ESSENTIALS of Balanced Scorecard

Mohan Nair

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ESSENTIALS of Balanced Scorecard
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of Balanced Scorecard

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Mohan Nair is CEO of Emerge Inc., an advisory firm focused on strategy and corporate performance management. Identified as an adventure capitalist, Nair has founded two companies, a venture capital firm, and has taken high-profile executive roles in four high-technology companies. Most recently, Nair served as director, president, and Chief Operating Officer of ABC Technologies. He serves on several non-profit boards including the AeA. For seven years, he taught as an adjunct professor at J.L. Kellogg School of Management at Northwestern University of Chicago, and his articles have appeared in numerous publications including Byte Magazine, The Journal of Corporate Accounting and Finance, and The Journal of Cost and Performance Management. A highly requested speaker, Nair has been profiled or quoted in Forbes, Industry Week, Business Finance, and CNBC-Asia. He is author of Activity-Based Information Systems: An Executive’s Guide to Implementation (Wiley).
I thank my wife, Charu, for believing in this book project. Your support is immensely appreciated.

I thank my mother for her love and belief in me. Your contribution to the world is immeasurable.

I ask my loving dog to forgive me because she sacrificed many walks over a year.

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I dedicate this book to you.
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Balanced Scorecard (BSC) is not about strategy; it is about making strategy actionable. As the title declares, “Essentials of Balanced Scorecard” is designed to assist you in understanding the fundamentals of Balanced Scorecard.

It takes a great deal of complex actions to present ideas simply. Simplicity is the guiding principle behind this book. After some years of presenting ideas and learning, I have found that today’s executives have very little time to dig through metaphors and fancy symbolisms to get their facts. They prefer the truth in two-plus pages with diagrams. Unfortunately, justice cannot serve this topic with just two pages and diagrams. But I have tried to make the book simple to approach and use. Hopefully, you will be able to pick up this book and find it easy to read and digest (approach), as well as simple to return as reference (use).

About This Book

Essentials of Balanced Scorecard is designed for the executive-level reader who is relatively impatient with the verbosity. Balanced Scorecard has moved at an astounding adoption rate. Other analytic applications like activity-based cost/management (ABC/M), budgeting, and planning, customer relationship management (CRM), and supply-chain management (SCM) took the normal paths of recognition and adoption and took years before they had enterprisewide use. Credit goes to its founders Professor Robert Kaplan and David Norton, who designed the system with execution in mind. The demand for this methodology seems