



The Balanced Scorecard: Translating Strategy into Action

Harvard Business School Press

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This 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 can channel the energies, abilities, and specific knowledge held by people throughout the organization toward achieving long-term goals. The authors demonstrate how senior executives in industries such as banking, oil, and retailing are using the Balanced Scorecard to evaluate current performance and target future performance based on financial and nonfinancial criteria like customer satisfaction, internal processes, and employee learning and growth. They walk through the steps so that managers in any company can build their own Balanced Scorecard, and they reveal how to use it to identify new processes for meeting targets. The Balanced Scorecard is proof positive of the benefits of investing 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 we do business from now on.

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Sue Joseph:

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