









#### IV RESULTS

Balanced Scorecard reflects the relationship between short and long term targets, performance and result indicators to the corporate strategy in a balanced way within the cause- effect hierarchy. Balanced Scorecard ensures the harmonization of targets and behaviors as a key to ensuring the effectiveness of organizations, managers and works in order to achieve results that can be achieved in difficult times.

In other words, Balanced Scorecard is considered as a new management approach that enables companies that fail to turn their corporate strategies into action, to implement their strategies, to associate their strategies with targets for implementation, to check whether the strategies have achieved the expected results and to achieve success by monitoring variables representing these relationships.

Balanced Scorecard is considered as a model that approaches performance measures in a holistic manner, focuses on the customer and the market, develops a shared strategy understanding, the method is easy to use, makes mutual commitment felt in different organizational areas and the method is suitable for flexibility and adaptation for each organization.

Companies can benefit from Balanced Scorecard as a management system, not as an evaluation model. Balanced Scorecard makes organizational strategy and consensus possible. Balanced Scorecard provides a strategic link between long term, short term targets and annual budgets; makes it easier to make decisions and adapt to achieve targets; ensures that strategic researches towards targets are carried out regularly and systematically; provides the necessary information for the evaluation and development of the target and additionally Balanced Scorecard makes easy to get feedback. Balanced Scorecard is a management approach that makes companies successful in transforming organizational strategies into action.

Implementation of Balanced Scorecard, organizations define and analyze their reason for being, mission and values. After mission and values are defined, organizations define their visions with long-term perspectives. They decide on perspectives and criteria. Their targets are determined and leveled. Periodic evaluations are carried out.

Turkish Technic Inc. has been determining its targets with KPI values for years. Turkish Technic Inc. has many targets; the organization maintains and controls them on a system. Although the company is not fully used the Balanced Scorecard method, they are considered to be used. In this study, the targets were examined with the help of the Balanced

Scorecard method. Implementation of the Balanced Scorecard method; the daily, monthly and annual targets of the company can be controlled in a more understandable and simple way. Balanced Scorecard method is easy to compare with previous years. Targets can be easily revised.

There are perspectives, performance measures, periods, targets and outcomes in 4 separate tables. Each subject heading is specified separately in the tables. In Performance Measures, the formulas about how to measure the targets, calculations and the places to be obtained are mentioned. The periods can be monthly, quarterly, semi-annually or annually. Targets are stated in terms such as percentage, number and time. At the end of the period, they can see whether the targets are realized or not through the outputs. If the target is not achieved, pre-planned steps are taken to prevent this situation.

Six targets were presented for each perspective examined with the Financial Perspective, Customer Perspective, Internal Process Perspective, Learning and Growth Perspective. For each perspective, the outcome was obtained and compared after the period ended. Actions have been taken and implemented for those who cannot achieve the target. Targets such as Nationalization Rate Increase, R&D Revenue and Customer Error Rate could not be achieved. Research should be done on why the targets are not achieved. After analysis, kaizens should be applied and improved according to the outputs.

#### V CONCLUSIONS

Balanced Scorecard is a method that every company should use to determine, review, analyze and evaluate its strategic targets in the way of their mission and vision. By comparing the Balanced Scorecards of two different years regarding future works, questions such as whether the targets have changed, the actions taken in cases where the targets are not realized and whether the target has been achieved in the next year can be asked.

With the help of experts, weighting can be made to what targets are most important in the company. As a result of weighting, targets can be selected with multiple decision-making methods and a Balanced Scorecard can be created by separating them into perspectives. Whichever perspective is more important in the organization, perspective can be weighted. As a result of the targets; outcomes can be realized. The targets in perspectives can be examined and analyzed. In the continuation kaizens formed for improvement can be applied and controlled.

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