



Balanced Scorecard linked to Value Expectations

Based on best practice Enterprise Modelling & Architecture principles



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Introduction

The Balanced Scorecard is a strategic planning and management system that is used extensively in business, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. It was originated by Dr. Robert Kaplan and Dr. David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more balanced view of organizational performance.

In order to capture value expectations related to balanced scorecards, Balanced Scorecard linked to Value Expectations is built as a matrix. The matrix is a representation that shows the relationship of captured information between specific decomposed and/or composed value expectation and balanced scorecard objects. The core idea of a Balanced Scorecard linked to Value Expectations Matrix is that it typically consists of value expectation aspects in a list of columns, and another aspect is a set of balanced scorecard columns (taken from the map), while the third and final aspect being the cross product between the rows and the columns.

This allows for the Balanced Scorecard linked to Value Expectations Matrix to relate (un)familiar objects to familiar objects in the different layers of an enterprise (composition discipline), usually in the form of a diagram, a table or a chart (e.g. rows and columns), thereby outlining direct (and possibly indirect) connection points between different kinds of objects while showing a common pattern of the objects and the relationship between them.

Balanced Scorecard linked to Value Expectations

The Balanced Scorecard linked to Value Expectations Matrix provides you with a detailed overview of the cross relationships between value expectations and balanced scorecards (each identified with a unique name and ID number) that has been identified through the Balanced Scorecard Map, and then associated with the performance drivers, business measures, objectives, and performance indicators.

How to use the Balanced Scorecard linked to Value Expectations

Identify, document and relate value expectations to the balanced scorecards (each identified with a unique name and ID number) that has been identified through the Balanced Scorecard Map, and then associated with the performance drivers, business measures, objectives, and performance indicators.

For example:

1. A value expectation may have multiple yet specific associations with balanced scorecards, performance drivers, business measures, objectives, and performance indicators.
2. Multiple value expectations may have an association to any single specific balanced scorecard, performance driver, business measure, objective, and performance indicator.



Why	Balanced Scorecard #	Why	Where	What	
		Performance Driver	Business Measure	Objective (plan, forecast, budget, etc.)	Performance Indicator
Value Expectation 1	#				
Value Expectation 2	#				
Value Expectation N	#				

Table 1: The Balanced Scorecard linked to Value Expectations Matrix.

Please note that the objects we have listed here are the most typical objects that are commonly used within a Balanced Scorecard linked to Value Expectations, but there may be more (or fewer) relevant objects that are used within your organization. If that is the case, feel free to either add new ones, or remove any objects that are not relevant, or are otherwise unimportant, for this particular map.

Also note that the objects might have a different name in your organization, so make sure to adapt the objects of this artefact so that it fits to the taxonomy of your organization.



The objects involved with a Balanced Scorecard linked to Value Expectations is shown in Table 2.

Objects used with a Balanced Scorecard linked to Value Expectations		
Notation	Name	Description
	Driver (value and performance drivers)	An external or internal factor that drives, establishes motivation for or influences the direction of an enterprise.
	Measure (business measures, and value and performance indicators)	Any type of measurement used to gauge some quantifiable component of an enterprise's performance.
	Objective (plans, forecasting, budgeting, etc.)	The purpose or target of one's efforts or actions.
	Expectation (value expectation)	The anticipated benefits that are of worth, importance, and significance to a specific stakeholder.

Table 2: Objects typically associated with the Balanced Scorecard linked to Value Expectations.



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