



MASTERING
BUSINESS IN
ASIA

SUCCEEDING WITH THE
BALANCED
SCORECARD

Foreword by Dr David Norton

James Creelman
Naresh Makhijani

Contents

Foreword by David P. Norton	vii
Acknowledgments	ix
1 Introduction	1
2 How the scorecard is being used in practice	33
3 The role of senior management	59
4 Building the scorecard team	85
5 A template for choosing consultants	107
6 Creating the enterprise-level strategy map	131
7 Creating the enterprise-level balanced scorecard	155
8 Scorecard devolution: The structural challenge	179
9 Scorecard devolution: The cultural challenge	203
10 Scorecard automation	229
11 Advanced usage: An integrated financial and strategic management system	259
12 Conclusion: The balanced scorecard – The future and action template	283
Appendix	303
Index	315