

An overview of using Balanced Score Card approach as an important tool in Website Evaluation

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Abstract

The performances of the websites have been evaluated by the researchers using various techniques and methods. The Balanced Score Card (BSC) is one such tool that has prominently been used by the researchers to evaluate the website performance in the field of hospitality and tourism. Originally the BSC was developed by Morrison for measuring the website performance of tourism. Then, BSC was modified according to the needs of the study. Researchers studied various critical success factors under the perspectives chosen for their study. The given study undertakes the review of the studies incorporating various updated and modified versions of balanced score card approach for assessing websites performance in the field of tourism and hospitality industry.

Keywords : overview, balanced score card, tool, website, evaluation.

The Balanced Score Card is a distinguished strategy based management system that focuses on the strategy of the enterprises and then translate it into action. It is a commonly used tool adopted by the organizations to assess and manage the organizational performance of the companies. The Balanced Scorecard Approach (BSC) was originally developed by Kaplan and Norton (1992) for measuring the performance of the company in terms of financial perspective. The BSC concept was selected as one of the most influential management ideas of the past seventy five years by the editors of Harvard Business Review in Al Bawaba (2008). The company executives used Balanced Score Card as a significant tool to communicate the outcomes of the company's value drivers and their success in achieving its vision and objectives to employees and shareholders.

Niven (2002) has defined BSC as a tool that translates the mission and strategy of an organization into a comprehensive set of measures that provide the framework of strategic management and management system. It is no doubt, a set of carefully selected measures having genesis in the company's vision and strategy.

The four perspectives that were measured through BSC as suggested by Kaplan and Norton (1992) were –the financial perspective encompassing revenue growth, shareholder value and profits; the customer perspective focusing customer satisfaction and retention; the internal processes and procedures including core competencies of the firm; and the innovation, learning and growth perspective.

It is obligatory to see beyond the statistics and focus on the genesis of the Balanced Score Card to understand its relevance in the evaluation of the websites to its fullest (Morrison et al. , 2004). Later, the modifications are made in the BSC approach by Morrison, Taylor, Morrison & Morrison (1999) to measure the effectiveness of the websites of the hotels in U.S. undertaking technical, marketing, internal and customer perspectives. Also, the BSC was used in subsequent studies beyond the field of hotels. Ismail, Labropoulos, Mills and Morrison (2002) used the modified BSC approach for the evaluation of the websites on cultural perspective of European National Tourism organization (NTO). The BSC approach was further refined according to the needs of the studies. Even the scales of measurement were modified from being Likert to Dichotomous yes/no indicating presence or absence of features on the sample website thus making it more objective and free from biasness.

Feng, Morrison and Ismail (2003) undertook quantitative approach and adopted modified BSC approach for undertaking the evaluation and comparison of destination marketing organization websites undertaking marketing strategies, web page design, marketing information and technical quality as four perspectives for content analysis in China and the US. The websites of national tourist organization in East and South East Asia were evaluated by So and Morrison (2004) using modified BSC approach. They incorporated technical, marketing, customer and destination information perspectives for evaluating website effectiveness from customers' perspectives.

Kim, Morrison and Mills (2004) examined the effectiveness of web based marketing efforts of major city convention centres in the United States using the same perspectives of as originally used by Morrison et al. (1999). Kline et al. (2004) in their quantitative study incorporated modified Balanced Score Card approach for measuring the performance of websites of the hotels in United States with user-friendliness, site attractiveness, marketing effectiveness and technical aspects to know the strengths and weaknesses of B & B websites.

The modified version of Balanced Score Card approach was also used to evaluate the marketing effectiveness of websites of small wineries in mid-western US with technical, marketing, customer and internal perspectives. The performance of websites of Destination Marketing organization (DMO) were evaluated using modified Balanced Score Card approach having technical, user-friendliness, site attractiveness and marketing effectiveness to analyse website visitor retention by Douglas & Mills (2005).

Choi and Morrison (2005) evaluated Brick & mortar travel retailer websites in U.S. using modified BSC. Furthermore, JungKook Lee & Morrison (2010) undertook a comparative study of website performance of upscale hotels of South Korea & United States with modified balanced score card. PrasetyaPurnawan (2011) evaluated the websites of independent hotels in Singapore using balanced score card approach including technical, customer, marketing and destination information perspectives.

Dahiya&Duggal (2011) evaluated the performance of websites of hotels in India and also undertook the comparative content analysis of websites performance of Indian and Foreign hotel chains operating in India by incorporating modified Balanced Scorecard Approach with four perspectives named technical, user friendly, marketing effectiveness, and site attractiveness. Poklepović, T., Arnerić, J., & Erjavec, N. (2013) used updated BSC approach to assess the websites performance of hotels in Croatia using user-friendliness, website attractiveness, marketing effectiveness and F & B informativeness perspectives.

Dahiya and Duggal (2013) used modified version of Balanced Score Card approach to undertake the comparative content analysis of the Website Performance of Industry Integrated HMIs, Central Government IHMs and State Government IHMs in India consisting four perspectives:

technical, user friendly, website attractiveness and academic effectiveness. One more study was conducted by Dahiya&Duggal (2014) incorporating modified balanced score card approach using the same four perspectives to evaluate the website performance of private institutes under NCHMCT, MoT, Government of India.

The official websites of SAARC countries were also evaluated using modified Balanced Scorecard approach pertaining to information on food tourism by Dahiya&Duggal (2015) with technical, user friendliness and website attractiveness, tourism effectiveness and food tourism effectiveness.

The review of literature of above studies have very clearly indicated that Balanced Score Card is a very important tool in evaluating the performance of websites in hospitality and tourism field. The approach is modified and updated time to time by the researchers according to the need of their studies.

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