

Balanced Scorecard in sales management in fast-moving consumer goods enterprises

THE SUMMARY OF THE PHD DISSERTATION

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The original purpose of the Balanced Scorecard (BSC) was to measure the effectiveness of an economic organization (Kaplan, Norton, 1992). Using BSC, enterprises focus on four groups (perspectives) of performance measures: financial, customer, internal processes, and learning and growth. Providing a method of measuring business performance from four perspectives, Balanced Scorecard helps companies keep track of various important aspects of their strategy. Today, many organizations implement BSC not only as a tool to measure their performance, but as the basis of their strategic management system. BSC provides managers with deep insight into the entire organization, and thus helps to make rational decisions about short- and long-term goals, implemented processes and financial and operational results.

The main thesis of this dissertation was the statement that the Balanced Scorecard can be a useful and effective instrument of sales management in commercial enterprises, provided that specific elements of the sales process are taken into account in its construction and its appropriate application in the enterprise to translate its strategy into operational activities.

The main objective of the dissertation was to prove that the use of the Balanced Scorecard has a positive effect on the sales management process and the effectiveness of commercial enterprises in the fast-moving goods industry, provided that the BSC structure is properly adjusted to the situational conditions of the fast moving consumer goods companies (FMCG) trading enterprise.

The dissertation consists of five chapters and an ending. The first three chapters constitute the theoretical part of the work, the fourth chapter is empirical, and the fifth chapter - project. The first chapter presents the essence and role of contemporary commercial activity, including the types and importance of commercial enterprises, in particular from the FMCG industry, as well as the requirements imposed on them nowadays. The second sub-chapter of this chapter presents selected definitions of strategies and characterizes the types of strategies according to the classification of M. Porter and R.E. Miles and CH.C. Snow. Then the essence, goals and different approaches to managing the sales process are described.

The second chapter explains how the concept of the company's performance is understood, what is the specificity of measurement in FMCG trading companies and how their results are measured. Selected systems that can be used by enterprises to measure their performance are also listed. In the further part of the second chapter, there are indicated factors determining the achievements of companies from the FMCG sector in the light of the contingency theory.

The third chapter is devoted to a Balanced Scorecard and its application as a concept of multi-faceted measurement of performance and, at the same time, strategic management of economic entities.

The fourth chapter presents the methodology of the empirical research, the subject of which were performance measurement systems in FMCG trade companies in Poland, with particular emphasis on a Balanced Scorecard, and their impact on the sales management process and the efficiency of FMCG trade companies. The study covered 65 enterprises selected from the list of the largest 218 commercial enterprises (mainly wholesalers) from the FMCG sector, published by the largest economic intelligence agency in Poland - Bisnode. The research was conducted with the use of a questionnaire containing 33 questions. Financial data relating to enterprises for the years 2015-2017, which were used in the analysis, were obtained from the Bisnode database, to which the author of the publication had access. The financial data concerned sales revenues and financial profit.

The results of the survey described in the empirical part of the dissertation and the verified hypotheses provided the basis for the presentation in the fifth chapter of the model of relations between the contingency factors and the structure of the BSC and its use in sales management. Then, taking into account this model, chapter five proposes strategy maps and variant structures of a Balanced Scorecard for commercial companies from the FMCG sector, taking into account two key types of business strategies of enterprises according to the strategy classification by R.E. Miles and Ch.C. Snow, i.e. for a company with a defender's strategy and a company with a prospector's strategy. The last part of chapter five describes an example of implementing a Balanced Scorecard in a FMCG trading enterprise that can be used to manage sales by both small and large-scale enterprises.

At the end of the dissertation, the considerations were summarized, the main conclusions and directions of further research in the field of measurement and sales management in commercial enterprises of fast-rotating products were formulated.