**USE OF THE BALANCED SCORECARD CONCEPT AS AN INSTITUTIONAL COMMUNICATION INSTRUMENT**

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**Rezumat:** Datorită dinamicii accelerate înregistrată pe piața globalizată a bunurilor și serviciilor impulsionate de avântul tehnic și tehnologic, organizațiile publice sau private au fost supuse presiunii înglobării în politicile de management strategic a unor instrumente, concepte sau reguli din ce în ce mai sofisticate și bazate în mod direct și indirect pe produsele erei informaționale.

Conceptul Balanced Scorecard face parte din sfera produselor științelor sociale și pune la dispoziția firmelor din sectorul privat și/sau organizațiilor guvernamentale un set de instrumente, concepte, principii și reguli specifice managementului strategic.

Odată cu apariția conceptului Balanced Scorecard la inceputul anilor ‘;90, asistăm până în prezent la o rafinare și o multiplicarea a valențelor de utilizare a acestuia în trei mari direcții: sistem de măsurare și evaluare a performanței; sistem de management al strategiei; instrument de comunicare internă și externă.

Articolul de faţă prezintă utilizarea conceptului Balanced Scorecard ca instrument de comunicare instituțională, orientat atât spre interiorul organizației cu rol motivațional cât și spre exteriorul acesteia cu rol de informare a societății civile.

Datorită conceptelor şi funcţiunilor dezvoltate în cadrul Balanced Scorecard (BSC) și confirmate în timp, conceptul este recomandat pentru utilizarea şi în instituţiile din cadrul sistemului de apărare, ordine publică şisiguranţă naţională.

**Cuvinte cheie:** BalancedScorecard, instrument de comunicare, organizaţie, apărare naţională.

**Abstract:** Due to the accelerated dynamics recorded in the globalized market of goods and services driven by technical and technological advancement, public or private organizations have been subjected to the pressure of increasingly sophisticated and directly based instruments, concepts or rules in strategic management policies on the products of the information age.

The Balanced Scorecard concept is part of the social sciences products field and provides a set of tools, concepts, principles, and rules specific to strategic management for private sector companies and/or government organizations.

With the advent of the Balanced Scorecard concept in the early 90's, we are witnessing to date a refining and multiplying of the valences of its use in three main directions: system for measuring and evaluating performance; strategy management system; internal and external communication tools.

The present article presents the use of the Balanced Scorecard concept as an instrument of institutional communication, oriented both inside the organization with motivational role and outside it with the role of informing the civil society.

Due to the concepts and functions developed within the Balanced Scorecard (BSC) and confirmed over time, the concept is recommended for use in institutions within the defense system, public order, and national security.

**Keywords:** Balanced Scorecard, communication tool, organization, national defense.

1. **Introduction**

Balanced Scorecard (BSC) is a concept used by public and private sector organizations to score/highlight the strategic objectives of an organization, to measure the performance of the strategy implementation process and can also be used as an effective internal and external communication tool, aspects that over time and in many parts of the world have proven successful many times.

The strategic organizational management approach through the BSC guides the military structure towards flexibility, performance, efficiency, and progress in fulfilling the assigned tasks and missions.

The starting point for the successful application of the instruments, concepts, principles, and rules defined by the Balanced Scorecard is the definition of the vision, the mission, the strategic objectives, respectively the definition and implementation of an organizational strategy that will support the transformation effort and the success of the approach. The BSC concept offers the management team an integrated vision of the institutional effort by defining four perspectives:

- the financial perspective;

- the customers perspective;

- the internal processes perspective;

- the learning and growth perspective.

The analysis and evaluation of managerial performance from the point if view of the four perspectives ensures the continuous alignment of the individual and organizational effort, starting from the personnel situated at the base of the organization and up to the senior management, for the successful implementation of the strategy, the achievement of the strategic objectives and the vision. The evaluation of how the institutional effort is aligned with the transformational strategy is performed by defining a set of key performance indicators closely linked to the defined strategic objectives. This aspect gives the command team the statistical, mathematical dimension on the exact assessment of the level reached in the performance of the strategic management related to the set target thresholds, the human performance, the expenditure of resources, the overall efficiency or effectiveness in the actions taken.

The use of the strategic map offers the command team a graphical tool by which it presents to the personnel and civil society a concise visual image of their strategy, the main directions to follow and the cause-effect relations between the actions taken and the strategic objectives stated in the four perspectives. For a military organization, the strategy map can show how an investment in human resource development can improve internal processes and ultimately direct the effort towards the performance needed to accomplish its mission. From this perspective, the BSC concept provides command teams with a series of data and information necessary to substantiate decisions and implement corrections, when they are needed.

The third approach of the BSC concept in strategic management, with a strong potential in aligning the individual and collective effort of the personnel in carrying out the daily tasks, is represented by the internal or external, horizontal and vertical communication. Translating the vision, the strategic objectives and the mission into simple phrases, with an action and motivational effect, addressed to all the management or execution personnel, allows understanding the individual role in the effort of the whole institution to reach the objectives and the accomplishment of the missions.

In the case of the military institution, the strategic communication must also be directed to the outside of the institution in order to facilitate the transparency of the entire spectrum of activities, but also to maintain control over sensitive situations with a strong impact on the media, an aspect whereby the secrecy of the actions and subsequently, the obtaining mission success. The truth will be revealed once such a mission is completed, the personnel involved are no longer subject to external or other external pressures that could have jeopardized the successful execution of the mission.

1. **Fulfillment of internal and external communication using Balanced Scorecard**

A strong applicative side of the strategy map offered by the BSC concept is the internal communication within the military organization by disseminating information to directly subordinate personnel and subordinate structures and external communication, for the correct and prompt information of citizens and society as a whole about the actions undertaken by the institution. military.

Communication is the process of transmitting information, ideas, opinions, beliefs, either from one individual to another or from one group to another. Communication is an attribute of the human species. No kind of activity, from the ordinary individual activities of the daily routine to the complex activities carried out at the level of the organizations, can be conceived outside the communication process.

Communication is an indispensable element for the optimal functioning of any human community, regardless of its nature and size. The continuous exchange of messages generates the unity of views, and implicitly of action, by harmonizing the knowledge regarding the goals, the ways and means to reach them, by promoting the necessary skills, by the relative homogenization of the groups in affective (emotional, sentimental) and motivational (opinions) aspect, interests, beliefs, attitudes).[[1]](#footnote-1)

Basically, through communication, the unitary coordination of efficient organizational behavior is achieved. Resuming the idea in another form, to communicate means to inform, to say, to explain, to share, to give order, to convince, to connect, to listen, to unite to act.

In managing the organization, communication is the key element that determines the efficiency, effectiveness, and performance of the organization in fulfilling its tasks.

As part of the social body, the army is a system intended to act in special situations. For this, she is preparing herself for an intense training activity, during which she needs an equally intense communication between the commanders and executives.

As a human action and within the military system, communication has a structure well defined by the five questions in the so-called paradigm of Harold D. Lasswell: Who (says) What (to) Whom (in) What Channel (with) What Effect?

In more details, the phenomenon of human communication implies the simultaneous existence of the following components:

- a need for change felt strong enough to push the action;

- leaders and managers, in other words at least one person with the role of the issuer and one with the role of receiver;

- information in the form of messages on the situation demanding change and on human forces, ways and means to achieve it;

- channels (means) of connection, often organized in a system through which the messages between senders and receivers are to circulate;

- a code, a common language of communication between the sender and the receiver;

- rules of communication and the ability acquired through training to respect them;

- a strong enough motivation for participants to make the necessary efforts to prepare for the change (to engage in the exchange of information).

A characteristic aspect of the military organization is given by the organization and functioning mode based on groups that are constituted according to the military regulations: group, platoon, company, battalion, brigade, etc. and national legislation: compartment, office, department, service, office, etc.

Within the group, the following features are manifested[[2]](#footnote-2):

- "There is a motivation to be together;

- there is the perception of the group as a unit of human interaction;

- individuals contribute in different proportions to the processes that take place in the group;

- agreements (agreements) and disagreements appear between individuals."

The strategy map made in the form proposed by the BSC concept, together with the entire internal normative framework of the military institution fully supports the idea of ​​effective internal and external communication:

- dissemination of the operational objectives that compete in achieving the strategic objectives;

- obtaining a high level of understanding of the strategy;

- motivating staff and aligning individual and collective efforts;

- transmission of information in a dense format, easy to follow and applied in daily activity;

- the interdependence and interconnection of the operational objectives when developing and implementing the strategy.

This type of internal communication is also specific in the dissemination of information vertically, to the subordinate military structures, for information, and to the upper echelons, for reporting.

In addition to internal communication, we also talk about external communication to the social partners of the state and the military organization, which is equally important. The printing of the strategy map on leaflets, its publication on the INTERNET, the whole spectrum of related promotional activities, we can catalog, as we have found in some specialized works[[3]](#footnote-3), the communication with promotion role. It is conducted unilaterally, from the organization to its external environment. In this situation, the military institution provides information about the products or services it offers, tries to improve its overall image or simply wants to make itself known and promote its values.

The main forms by which this particular type of communication materializes are:

- advertising - through its own published materials, but also through its own site on the page of the General Staff of the Naval Forces, through INTRAMAN and through the Facebook page;

- participation in various symposia, conferences, book fairs, etc;

- promoting the career in the Naval Forces through information activities carried out in high schools;

- realization of radio and TV shows to promote the image and military career.

From a technical point of view, it uses the own computer network, the INTRAMAN network, and the INTERNET network to allow the rapid, direct and timely information of the users, shortening to the maximum the information flow path and achieving good security of the information disseminated through these communication channels.

External communication must be fully consistent with the entire spectrum of actions or internal processes that highlight and support the strategic vision, mission or goals. It must be aligned with the individual effort to fulfill the legislated missions.

There is also a strictly military dimension attached to the concept of external strategic communication. This has applicability both during peacetime but especially in crisis, mobilization or war situations, starting from high-intensity combat actions to military stability actions. Armed struggle is based on other principles and methods that ensure success in confronting the adversary, the communication used during the armed struggle becoming sometimes propaganda. The purpose of this type of communication is to create a false image on important aspects of the war economy, masking military actions, lowering the adversary's morale, etc. The military confrontations registered in the last 30 years confirm the use of this type of communication through the excessive use of the media, especially television, for imposing in the collective consciousness of the society certain predetermined patterns, a process called the CNN effect. This type of communication is not the subject of our article or the concept under debate - Balanced Scorecard.

1. **Conclusions**

In the field of defense, communication is an essential function in the exercise of the command and control of military actions and tasks. The communication act represented and has still represents a lever and an instrument in the hand of the command team for achieving cohesion and optimizing managerial processes.

Some of the challenges encountered in the organizations that have implemented the BSC concept through its distribution and branching within the organization include[[4]](#footnote-4):

- the personnel employed do not understand the process well enough to become efficient themselves;

- the cascade approach was wrongly planned;

- there is no optimal and efficient interconnection between departmental levels;

- Performance evaluation using BSC is misunderstood or difficult to communicate.

The existing solution for the remediation and optimization of the strategy implementation processes consists of efficient communication, internal and external, horizontally and vertically.

The military institution must practice a pro-active external communication policy, by creating and supplying transparent information flows on the field and the issue of defense.

The internal use of the instruments and rules stipulated by the BSC concept, together with the classical ones offered by the media, contributes to the awareness and strengthening of the role of the military institution in the Romanian society.

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