

Implementation

- This led the Company to introduce a program called Business Excellence through Speed and Teamwork (BEST) in July 1999
- The Balanced Scorecard was one of the tools of the BEST
- There were four perspectives in Philips' Balanced Scorecard:
 - ❖ Competence
 - ❖ Processes
 - ❖ Customers
 - ❖ Finance

Implementation

- They used Balanced Scorecard strategy across Philips' divisions with more than 1,20,000 employees spread across 150 countries
- They established the Critical Success Factor's (CSFs)
- Philips used the traffic light system to measure the level of achievement of the key indicators:
 - ❖ **Green light** – Target that had been met
 - ❖ **Amber** – Performance in line with the target
 - ❖ **Red** – A problem area