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Mihaila, Svetlana

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THE DASHBOARD - STRATEGIES PILOTING AND DEVELOPMENT ENTITY TOOL

Svetlana MIHAILA, sv_mihaila@ yahoo.com
Ana-Carolina BĂRBIERU, carolinabarbieru@gmail.com
Academy of Economic Studies of Moldova

Abstract. *The dashboard is a managerial tool used by companies in different industry sectors. The Dashboard is an instrument designed to synthesize the information needed for driving, while being a piloting tool for the enterprise, allowing managers to have in real-time a synthetic view of key business and business indicators for making decisions within their competence.*

The present research highlights some conceptual moments about the vision of several researchers on the dashboard concept. Because the Dashboard is often confused with the Balanced Score Card, the differences between these two management leadership tools have been elucidated and specified. Also here are reflected the requirements and conditions for drawing up the dashboard, as well as the stages of drawing up the dashboard.

The study was conducted using the knowledge base built by the research of the specialized literature in the field.

Keywords: *the dashboard, performance, entity, indicators, strategy.*
JEL: *G320, M41.*

Introduction. If you can not measure an action then you can not control it. If you can not control it, you can not manage it; "When performance is measured, it increases. When performance is measured and reported, the improvement rate increases. "Especially for the crisis period, the main benefits of using performance indicators were to identify corrective actions and to facilitate a realistic outlook on the company's situation.

In the international literature, more and more often, a deep analysis of performance measurement is observed, while it is recognized that performance measurement allows managers to do much more than just a check of progress, hence the increased interest in studying a new instrument - dashboard.

In the category of management tools used in the management process, the dashboard is one of the methods that should not be missed by any manager, regardless of the hierarchical position occupied in an organization. A dashboard is a way of selecting, arranging and presenting the indicators so that, at a glance, a synthesis can be identified. This allows the manager of the activity or process to follow through the dashboard to say, "I see clearly what is going on!" [1].

Thus, the Russian Federation expert in strategies, Savkin A., defines the concept of the scoreboard as "an information management tool that is used to track performance indicators (KPIs), values and other key data relevant to a business , department or specific process ". By using data views, dashboards simplify complex data sets to provide users with a quick knowledge of current performance [2]. Similar ideas are also found in the work of the French scientist Guedj N., "the scoreboard is a system of indicators that guides the attention of those responsible for the key points to be pursued in order to achieve the objectives set" [3].

In the view of the Romanian professor, Tabara N., "the scoreboard is an indispensable tool for the operational management of the enterprise, it is conceived as a centralizer of information presented in a systematic, synoptic form referring to the state and the evolution of the economic phenomena that characterize its fields of activity "[5, p. 198]. The same idea is found in other publications: "the scoreboard is an instrument designed to synthesize the information needed for leadership" [4].

So the dashboard is meant to highlight the problematic points within the entity, and its purpose is in relation to the objectives set and, consequently, to help achieve goals and improve the performance of the company. The Scoreboard is an indispensable tool for business leadership and is conceived as a centralizer of information presented in a systematic manner about the state and evolution of economic phenomena that characterize its fields of activity. This is the tool that gives

management the absolutely necessary synthesis to know and perform, within a minimum time frame, a complete analysis of the way in which conducted activities are conducted, in which the assessment of the achieved level is made precisely, on the basis of clear data , obtained systematically and timely.

Historically, the dashboard dates back to the interwar period, resulting in the need to address the deficiencies and shortcomings of the accounting system at that time. At the same time, we can mention that this performance management tool is very popular in countries in Europe, such as France, Germany and others. The instrument has been continually evolving over time, aware of mutations produced by changes to the notion of management, so today it is approaching both as a definition and as a form of the Balanced Score Card [6]. Because the Dashboard is often confused with the Balanced Score Card, we will continue to present the distinctive features of these two methods.

Table 1. Differences between the Dashboard and Balanced Scorecard

	DASHBOARD	BALANCED SCORECARD
Is used for…	performance measurement / monitoring	performance management
As a measurement tool is…	Metric	KPI
Measure is linked to business objectives…	doesn't link	Links
It measures…	Performance	Progress
It is updated…	In real time	Periodically
It focuses on…	Operational goals	Strategic goals
Its purpose is to…	Give a high-level idea of what is happening in the company	Plan and execute a strategy, identify why something is happening and what can be do about that
Its helps…	Visualize the performance to understand the current state	Align KPI, objectives, and actions to see the connection between them

Source: Elaborated by authors as example [2]

În dependență de necesitățile interne ale entității, se pot adapta diferite tipuri de tablouri de bord și anume: tablouri de bord analitice și tablouri de bord operaționale. Adesea, întreprinderile utilizează ambele tipuri de tablouri de bord - fiecare pentru un anumit scop.

Analytical dashboards are typically designed to help top leadership set data goals from a collection of time-based data such as the last month, quarter, or year. Moreover, analytical dashboards help policy makers understand what happened, why it happened, and give them the information they need to implement the necessary changes. On the other hand, operational dashboards are often used by department managers and front line workers to monitor key performance indicators and other performance metrics.

Operational dashboards give the user the power to force current information, receive alerts, and identify potential operational issues as they happen.

Public awareness, the need for data reporting and how the dashboard will be used will greatly determine the way the dashboard is projected. It takes remarkable professionalism to build a world class dashboard and implement it in an entity.

Designing the dashboard is a preparatory but fundamental step in ensuring the success of using the dashboard as a managerial tool. The main issues they cover relate to:

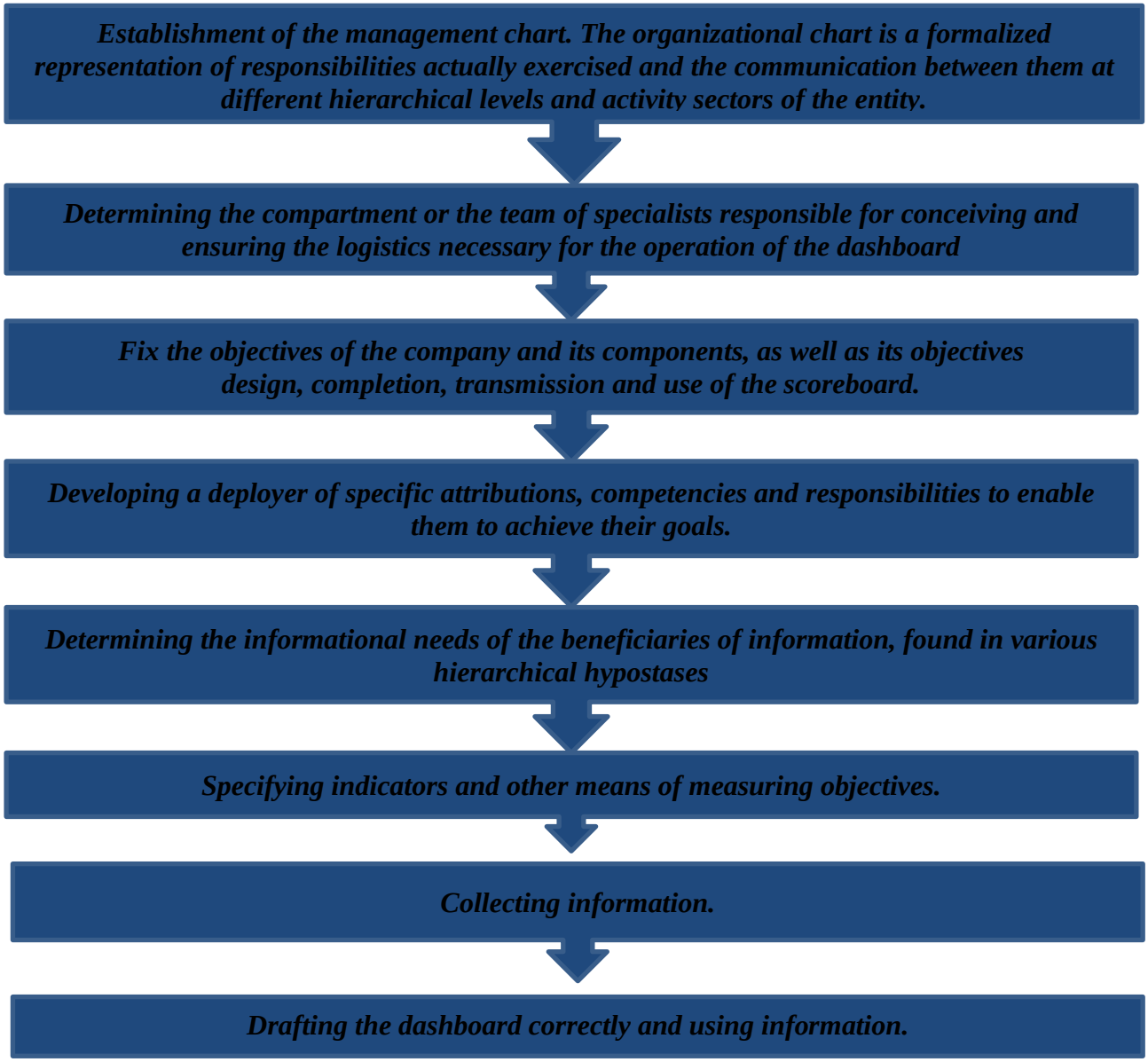


Figure 1. Stages of creating the dashboard

Source: Elaborated by authors

The executive dashboard provides many benefits to the management of the entity, such as: visibility - an executive dashboard provides excellent visibility and vision, reflecting all aspects of the business, and thus enables better management. One of Peter Drucker's most famous quotes is: "If you can not measure it, you can not improve it." The dashboard allows you to measure performance across the entity and improve it.

Many department heads spend countless hours connecting to business systems and running reports. On the contrary, the correct executive dashboard will always show the latest results of each report needed, saving valuable precious time each month. Executives spend time creating a business plan for the organization to follow. However, this is just the first piece of success. The latter deals with the company's compliance with the plan's expectations. In the dashboard, business plan objectives are automatically displayed against real-time real-time results. Another benefit would be that when employees know that their performance is evaluated in a scoreboard and their results can be seen, they are beginning to improve their activity inherently [6, 7].

Regardless of the form in which the dashboard is displayed, it must meet the following conditions:

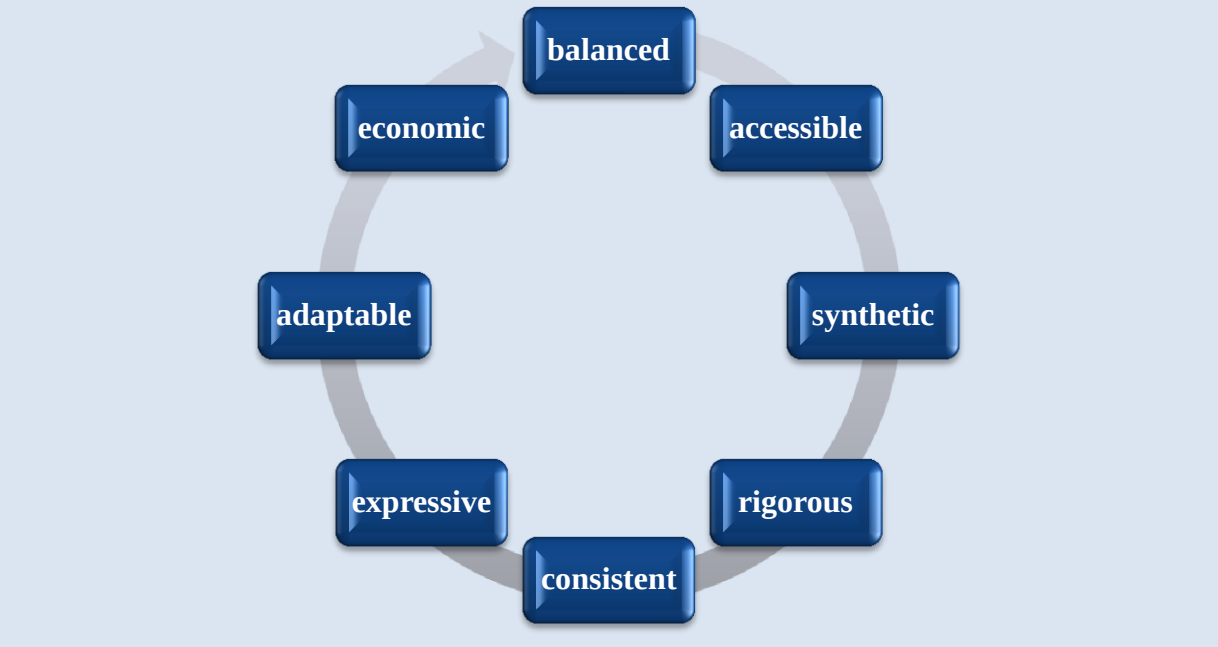


Figure 2. Conditions for drafting the dashboard

Source: Elaborated by the authors

Based on figure 2, the dashboard should include relevant, synthetic and accurate information about the field being driven; must include information focused on realising economic phenomena and delivering in real time the information needed to complete it; must include information with a degree of aggregation different, depending on the hierarchical position of the beneficiary; must facilitate understanding and operational and full use of information, clearly and explicitly presented; must report information on economic, social, managerial phenomena in proportions reflecting their weight in the field of follow-up; appropriate viewing forms (value tables, graphs, etc.) must be used; there must be the possibility of modification depending on the changes occurred in the company's activities or its management; the effects it produces are superior to the efforts required to complete, transmit and use [8].

The meeting of these features guarantees the managers' existence and effective use of the scoreboard.

Conclusion. For a dashboard to be a qualitative management tool, several requirements or rules must be respected in its design, such as:

- to gather and analyze all the information involved in achieving the objectives assigned to the management system;
- to gather and analyze all the information involved in achieving the objectives assigned to the management system;
- the information should be rendered in an expressive form so that management is informed of their meaning in order to make the right decisions;
- the dashboard needs to be operationally complete, giving leadership the opportunity to react promptly through decisions when it is really needed.

Dashboards are considered a real revolution in business intelligence. Their idea (concentrating all the data, parameters and capabilities in one place) is worth considering, yet - since it is still a new invention - it needs work. There are a lot of benefits that introduce a whole new dimension to business intelligence, but their use remains limited in the Republic of Moldova. And, as already mentioned, we need to start with a proper training of users. If users know exactly what to do with dashboards, their work would be much easier.

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