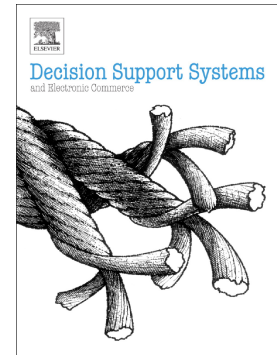


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ABSTRACT

The adoption of IT-based performance measurement systems (PMS) has increased in recent times. The proliferation of business intelligence (BI) has significantly impacted performance measurement in organizations. In this paper a novel process-based framework is proposed to enable end-to-end analysis of technology driven PMS implementation in an organization. The framework has been used to study PMS implementation in a large manufacturing firm in India. The analysis of the case provides key lessons about successful planning, execution and adoption of a BI based PMS as well as identification of critical success factors (CSF) in the implementation of PMS, that would be of interest to organizations planning to implement a similar system.

KEYWORDS

Business intelligence; Case study; Critical success factors; Framework; Key Performance Indicators; Manufacturing firm; Performance measurement systems.

1. INTRODUCTION

Measuring organizational performance, and using the information to drive organizational policy and functioning is at the core of management (Neely & Al Najjar, 2006). A well-designed system for measuring performance enables an organization to translate its strategy to operational goals (Neely, Gregory, & Platts, 2005; Grosswiele, Röglinger, & Friedl, 2013), and drive the behavior of employees to achieve the goals (Neely, Gregory, & Platts, 1995). Also, it enables a better management of resources by promoting transparency (Halachmi, 2002).

The history of performance measurement can be traced back to the era of industrial revolution when it was used to monitor and manage performance of shop floor workers (Radnor & Barnes, 2007). Until 1970s, performance reports were largely paper-based. With the advent of IT, paper-based reports were replaced by decision support systems (DSS). DSS allowed faster and timely access to information, and allowed managers to observe interesting trends and patterns in data with ease. The next level of evolution was the development of executive information systems (EIS), which unlike DSS were specifically designed to address the decision needs of senior management (Watson & Frolick, 1993). The major component of EIS was an electronic dashboard, which displayed information relevant to senior executives. The dashboard allowed senior managers to view, synthesize and relate a

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