

BALANCED SCORECARD IN SERVICE OPERATION SCENARIO

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ABSTRACT

The studies for large service operation organizations where Balance Scorecard is quite commonly used. Is abundantly available. The literature is limited for small service operation organizations and the literature available mainly focused on the uses and limitations of the Balanced Scorecard..To understand the success story, the study was conducted using one service operation organization that succeeds in its attempt to implement the Balanced Scorecard successfully. Data was collected for this study via interviews and researcher observations. Four in-depth interviews were conducted with Business Head, Process Owner, Senior Manager and one with the employee who is directly responsible for the design and implementation of the Balanced Scorecard. The researcher also observed and facilitated the design and implementation of the Balanced Scorecard in the company over the same period. The results reveal that active participation of management was a major factor leading to the success of the Balanced Scorecard in Service operation organization. The more opportunity the support organization has to increase the value of the solution to the customer, higher perceived value translates to higher satisfaction, revenue and profit

KEYWORDS: Balanced Scorecard, perceived value