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Implementing performance measurement systems: a literature review M Bourne, A Neely, J Mills, K Platts International Journal of Business Performance Management 5 (1), 1-24 , 2003

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How to--and when to--measure business performance is a global management issue. This guide illustrates how different businesses use various types of measurements and goes into detail about the roles different types of metrics fulfill. Crucially, it presents a framework for guiding organizational thinking about quantifying and evaluating business performance.

This exciting and innovative book will find its audience in researchers and scholars at many levels of academe in the fields of entrepreneurship and strategic management, organizational theory and accounting, and finance.

It's no secret that you can't improve your organization's performance without measuring it. In fact, every function, unit, process, and the organization as a whole, is built and run according to the parameters and expectations of its measurement system. So you'd better make sure you're doing it right. All too often, performance measurement creates dysfunction, whether among individuals, teams, or across entire

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divisions and companies. Most traditional measurement systems actually encourage unhealthy competition for personal gain, creating internal conflict and breeding distrust of performance measurement. Transforming Performance Measurement presents a breakthrough approach that will not only significantly reduce those dysfunctions, but also promote alignment with business strategy, maximize cross-enterprise integration, and help everyone to work collaboratively to drive value throughout your organization. Performance improvement thought leader Dean Spitzer explains why performance measurement should be less about calculations and analysis and more about the crucial social factors that determine how well the measurements get used. His "socialization of measurement" process focuses on learning and improvement from measurement, and on the importance of asking such questions as: How well do our measures reflect our business model? How successfully are they driving our strategy? What should we be measuring and not measuring? Are the right people having the right measurement discussions? Performance measurement is a dynamic process that calls for an awareness of the balance necessary between seemingly disparate ideas: the technical and the social aspects of performance measurement. For example, you need technology to manage the flood of data, but you must make sure that it supports the people who will be making decisions and taking action crucial to your organization's success. This book shows you how to design that technical-social balance into your measurement system. While it is urgent to start taking action now, transforming your organization's performance measurement system will take time. Transforming Performance Measurement gives you assessment tools to gauge where you are now and a roadmap for moving, with little or no disruption, to a more "transformational" and mature measurement system. The book also provides 34 TMAPs, Transformational Measurement Action Plans, which suggest both well-accepted and "emergent" measures (in areas such as marketing, human resources, customer service, knowledge management,

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productivity, information technology, research and development, costing, and more) that you can use right away. In the end, you get what you measure. If you measure the wrong things, you will take your company farther and farther away from its mission and strategic goals. Transforming Performance Measurement tells you not only what to measure, but how to do it -- and in what context -- to make a truly transformational difference in your enterprise.

When we discuss accelerating top line growth and maximizing profitability, we often consider hiring more people, cutting expenses, or raising prices. What we should be doing is looking at different ways to effectively utilize what we already have. Rather than hiring new people, we need to improve the performance of our current employees. As an alternative to cutting costs, we need better invest the money we already spend. Instead of raising prices, identify ideal customers to market and sell to. This book will discuss strategies on how to do all of these things and more. The author provides 25 ways to accelerate revenue growth and increase profitability immediately, without making any new financial investments. That is the Unified Theory of Profitability. It means looking at the organization and finding ways to better leverage what already exists and focusing on the activities or changes that will provide optimal results. Readers will become experts on executing on these strategies. It can be done! Find the solutions that work, commit to implementing them and results will flourish.

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