

The Balanced Scorecard for City

Governance:

A Case of Vantaa City

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Abstract

The Balanced Scorecard (BSC) has gained a prominent role in strategic management in both private and non-profit sectors. The Finnish cities have employed it while improving strategic human resource management and realistic, multifaceted assessment. Nevertheless, it is a long process to make the BSC part of organizational culture. The purpose of this study is to learn from the experiences of implementing the BSC in city management. Especially, I want to understand the mechanisms of implanting the BSC into organizational culture.

This working paper is based on reviewing documents of the Finnish cities using the BSC and their experiences from it. The internal learning networks consisting members of the organization help to maintain functioning BSC culture. Such networks are a mechanism to develop organizational capabilities further. Vantaa case shows that the BSC is adopted fairly quickly by the top management levels of the city but still meets the difficulties among the lower layers of the organization. The peer-learning could help to dispel doubts and avoid alienating workers from the process of setting measures and indicators.

Keywords: The balanced scorecard, municipalities, learning networks