

Discuss the design and features of strategic management technologies ('balanced scorecard' and 'the levers of control')

*Example – regional airline

- Mission is quite vague but the vision is specific.
- Need to **improve turnaround time**.
- Point to point – lots of movements.
- Core – improve internal business process
- Measurement – targets and initiatives
- Missing in the vision: Financial indicator – lag indicator: reduce airport costs related to on ground time
- BSC is a circular, creative and a dynamic process
- **Ground crew training – amount: 'training time' & effect 'absenteeism'; time lost and cost of absenteeism**
- **Cost reduce → increase profitability AND lower price and thereby increase customers;**
- Reducing turn around time on time flights → increase customer satisfaction (specific to on time, online ranking)
- Customer satisfaction measures has to be specific to having on time flights. On time ranking as per customer will be crucial. Increased customers will be an excellent measure. Overall customer ranking is too general.
- Financial measures: lease cost – having few planes, seat revenue is not what we want – we want increased capacity – want revenue per plane to go up?

Generic version – applies to manufacturing scenario

- Cause and effect r/ship
- Loyalty can come through on time delivery, and underpinning success
- Process quality: No machine downtime or breaks,
- Process cycle time (receive PO and send)
- Absenteeism and training
- Link to Porter's value chain – too much input and output oriented, doesn't look at intangibles; value chain is too complex.

K&N: ultimate input is knowledge and growth. More easy to use. More applicable, pragmatist. Inherently

