

Table of Contents

- Balanced Scorecard linked to Business Owners 1**
- Introduction 3
- Balanced Scorecard linked to Business Owners 3
- How to use the Balanced Scorecard linked to Business Owners 3
- GUIDELINES FOR LEADING PRACTICE SUBSCRIPTION 6**
- USE OF COPYRIGHTED MATERIAL 7**



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 business owners related to balanced scorecards, Balanced Scorecard linked to Business Owners is built as a matrix. The matrix is a representation that shows the relationship of captured information between specific decomposed and/or composed business owner and balanced scorecard objects. The core idea of a Balanced Scorecard linked to Business Owners Matrix is that it typically consists of business owner 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 Business Owners 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 Business Owners

The Balanced Scorecard linked to Business Owners Matrix provides you with a detailed overview of the cross relationships between business owners 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 Business Owners

Identify, document and relate business owners 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 business owner may have multiple yet specific associations with balanced scorecards, performance drivers, business measures, objectives, and performance indicators.
2. Multiple business owners may have an association to any single specific balanced scorecard, performance driver, business measure, objective, and performance indicator.



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

Table 1: The Balanced Scorecard linked to Business Owners 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 Business Owners, 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 Business Owners is shown in Table 2.





Objects used with a Balanced Scorecard linked to Business Owners		
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.
	Role (business owners)	A part that something or someone has the rights, rules, competencies, and capabilities to perform. A resource and/or actor may have a number of roles (i.e. process role, service role or application role) and many actors may be assigned the same role.

Table 2: Objects typically associated with the Balanced Scorecard linked to Business Owners.



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