

Assessing Balanced Scorecard in Greek Sport Federations

Number of Abstract: 131

Andreas Kotsovos, University of Peloponnese, Department of Sport Management, Greece,
andreaskotsovos@yahoo.gr

Athanasios Kriemadis, University of Peloponnese, Department of Sport Management, Greece

Ourania Vrontou, University of Peloponnese, Department of Sport Management, Greece

Elena Theakou, University of Peloponnese, Department of Sport Management, Greece

Keywords: balanced scorecard, performance management system, strategy

Abstract

Introduction

Public sector organizations worldwide have come under increasing pressure to modernize, to improve overall performance and service delivery, and to increase accountability to their stakeholders [6]. Organizations of all sizes are efficient at delivering mission statements and strategies but poor at measuring whether they are achieving their mission and strategy. The Balanced scorecard (BSC) is an integrated performance management system that addresses this problem by linking the mission to strategy and then translates the strategy into more tangible measurable goals, actions and performance measures [2]. By adopting financial and non-financial measures and measuring current performance outcomes as well as future performance drivers, the BSC gives feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance [5]. To this end, the BSC employs four perspectives and develops metrics, collects and analyzes data relative to each of the four perspectives: 1. The financial perspective. 2. The customer (stakeholder) perspective. 3. The internal process perspective. 4. The learning and growth perspective [1]. Balanced scorecard is widely used by private, not for profit and public organisations [4]. However, there is a current gap in the literature regarding the implementation of the BSC management tool in Public Sport Organizations. 34 Greek Sport Federations (of which 20 Olympic Sports Federations) that act autonomously as far as the administrative matters are concerned, but they are financed and controlled by the State through the General Secretariat for Sport, were selected in order to consist the population of this study.

The primary aim of this project is: (a) to determine whether the logic and approach of the balanced scorecard is utilized in the formulation and evaluation of strategies in public sport federations in Greece, (b) to investigate the extent to which a balanced scorecard system is applied in real terms, (c) to identify the differences in balanced scorecard approach among the sport federations, and (d) to propose alternatives when lack of a balanced scorecard approach is investigated and ascertained.

Methods

The questionnaire would be primarily designed by the researcher based on the reviewed literature on balanced scorecard, as well as on the recommendations from the reviews offered by existing publications and selected experts. The research instrument will be applied in order to obtain information on the detailed performance measures being used by the sample (of public sport federations) and to compare the responses with the BSC approach. Consequently, questionnaire sections mirrored the BSC components (financial, customer, internal business, and learning and growth perspectives). The individual questions would be derived by carefully assessing the parameters that have been used in the literature to measure public organizations performance.

Expected Results

The findings of this study aim to determine the direction of the performance management system of sport federations in Greece. At this primary stage of research, Greek sport federations tend to place emphasis on financial outcomes and adopt patterns of performance evaluations. Greek sport federations seem to focus on strategy and seem to understand the need of incorporation of both financial and non-financial performance measures. The sport federation's commitment to performance measurement is expected to commensurate to the extent that: a) the organization employs measures, targets and initiatives to reach each objective and monitor organization performance against strategic goals and b) to measure whether the activities of sport federations are meeting their objectives in terms of vision and strategy.

Discussion

Depending on the findings of this research, we will consider the perspective of embedment of specific elements of the Balanced Scorecard into the federations that tend to present problems regarding the application of meticulous performance measures. Conclusively, balanced scorecard is not a static strategic management system, which, once being set, stays as it is throughout the implementation of the strategy. Furthermore, the measures are not to be viewed merely as a collection of various metrics but instead they are selected to show cause and effect in the implementation of the company's mission and organizational strategy [3]. On this basis each sport organization should modify the Balanced Scorecard model to reflect the unique characteristics of the organization.

References

- [1] Griffiths, J. (2003). Balanced scorecard use in New Zealand government departments and crown entities. *Australian Journal of Public Administration*, 62(4), 70-79.

- [2] Gumbus, A., & Lussier, R. N. (2006). Entrepreneurs use a balanced scorecard to translate strategy into performance measures. *Journal of Small Business Management*, 44(3), 407-425.
- [3] Kaplan, R. S. & Norton, D. P. (2001). *The strategy-focused organization*. Harvard Business School Press, Boston, MA.
- [4] Manville, G. (2007). Implementing a balanced scorecard framework in a not for profit SME. *International Journal of Productivity and Performance Management*. 56(2), 162-169.
- [5] Papenhausen, C., & Einstein, W. (2007). Insights from the balanced scorecard: Implementing the balanced scorecard at a college of business. *Measuring Business Excellence*, 10(3), 15-22.
- [6] Wisniewski, M., & Olafsson, S.(2004). Developing balanced scorecards in local authorities: A comparison of experience. *International Journal of Productivity and Performance Management*, 53(7), 602-610.