

FORMING OF BALANCED SCORECARD FOR INDUSTRIAL ENTERPRISE

Dovbnya S.B.

Doctor of Economic Sciences,
National Metallurgical Academy of Ukraine

Voloshyna A.S.

Master's degree,
National Metallurgical Academy of Ukraine

Theoretical principles of Balanced Scorecard (BSC) forming are developed, including its essence and describing its main tasks. BSC is assiduous picked out set of indicators that specify strategy of enterprise by its decomposition that provides the complex, complete and many-sided estimation of efficiency of enterprise activity and realization of strategy. The main BSCs` tasks are: specification and decomposition of strategy; complex estimation of effectiveness of the enterprise and its subdivisions; forming of information base for enterprise; providing of strategy realization; conditions forming for effectiveness motivation system, oriented to achievement of key performance indicators.

Traditional system of Balanced Scorecard doesn't note specific features of industrial enterprises and offers universal indicators. In the article it is offered the improved and adapted, useful for industrial enterprises BSC system, dividing into four subsystems with certain blocks.

Within Financial subsystem are identified two blocks: the "Financial results" and "Financial stability" and next composition of indexes is reasonable: ROA, return on equity, coefficient of manoeuvrability,

profitability of sales, current ratio, Bivers` index, and others.

It is extended the essence of subsystem "Clients" and it is renamed into "Marketing". Indexes that characterize quality of products, market share of enterprise and its products on different markets, part of profit of the new product types, receivables turnover, operating profitability are added to its composition,.

Significant changes took place in subsystem "Internal business processes". It includes indexes, that characterize the technical and technological level of production, level of logistical support, and also efficiency of production activity.

It is suggested to rename subsystem "Education and Growth" with wider and laconic, but comprehensive determination – "Personnel", that includes part of workers, that increase qualification, level of productive traumatism, staff turnover, income per employee and others.

The improved system of the Balanced Scorecard due to expansion of maintenance and increase of working out in detail more correctly represents the specific of industrial enterprises, provides the estimation of effectiveness of enterprise activity and strategy realization.