



Performance Measurement: Linking Balanced Scorecard to Business Intelligence

By Luca Quagini, Stefano Tonchia

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Business Intelligence (BI) and Performance Management (PM) – the development and delivery of business insight for users and the management of execution based on that insight – are two solution-types that promise to bring great value to enterprises. Yet most organizations haven't yet realized the elusive benefits of these two important disciplines. The reasons for this are manifold. However, the primary causes are the culture of the organization and its leadership. This is a topic, which I've addressed at length in my latest book: *Problems in Performance – Business Intelligence Journeys and the Roadmap for Change*. The culture and leadership of the organization determines the importance and strategic intent surrounding the use of BI and PM. Sadly, most organizations lack the motivation to embrace transparency and accountability – or to align with the strategy of the organization – enabling execution and coordination in unison with the mission. However, once an organization and its leadership are ready to take a step towards real change – creating an environment of openness, sharing and alignment – with BI and PM as its centerpiece – the next question then becomes one of “how and where to begin”? Even with great strategic intent, missteps in the development and deployment of BI and PM can cause disillusionment and disappointment – lending support to the naysayers of the organization – and leading to failure and abandonment of these critical programs.

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Editorial Review

From the Back Cover

This book describes – in a precise but practical way – the most recent developments in Performance Measurement and the relative Performance Measurement Systems (PMS), whose most famous one is the Balanced Scorecard model. It is unique because of the integration of PMS theory (types of performances, Key Performance Indicators, architecture and integration with ERP, Organization and Strategy) with the Business Intelligence (BI) technologies, which characterize the most advanced effective solutions. The rigorous academic approach of a well-known international expert – Professor Tonchia – is mixed with the managerial contribution of a worldwide consulting leader – Luca Quagini, CEO of SDG Group. There are very few, if any, books in the Performance Management field that describe in detail a real approach for designing and managing these systems, with the amount of detail and giving the useful, practical understanding of the underlying principles and specific processes and practices that are presented here.

About the Author

Stefano Tonchia, Ph.D., is Full Professor of Business & Innovation Management at the University of Udine, Italy. He is the Dean of the Project Management School at Alenia Aeronautica, the Italian Aeronautics Company, and Honorary Commander USAF Aviano Air Base He has written many articles on international journals, and published several books, including “Process Management for the Extended Enterprise” (2004) and “Industrial Project Management” (2008), both for Springer. He is an international leading expert on Lean Management, Project Management, BPR and Performance Measurement. www.tonchia.it. Luca Quagini, engineer and business consultant, since 1997 he is CEO of SDG Group, a global management consulting firm that specialises in Business Performance Management and Analytical Applications design and development. He is the founder and Head of the Master in Business Intelligence and Knowledge Management at the University of Verona. He is the creator of the Management Intelligence methodology, as well as author of numerous publications dedicated to the Planning and Management Control themes and information processing to support decision making. www.sdggroup.com.

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