

BSC: A Tool for Managing Change in a Passenger Public Transport Company

Leandro Carvalho, Jorge Freire de Sousa

Departamento de Engenharia Industrial e Gestão

Faculdade de Engenharia da Universidade do Porto, leandromec@yahoo.com.br

Phone: 00 351 91 683 0363

Companies at the public sector have the mission to assure services which effectively contribute for the quality of life of the community and to make these services available to all citizens. Therefore, people expect that they offer services with quality and customer oriented, but using the available resources with parsimony, efficiency and effectiveness. To correspond to this expectation from the society, such companies need to incorporate new concepts of management, able to drive their strategy to the value creation for the community.

In this context, this paper describes an adaptation of existent management control tools to the specificities of a passenger public transport company.

The Balanced Scorecard (BSC) was originally designed for the private companies' environment. Many researchers proposed modifications of the original metrics in order to adapt this tool to the public sector. This paper proposes a new perspective, the value creation for the Stakeholder, as the prime strategic objective of the BSC, in order to align the efforts of the company to the achievement of its role. The idea is to be able to get convergence between customer satisfaction and financial drivers.

Other objective of this study is to reinforce in the culture of the company customer oriented principles. This proposal integrates methods of increasing knowledge on customer expectations, using analysis of their behavior and attitudes towards transportation.

This new approach also allows the development of a strategic map for the company, which describes its strategy through a cause-effect chain of the objectives and actions on course.

Keywords: Passenger public transport, Strategic alignment, Balanced Scorecard, Travel behavior