

Empirical analysis of balanced score card and challenges of strategy implementation at the ERNST & YOUNG – Kenya

Abstract:

The paper focused on the challenges of the balanced score card in strategy implementation and was a case study on Ernst & Young-Kenya, an auditing and consultancy firm. The paper aimed at finding out how Ernst & Young-Kenya, has applied the balanced score card in strategy implementation across the business and the challenges faced in the application of the balanced score card. The paper is presented in five chapters and sections through which the researcher tries to discuss the above issues. Data collection instrument was an interview guide and observation. 40 respondents were drawn from all levels and functions of the organization. Out of the 40 only 25 were interviewed and responses analysed by using content analysis. The paper established that Ernst & Young-Kenya has used the balanced score card to implement its strategies. From the study, a number of challenges were established. The findings should be understood and evaluated in light of the limitations. This study is especially helpful to Ernst & Young-Kenya, Ernst & Young Global and other similar organizations. Institutional policy and practice implications to overcome the challenges of strategy implementation using the balanced score card are highlighted. Suggestions for further research are also given.