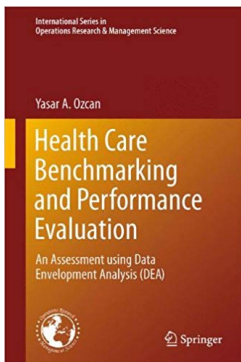
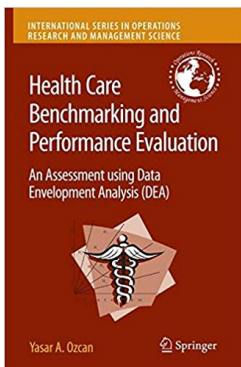


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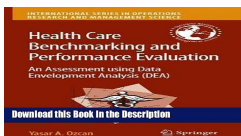
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Integrating the Data Envelopment Analysis and the Balanced Scorecard Approaches for Enhanced Performance Assessment

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Abstract

This article presents the development of a combined framework which aims to assess Decision Making Units (DMUs) from multiple perspectives. The proposed integrated framework combines the Balanced Scorecard (BSC) method with the conventional benchmark based on Data Envelopment Analysis (DEA) to assess various organizational units and to investigate their perspectives of performance (financial, customer, internal processes, learning and growth). The practical relevance of the combined model has been tested by using 10 banks. The performance of DMUs is a multidimensional construct, which requires a multi-criteria assessment. Various models were developed with the combination of the objectives of the customer or user to enhance an appropriate and integrated framework which can provide useful information for the company. The evaluation of the combined framework provides additional information regarding the performance of DMUs. The study also provides a practical application of the proposed model to assess the performance of various units within the bank. The proposed model can be used to assess the performance of various units within the bank. The proposed model can be used to assess the performance of various units within the bank. The proposed model can be used to assess the performance of various units within the bank.

Keywords: DEA, BSC, Efficiency Measurement

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