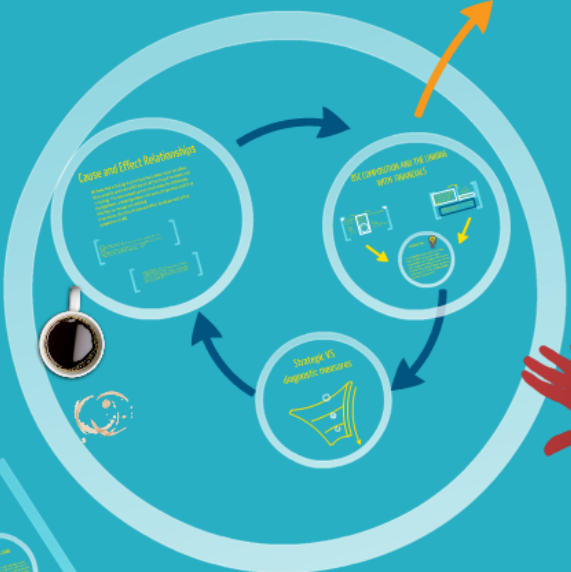
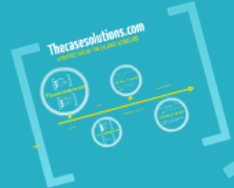


Sodexho (A): Creating Strategic Alignment with the Balanced Scorecard

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Practical applications

KEY TAKEAWAYS
Sodexho's Balanced Scorecard system of cause and effect relationships, combined with a system of measures, helped to achieve a 10% increase in operational performance.

RECOMMENDATIONS
Sodexho's success in creating a Balanced Scorecard has been a result of their focus on strategic alignment. The Balanced Scorecard is a powerful tool for aligning the organization's strategy with its performance measures. It is essential for creating a system of measures that is aligned with the organization's strategy and for ensuring that the organization's performance is measured in a way that is consistent with its strategy.

CONCLUSIONS

The report describes the process of the design for the value proposition. It also describes the fact that it is not an end in itself.

The company's success in understanding a complex industry of varying and often conflicting factors has been the result of its strategic focus.

The report also describes the fact that the report will include the design, development and evaluation of the design and its implementation.

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Thanks for your attention!



Q&A



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CONCEPT

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Strategy tool created in 1987 to control and monitor activities

Regards 4 different perspectives

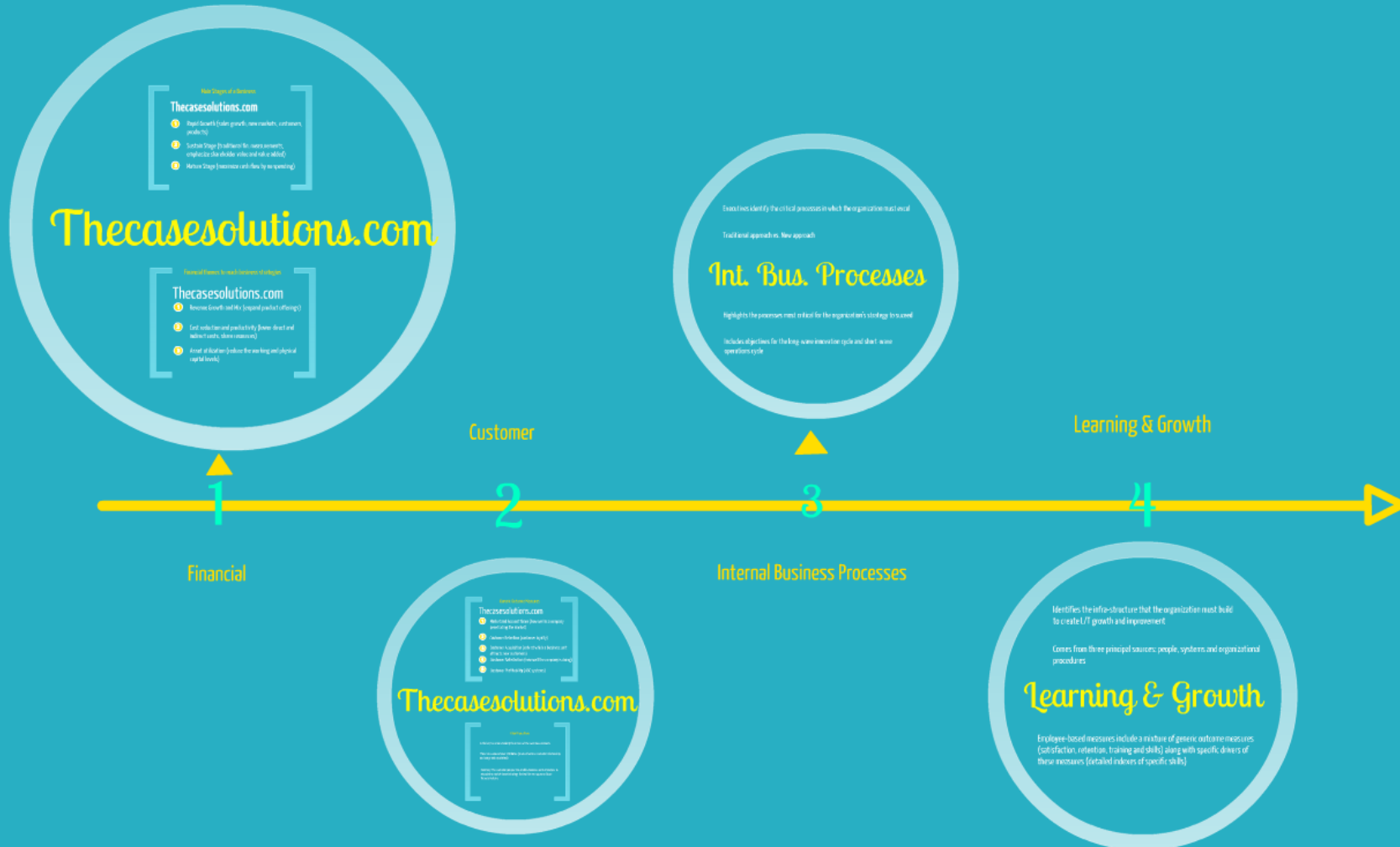
Comprises both financial and non-financial measures

These measures must provide a clear representation of the organization L/T strategy



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4 PERSPECTIVES OF THE BALANCE SCORECARD



Main Stages of a Business

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- 1 Rapid Growth (sales growth, new markets, customers, products)
- 2 Sustain Stage (traditional fin. measurements, emphasize shareholder value and value added)
- 3 Mature Stage (maximize cash flow by no spending)

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Financial themes to reach business strategies

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- 1 Revenue Growth and Mix (expand product offerings)
- 2 Cost reduction and productivity (lower direct and indirect costs, share resources)
- 3 Asset utilization (reduce the working and physical capital levels)

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Generic Outcome Measures

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- 1 Market and Account Share (how well is a company penetrating the market)
- 2 Customer Retention (customer loyalty)
- 3 Customer Acquisition (rate at which a business unit attracts new customers)
- 4 Customer Satisfaction (how well the company is doing)
- 5 Customer Profitability (ABC systems)

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Value Propositions

Is the key for understanding the drivers of the core measurements

There are some common attributes (product/service, customer relationship, and image and reputation)

Summary: The customer perspective enables business units managers to articulate a market-based strategy that will deliver superior future financial returns

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