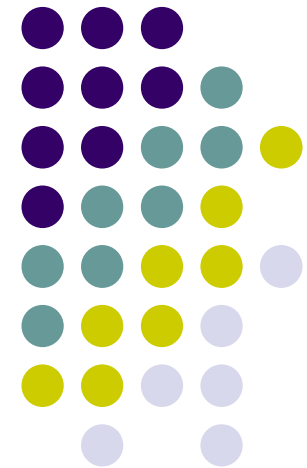


Balanced Scorecard and Sustainable Enterprise Strategy

Lucian Constantin
Cristian Teodorescu
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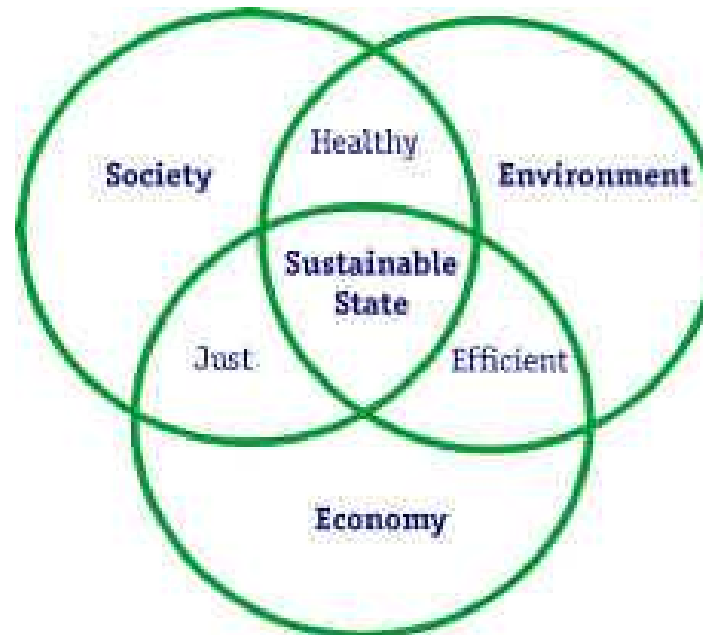


Strategic Model for Sustainable Development



"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."

- Economic
- Social
- Environment



Strategic Model for Sustainable Development



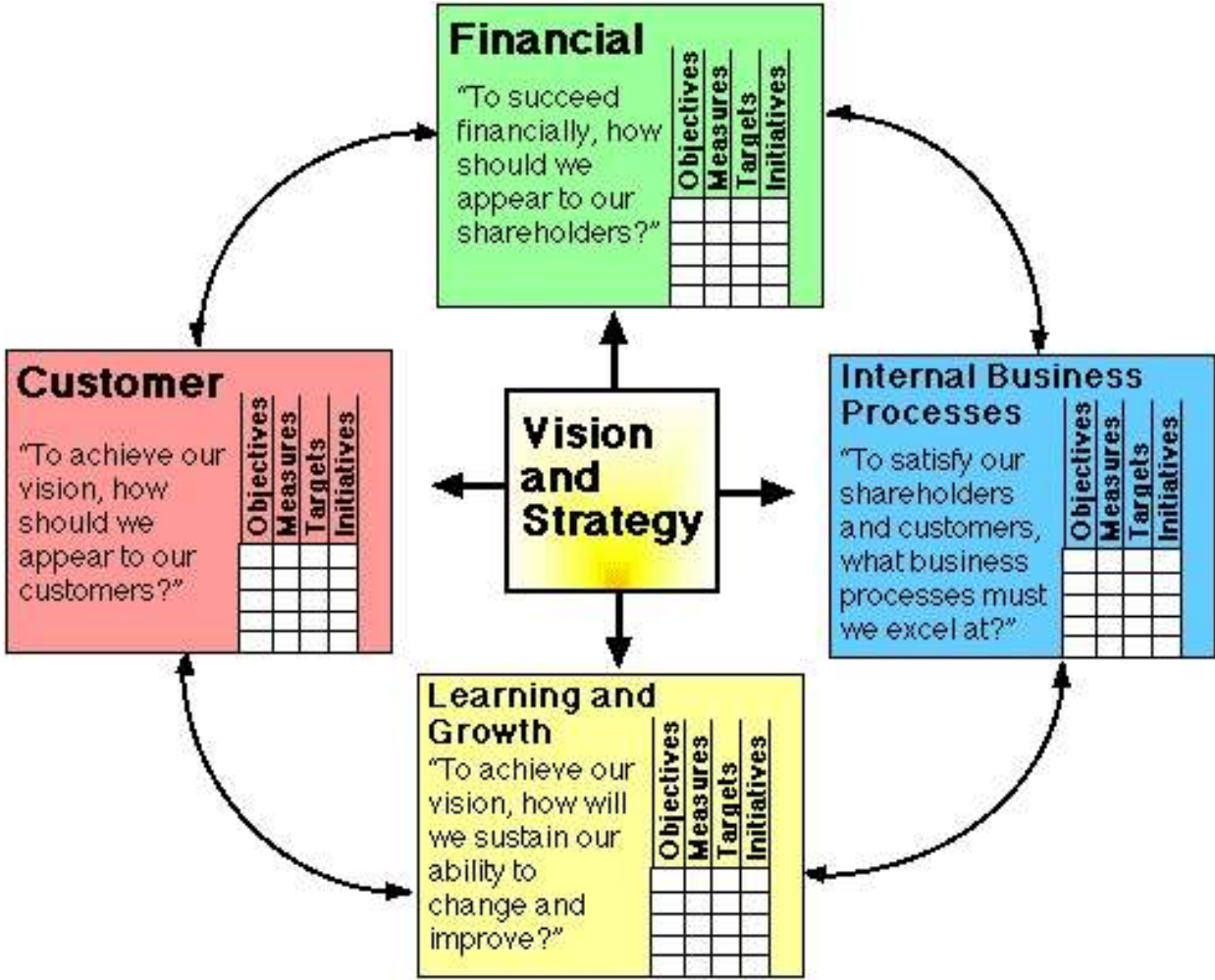
- Public section
 - Vision
 - Mission
 - Fundamental values
 - Strategic objectives
 - Some key performance indicators
- Confidential components
 - Ways of action,
 - Acquisition intentions



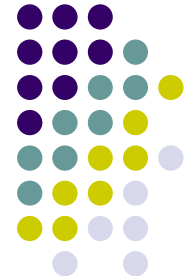
Building a strategy

- a) Decision
- b) Correct diagnosis
- c) Vision
- d) Mission
- e) Fundamental values
- f) Strategic objectives
- g) Key performance indicators
- h) Implementation
- i) Cascade replication
- j) Monitoring, evaluation and control

BSC and Sustainable Enterprise Strategy



Strategic map

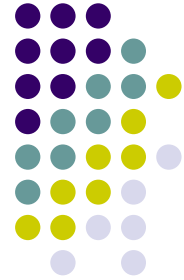


		STRATEGIC TARGET: Where we want to be in 2012					
Strategic perspectives	Financial	Sound circulation of funds				"GREEN" Company	
	Customers	Trust of existing customers	New markets and customers	High value – added products / services			Actions for community
	Internal processes	Best Available Techniques ISO 9000			ISO 14000		Better work conditions
	Learning - Growth	Capitalization of employees skills for creation of value added			Continuously training		
		Consolidation	Differentiation	Diversification		Environment	Social
		Economic					
		Directions for sustainable development strategy of the enterprise					



Implementation

No	Objective	Directions of actions	Key performance indicators	Target	Deadline	Responsibilities	Remarks
Financial							
1.	Sound circulation of funds	Recovery of receivables	Value	0			
		Elimination of debts	Days of delay	0			
		Short monetary cycle	Time	Max 30 days			
Customers							
2.	Trust of existing customers	Compliance with contractual stipulations	Complaints	0			
		Minimization of penalties	Value of penalties	0			
Internal processes							
3.	BAT (Best available techniques)	Revamping / Technology transfer	No of complying processes	0	2007		
		New processes	% , income from new technologies	50%	2008		
Learning - Growth							
4.	Capitalization of employees skills for creation of value added						



Conclusions

- Diagnosis of the enterprise
- Vision
- Mission
- Fundamental values
- Strategic objectives structured on four perspectives
 - Financial
 - Customers
 - Internal processes
 - Learning and Growth
- Integration of the three directions of sustainable development
 - Economic
 - Social
 - Environment
- Strategy metrics



“The formulation of strategy is an art. The description of strategy, however, should not be an art. If we can describe strategy in a more disciplined way, we increase the likelihood of successful implementation. With a Balanced Scorecard that tells the story of the strategy, we now have a reliable foundation”.

Kaplan & Norton



THANK YOU!