The Balanced Scorecard in China: Does it Work?
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The Balanced Scorecard in China: Does it Work?
HISTORY
Creators: Robert Kaplan & David Norton

Back in 1990 they were looking for ways to measure performance in the organization of the future.

By December 1990 they decided it would help to expand an organization’s scorecard to be organized around four perspectives and published their work as the first balanced scorecard Harvard Business Review paper in January 1992.

However, most organizations implementing performance measurement were not linking their measures to strategy.

By 1993 Norton (with some others) had formed Renaissance Solutions with the intention of using the balanced scorecard as a vehicle to help companies translate and implement strategy. “Translating strategy into action” was the tag line to the first balanced scorecard book.
Kaplan & Norton examine the most successful business in the world and found similarities in the way they were run.

Each of the top performing businesses had a very clear vision and strategy, there was manage across the key areas of finance, customer, internal processes and knowledge & Growth.

Kaplan & Norton formalized the structure as the Balance Scorecard creating perspectives based on these key areas, providing the balance between financial and non-financial measures.
Caseism.com STRUCTURE

**FINANCIAL PERSPECTIVE**
Looks at the top level of objectives and measures to answering the question: How do we look to our shareholders?

**CUSTOMER PERSPECTIVE**
Focuses on customer satisfaction, answering: How do our customers see us?

**INTERNAL PROCESS PERSPECTIVE**
Determines how well is the business running and what should we be best at?

**LEARNING & GROWTH PERSPECTIVE**
Looks at people, their skills, training leadership and knowledge, answering: How can we improve and create value?
Looks the top level of objectives and measures to answering the question: How do we look to our shareholders?
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