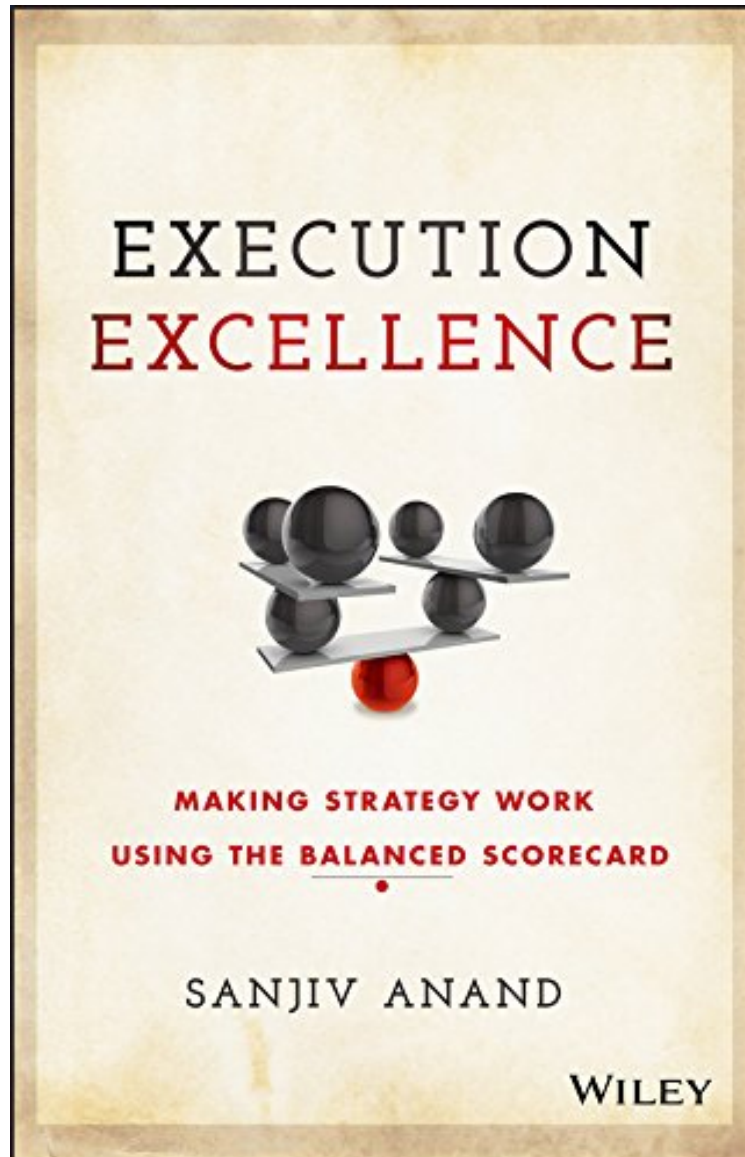


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# Execution Excellence: Making Strategy Work Using the Balanced Scorecard

*Sanjiv Anand*

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**Sanjiv Anand : Execution Excellence: Making Strategy Work Using the Balanced Scorecard** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Execution Excellence: Making Strategy Work Using the Balanced Scorecard:

0 of 0 people found the following review helpful. Good Tips on Executing Strategy Using The Balanced Scorecard Concept By Ahmad H. J. Ahmad Interesting book on the implementation of the balanced scorecard with good tips to

improve on the process. More about executing a company's strategy using the BSC principles. A good complimentary read to The Strategy Map Balanced Score Card by Norton and Caplan! 1 of 1 people found the following review helpful. Practical advice for putting the balanced scorecard into practice. By ZenWoman This book explains how to effectively use the Balanced Scorecard BSC Method in organizations to drive strategy. Sanjiv Anand uses his 30 years of consulting experience to get the BSC design just right - to create a strategy map leading to a balanced scorecard. Anand explains how to execute based on a BSC right from the first meeting. He explains how the score cards of each division or business unit have to align with the overall organizational scorecard, and discusses how to develop individual scorecards. The best part of this book on actual examples of strategy maps and scorecards from different companies along with case studies. They provide insight into the practical challenges of developing a balanced scorecard and individual scorecards that align with it. Overall this book is a great primer on the balanced scorecard method and provides a roadmap for executing strategy based on balanced scorecard. 1 of 1 people found the following review helpful. Strategic Scorecard By Antigone Walsh This is a readable book that describes the Balanced Scorecard process to execute strategy. It defines the process very well and the appendix contains cases studies. It underscores the importance of clarifying goals and implementing workable strategies for achievement. Clearly easier said than done and it seems that much effort can be expended in scorecards without justifiable results. The process itself should be dynamic and flexible as nothing is static in business. The book contains plenty of charts and graphics and the author communicates the principles well. Still I am not convinced that this is the holy grail for business or that it is necessarily the best method. But the book is a good review for those familiar with BSC and a decent introduction for those who are not.

A hands-on guidebook for making your strategy work with effective Balanced Scorecard design, deployment, and maintenance Execution Excellence is the practitioner's guide to real-world implementation. Designed by a Balanced Scorecard (BSC) thought leader with 30 years of experience and over 300 global implementations under his belt across a range of industry sectors, this guide gives you a hands-on framework for putting the BSC methodology into action. Clear, concise, and easy to read, this book skips the theoretical exposition to get right to the point; how can companies use BSC to effectively deploy strategy and drive individual and enterprise performance? You'll find the answers here. The discussion outlines the ways in which firms commonly fail in implementing BSC. These failures can be traced back to common design and implementation flaws: making the process too complicated and focusing on the BSC process rather than the outcome. The discussion will also cover design optimization across a range of key industry sectors. You'll gain expert insight into avoiding these missteps and the practical tools and perspective you need to implement BSC correctly the first time. While the Balanced Scorecard framework is widely accepted and praised, about half of firms that implement it fail to realize the full benefits. The fault lies not with the framework, but with the design, and more importantly; execution. This book gives you the information and tools you need to adopt BSC successfully. Design a BSC that truly and simply reflects your strategy Customize the BSC to reflect your industry's uniqueness Define clear measurements and ownership that suit your strategy Develop a framework for efficient data collection and reporting Implement effective reviews to keep your business on track Use your Balanced Scorecard data to close performance gaps Developed in the early 1990s, the Balanced Scorecard framework has been recognized as one of the most seminal business ideas in the last 75 years. Thousands of companies around the world use BSC to create and maintain a performance-oriented enterprise, yet just as many try and fail. Execution Excellence shows you what you need to know and do to become a BSC success story. Praise for EXECUTION EXCELLENCE "Execution Excellence is a very clear roadmap for any manager serious about improving performance with a team. Sanjiv has decades of experience solving problems with real-world companies and the challenges they face. This is a superb summary of his learning, communicated in concise, specific and easy to understand steps. I highly recommend it." —RON SANDERS, President, Warner Bros. Worldwide Home Entertainment "This book is full of sensible, practical advice on how to improve your business using the powerful tools of the Balanced Scorecard. Businesses of all types can see how to achieve their goals more effectively and quickly if they adopt the techniques shown here. Read and prosper!" —JON MOULTON, Founder and Managing Partner, Better Capital "Sanjiv certainly did not disappoint. The book is certainly a compendium of incredible experience he has had as a Consultant in different circumstances. It makes for extremely interesting reading. It is full of substance with practical and implementable suggestions and explains in an incredibly simple and straight forward manner how a tool like the Balance Scorecard can help in terms of framing and implementing business strategy in today's complex and multi dimensional business world." —AKHIL GUPTA, Vice Chairman, Bharti Enterprises "If you ever wondered how great generals manage their troops, this is your chance. Sanjiv is the general when it comes to implementing the BSC, having seen him in board rooms. If you a

From the Inside Flap Successfully executing strategy is the holy grail of business. For years, at least 50% of the firms that have successfully formulated strategy, have struggled to get the execution right. The problem is the same whether it is a small, medium or large enterprise, anywhere on the planet, in any industry. The challenge is compounded in a

flat world, where markets and competition have no boundaries. Sanjiv Anand brings his thirty years of consulting experience of crisscrossing the globe, helping clients across industries, of all shapes and sizes, make strategy work and bring execution excellence to their firms. And the framework he has used is the renowned Balanced Scorecard (BSC) framework, the world's leading strategy execution and performance management system. This book is less about the theory of the BSC, and more about how to effectively use the BSC to execute strategy based on the over 300 scorecards designed by Anand, and his team. The book covers: The relevance of strategy in a flat world. Is it dead? Critical components of effective business planning A Balanced Scorecard overview Getting the BSC design just right ndash; Strategy Map and Balanced Scorecard Being practical about objectives, measures, ownership, and target setting Getting the BSC execution right ndash; from the first meeting to all the pit falls that follow Designing cascade scorecards that align with the corporate scorecard Getting individual scorecards right Making strategy work for your firm Most importantly, the book has real world examples of Strategy Maps and Scorecards across 10 different industries, along with case studies of successful implementation of the BSC. Make strategy work for your business and achieve its greatest potential with Execution Excellence!

**From the Back Cover**  
**Praise for EXECUTION EXCELLENCE**

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"If you ever wondered how great generals manage their troops, this is your chance. Sanjiv is the general when it comes to implementing the BSC, having seen him in board rooms. If you are passionate about execution, then this is your back pocket guide. If you want more, read between the lines." mdash;SALEH LOOTAH, Chairman, Ssl Holdings, Former Board Member, Dubai Islamic Bank

"Sanjiv's thirty year experience in helping firms drive enterprise and individual performance, and bringing alignment between these components comes clearly through in this book. The insights are practical, global, and across industry sectors. A must read!" mdash;LEENA NAIR, Chief Hr Officer, Unilever

**About the Author**  
**SANJIV ANAND** is the Chairman of Cedar Management Consulting International, a global management consulting firm with over 800 clients and a network of offices worldwide. He is considered a Strategy and Balanced Scorecard thought leader, with more than thirty years of global management consulting experience and 300 Balanced Scorecard designs executed across a wide range of industry sectors. He is a Harvard Business School and NYU Stern Alumnus, and a former YPO Chapter Chair.