM Academics Researchers MBA and graduate students practitioners and consultants

**Advances in Management Accounting** Marc J. Epstein,Mary M. Malina,2016-12-01 Volume 27 of *Advances in Management Accounting* examines a broad spectrum of current topics in management accounting

*Handbook of Strategic Alliances* Oded Shenkar,Jeffrey J. Reuer,2006 Covers research on strategic alliances and serves to lay out a research agenda on collaborative strategy and alliance management This book covers the theoretical foundations that guide

work on inter firm collaboration ranging from sociological perspectives to real options theory to diverse traditions within organizational economics      *The Sustainable City IX* N. Marchettini, C.A. Brebbia, R. Pulselli, S. Bastianoni, 2014-09-23

Containing the proceedings of the 9th International Conference on Urban Regeneration and Sustainability this book addresses the multi disciplinary aspects of urban planning a result of the increasing size of cities the amount of resources and services required and the complexity of modern society Most of earth s population now lives in cities and the process of urbanisation still continues generating many problems deriving from the drift of the population towards them These problems can be resolved by cities becoming efficient habitats saving resources in a way that improves the quality and standard of living The process however faces a number of major challenges related to reducing pollution improving main transportation and infrastructure systems New urban solutions are required to optimise the use of space and energy resources leading to improvements in the environment i e reduction in air water and soil pollution as well as efficient ways to deal with waste generation These challenges contribute to the development of social and economic imbalances and require the development of new solutions Large cities are probably the most complex mechanisms to manage However despite such complexity they represent a fertile ground for architects engineers city planners social and political scientists and other professionals able to conceive new ideas and time them according to technological advances and human requirements The challenge of planning sustainable cities lies in considering their dynamics the exchange of energy and matter and the function and maintenance of ordered structures directly or indirectly supplied and maintained by natural systems Topics covered include Urban strategies Planning development and management Urban conservation and regeneration The community and the city Eco town planning Landscape planning and design Environmental management Sustainable energy and the city Transportation Quality of life Waterfront development Case studies Architectural issues Cultural heritage issues Intelligent environment and emerging technologies Planning for risk Disaster and emergency response Safety and security Waste management Infrastructure and society Urban metabolism      *Business Dynamics in the 21st Century* Chee Heong Quah, Lin Dar Ong, 2012-05-23

In this 21st century of opportunity and turbulence business firms need to equip themselves with new competencies that were never thought of before For this reason this book is timely as it introduces new insights into new problems in the aspects of performance and quality improvement networking and logistics in the interconnected world as well as developments in monetary and financial environment surrounding private enterprises today Readers shall find that reading this book is an enlightening and pleasant experience as the discussions are delivered in a clear straightforward and no frills manner suitable to academics and practitioners If desired the book can serve as an additional piece of reference for teaching and research in business and economics      **Industrial Research Performance Management** Tatjana Samsonowa, 2011-11-19

Managers are increasingly concerned with the typical methods available for organizational performance measurement and control Research into performance measurement within the field of innovation

management has been variously approached through frameworks for performance measurement in general for example the Balanced Scorecard by Norton and Kaplan R D performance management and surveys on in use Key Performance Indicators KPIs It is striking however that almost no research has focused explicitly on the performance measurement of research activities or indeed tried to develop a systematic approach to setting KPIs for specific research goals This work in co operation with ABB Research Deutsche Telekom AG Laboratories EMC2 Advanced Technology Solutions IBM Research Intel Research Microsoft Research Philips Research and SAP Research develops a systematic approach to performance measurement for industrial research organizations in innovation driven companies The following questions are addressed 1 Which research goals do research departments have 2 Which KPIs do they use to monitor the achievement of these goals 3 Is there a systematic best practice approach to selecting KPIs for performance goals The outcome is a complete set of eleven performance clusters such as the transfer of research results to the development or other organizational departments and each cluster has its own set of KPIs The eleven clusters are Technology Transfer Future Business Opportunities Technical Achievements Intellectual Property Operational Excellence Talent Pool Image Publications Presence in Scientific Community Collaboration with Academia Collaboration with Partners and Customers This work led to the creation of the Institute for Industrial Research Performance Management that provides ongoing research and insights for managers of industrial research organizations

The Routledge Handbook of Accounting Information Systems Erik Strauss, Martin Quinn, 2022-11-25 The Routledge Handbook of Accounting Information Systems is a prestige reference work offering a comprehensive overview of the state of current knowledge and emerging scholarship in the discipline of AIS The pace of technological driven change is rapid and this revised edition provides a deeper focus on the technical underpinnings and organisational consequences of accounting information systems It has been updated to capture the changes in technology since the previous edition It now includes chapters and scholarly thought on artificial intelligence predictive analytics and data visualisation among others Contributions from an international cast of authors provide a balanced overview of established and developing themes identifying issues and discussing relevant debates The chapters are analytical and engaging Many chapters include cases or examples and some provide additional resources for readers The chapters also provide a reflection on where the research agenda is likely to advance in the future This is a complete and indispensable guide for students and researchers in accounting and accounting information systems academics and students seeking convenient access to an unfamiliar area as well as established researchers seeking a single repository on the current debates and literature in the field

Assessing the Value of U.S. Army International Activities Jefferson P. Marquis, Richard E. Darilek, Jasen J. Castillo, Cathryn Quantic Thurston, Anny Wong, 2006-09-11 This report presents a framework for assessing U S Army International Activities AIA It also provides a matrix of eight AIA ends derived from top level national and Army guidance and eight AIA ways which summarize the various capabilities inherent in AIA programs In addition the report

describes the new online AIA Knowledge Sharing System AIAKSS that is being used to solicit programmatic and assessment data from AIA officials in the Army's Major Commands

**Strategic Retail Management** Joachim Zentes, Dirk Morschett, Hanna Schramm-Klein, 2016-10-07 This book is devoted to the dynamic development of retailing. The focus is on various strategy concepts adopted by retailing companies and their implementation in practice. This is not a traditional textbook or collection of case studies; it aims to demonstrate the complex and manifold questions of retail management in the form of twenty lessons where each lesson provides a thematic overview of key issues and illustrates them via a comprehensive case study. The examples are all internationally known retail companies to facilitate an understanding of what is involved in strategic retail management and illustrate best practices. In the third edition, all chapters were revised and updated. Two new chapters were added to treat topics like corporate social responsibility as well as marketing communication. All case studies were replaced by new ones to reflect the most recent developments. Well-known retail companies from different countries like Tesco, Zalando, Hugo Boss, Carrefour, Amazon, Otto Group are now used to illustrate particular aspects of retail management.

Management Dynamics in Strategic Alliances T. K. Das, 2012-06-01 Management Dynamics in Strategic Alliances is a volume in the book series Research in Strategic Alliances that will focus on providing a robust and comprehensive forum for new scholarship in the field of strategic alliances. In particular, the books in the series will cover new views of interdisciplinary theoretical frameworks and models, significant practical problems of alliance organization and management, and emerging areas of inquiry. The series will also include comprehensive empirical studies of selected segments of business, economic, industrial, government, and non-profit activities with wide prevalence of strategic alliances. Through the ongoing release of focused topical titles, this book series will seek to disseminate theoretical insights and practical management information that will enable interested professionals to gain a rigorous and comprehensive understanding of the field of strategic alliances. Management Dynamics in Strategic Alliances contains contributions by leading scholars in the field of strategic alliance research. The 12 chapters in this volume cover a number of significant topics relating to the management of strategic alliances. The chapters discuss both the broader issues such as governance, structure, choice, dynamics of alliance conditions, co-evolutionary dynamics, learning dynamics, and the management of internal tensions, and the more focused problems of controls in interfirm settings, dilemmas of cooperation, value creation in alliance portfolios, and alliance management experiences in the construction and automobile industries. The chapters include empirical as well as conceptual treatments of the selected topics and collectively present a wide-ranging review of the management dynamics in strategic alliances.

**Managing and Delivering Performance** Bernard Marr, 2009-02-04 Performance management is at the top of agendas in most government and public organizations as well as many not-for-profit organizations. In this follow-up to his successful book Strategic Performance Management, the author focuses on the unique challenges public sector organizations face when tackling the issues of strategic performance management. Drawing on his extensive experience of

working with numerous government public sector and not for profit organizations over the author covers The context of decision making in the public sector The significance of the use of budgeting for performance management and the impact of performance measurements on budgets A huge range of underpinning cases and examples from the public sector including cases on the Home Office and the NHS in the UK and the US Air Force For senior executives in the public sector and government and for faculty and students in the field this is the authoritative strategic level treatment of this fast growing area

*Measuring Social Change* Alnoor Ebrahim, 2019-07-16 The social sector is undergoing a major transformation We are witnessing an explosion in efforts to deliver social change a burgeoning impact investing industry and an unprecedented intergenerational transfer of wealth Yet we live in a world of rapidly rising inequality where social sector services are unable to keep up with societal need and governments are stretched beyond their means Alnoor Ebrahim addresses one of the fundamental dilemmas facing leaders as they navigate this uncertain terrain performance measurement How can they track performance towards worthy goals such as reducing poverty improving public health or advancing human rights What results can they reasonably measure and legitimately take credit for This book tackles three core challenges of performance faced by social enterprises and nonprofit organizations alike what to measure what kinds of performance systems to build and how to align multiple demands for accountability It lays out four different types of strategies for managers to consider niche integrated emergent and ecosystem and details the types of performance measurement and accountability systems best suited to each Finally this book examines the roles of funders such as impact investors philanthropic foundations and international aid agencies laying out how they can best enable meaningful performance measurement

*The Business of Giving* P. Grant, 2011-12-06 The Business of Giving reviews current thinking and surveys the key techniques any philanthropist or grantmaker should adopt It also outlines a generic social investment process that can be utilized for all philanthropic or grantmaking programmes Essential reading for all engaged in or with an interest in philanthropy or civil society in general

*Energy Management—Collective and Computational Intelligence with Theory and Applications* Cengiz Kahraman, Gülgün Kayakutlu, 2018-03-21 This book presents a selection of recently developed collective and computational intelligence techniques which it subsequently applies to energy management problems ranging from performance analysis to economic analysis and from strategic analysis to operational analysis with didactic numerical examples As a form of intelligence emerging from the collaboration and competition of individuals collective and computational intelligence addresses new methodological theoretical and practical aspects of complex energy management problems The book offers an excellent reference guide for practitioners researchers lecturers and postgraduate students pursuing research on intelligence in energy management The contributing authors are recognized researchers in the energy research field

**Governing Hybrid Organisations** Jan-Erik Johanson, Jarmo Vakkuri, 2017-08-17 Intuitively organisations can easily be categorised as public or private However this book questions such a black and white dichotomy between public and private



and seeks a deeper understanding of hybrid organisations These organisations can be found at micro meso and macro levels of societal activity consisting of networks between companies public agencies and other entities The line between these two realms is increasingly blurred giving rise to hybrid organisations Governing Hybrid Organisations presents an engaging discussion around hybrid organisations highlighting them as important and fascinating examples of modern institutional diversity Chapters examine the changing landscape of service delivery and the nature and governance of hybrid organisations using international examples and cases from different service contexts The authors put forward a clear analytical framework for understanding hybrid governance looking at strategy and performance management This text will be valuable for students of public management public administration business management and organisational studies and will also be illuminating for practising managers

*Handbook of Research on Managerial Solutions in Non-Profit Organizations* Potocan, Vojko, Ćun?an, Mustafa C., Nedelko, Zlatko, 2016-08-23 Non profit Organizations NPOs are the fastest growing organizations in modern society They exist in a liminal realm between public and private organizations and because of this new jurisdictions are created for NPOs The existence of NPOs is contingent upon their adequacy and management is a key determining factor as to whether an organization survives The Handbook of Research on Managerial Solutions in Non Profit Organizations provides relevant theoretical frameworks and the latest empirical research findings related to the successful management of nonprofits Providing insights into the best practices and valuable comparisons between strategies in different contexts this book gives invaluable support for nonprofit managers policy makers students and researchers

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