

# Balanced Scorecard and Business Intelligence in the Public Administration: Framework Proposal for the Czech Settings

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## Abstract

Public administration has experienced intensive development waves in past decades. Introduction of new managerial concepts aims to improvements in terms of efficiency, effectiveness, and performance. Public administration in the Czech Republic is not an exception. Therefore, this paper presents experience obtained during the endeavors to implement selected tools to Czech public administration bodies. Specifics of public administration in the Czech Republic are depicted and proposal for prospective development is formulated in particular sections of this paper. The developed conceptual framework is based on the application of the Balanced Scorecard method connected with Business Intelligence tools.

**Keywords:** public administration, Balanced Scorecard, Business Intelligence, Czech Republic, framework.

## Introduction

Public administration has been a subject of several changes during the last two decades. New concepts such as New Public Management (Young et al., 2012; Schubert, 2009), Good Governance (Lockwood, 2010; Griffin, 2010), or Public Private Partnership (Grimsey and Lewis, 2005; Shaoul, 2011) are more or less successfully introduced in public administration bodies around the Globe. Moreover, growing complexity (Bureš and Čech, 2007) associated with requirements imposed on public administration effectiveness, efficiency, and strategic planning leads to implementation of several methods and tools that are mostly common in the business environment. Public administration lacks the experience with projects related to advanced and sophisticated tools such as mobile-orientated architecture (Kozel and Mohelská, 2010), or Smart Environments (Mikulecký, 2011). Nevertheless, Balanced Scorecard (BSC) (Kaplan, 2008) can serve as a quintessential example of successfully applied managerial method (Mendes et al., 2012; Li, 2009). BSC enables managers to link strategic planning with operational activities with strong emphasis put on performance measurement. This paper discusses specifics of public administration in the Czech Republic and investigates possibilities of the BSC implementation in these settings. The main reasons for introducing BSC to public administration in the Czech Republic are growing financial load of public services, and concerns related to critique of low quality of provided services. The paper is organized in the following manner. The next section depicts specifics and bottlenecks of Czech public administration, following section introduces possibilities of BSC introduction to the Czech settings, and final section summarizes the acquired results.

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