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**Victoria Tur-Viñes, Irene García-Medina
y Tatiana Hidalgo-Marí (Coords.)**

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Victoria Tur-Viñes | Universidad de Alicante | victoria.tur@ua.es

Coordinadores/Coordinators

Victoria Tur-Viñes | Universidad de Alicante | victoria.tur@ua.es

Irene García-Medina | Glasgow Caledonian University | irene.garcia2@gcu.ac.uk

Tatiana Hidalgo-Marí | Universidad de Alicante | tatiana.hidalgo@ua.es

Diseño y maquetación/ Design and Formatting

Tatiana Hidalgo-Marí | Universidad de Alicante | tatiana.hidalgo@ua.es

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Dr. Enrique CLAVER-CORTÉS.

Universidad de Alicante. España. enrique.claver@ua.es

Carlos SUÁREZ-GARGALLO

Universidad de Alicante. España. carlos.suarezgargallo@gmail.com

Dra. Patrocinio ZARAGOZA-SÁEZ

Universidad de Alicante. España. patrocinio.zaragoza@ua.es

The Balanced Scorecard and the Footwear Sector

El Cuadro de Mando Integral y el sector del calzado

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Abstract

In the needs of having a deeper knowledge about the implementation of the Balanced Scorecard, we analysed the Valenciana Community's Footwear Sector, through its association, which represents with 220 companies, nearly the 50% of the Spanish one. This case study was carried out by using an online questionnaire designed to get information about the general knowledge of this Performance Measure System. The company's size and the relationship between National/International market-share is not related with implementation of the Balanced Scorecard, but does the set of products offered: companies that offer footwear for 'woman+man+children', are more likely to have a Balanced Scorecard implemented. Continuing with this paper, a second research should be carried out to dig deeper in the companies identified with a Balanced Scorecard implemented, in order to know how it was developed and works in those companies. More case studies should be carried out to analyse the other half of the Spanish companies as well, and this sector in other countries, to go further in this sector at world level.

Keywords

Balanced Scorecard; Enterprise Resource Planning; Footwear Sector; Performance Measurement System

Resumen

En la necesidad de tener un conocimiento más profundo sobre la implantación del Cuadro de Mando Integral, hemos analizado el sector del calzado en la Comunidad Valenciana, a través de su asociación, que representa con 220 empresas, casi el 50% del sector en España. Este caso de estudio se ha llevado a cabo mediante el uso de un cuestionario *online* diseñado para obtener información sobre el conocimiento general de este sistema de medición del rendimiento. La implantación del cuadro no está relacionada con el tamaño de la empresa ni con el reparto de la cuota de mercado nacional/internacional, pero sí con los productos ofrecidos: las empresas que ofrecen calzado conjuntamente para mujer-caballero y niño, tienen más probabilidad de tener un Cuadro de Mando Integral implantado. Continuando con este trabajo, se sugiere realizar una segunda investigación para profundizar en aquellas empresas que cuentan con un Cuadro de Mando Integral implantado, para conocer cómo ésta se ha llevado a cabo y cómo funciona. Se recomienda estudiar la otra mitad del sector del calzado en España, así como en otros países, para profundizar más en este sector a nivel mundial.

Palabras clave

Cuadro de Mando Integral; Sector del Calzado; Sistema de medición del rendimiento; Sistema de planificación de recursos empresariales

1. Introduction

The Balanced Scorecard (BSC) burst into the accounting community as a new Performance Measure System (PMS) to mainly translate the strategy into action, introducing the use of non-financial measures as part of its differentiations, by doing the strategy the daily work of every employee (Kaplan and Norton, 1992:1; Misanková and Kocisová, 2014:2; Sôltés and Gavurová, 2015:3). While traditional PMS uses only financial measures, the BSC is characterized for using both financial and non-financial measures, though it is not the only system in using those (Malmi, 2001:4).

As stated in several papers (Malmi, 2001:4; Malmi and Brown, 2008:5; Neely et al., 2008:6; Bobillo et al., 2009:7; Cardinaels and van Veen-Dirks, 2010:8; Kapan, 2010:9; Lucianetti, 2010:10; Agostino and Arnaboldi, 2012:11; Calderón et al., 2014:12; Madsen and Stenheim, 2015:13; Sôltés and Gavurová, 2015:3; Ismail and Abd Razak, 2016:14), there is a need to carry out more surveys and case-studies in order to better understand and know how the BSC works, especially by covering more sectors, size-companies, and countries, and deepening in the use of financial and non-financial measures, cause-and-effect relationships, strategy maps, intangible assets or reward systems, among others. At same time, and as the BSC is broadly present all over the world (Madsen and Stenheim, 2015:13), future research should make the most of the experience collected by those companies.

A coherent information of a set of companies with common characteristics can be collected in the study of a sector, giving a broad knowledge of all the companies included in it. And because of that, we finally decided that the most convenient was chosen the study of a sector and, specifically, the 'footwear', that has a remarkable impact in the Valenciana Community, but very specially in the province of Alicante. The aim of this paper is to get a first approach, addressed to identify those companies with a BSC implemented, and trying at same time to collect information about the reasons that why the others do not have it.

The importance of the footwear sector in the Valenciana Community is by itself relevant enough to justify a research about how the BSC works on it. But the fact that no literature about the relationship between the BSC and the footwear sector has been found, have reinforced our purpose to carry it out; and for that, with this case-study we try to bring some light in the relationship between the BSC and its use in companies, through how the footwear sector in the Valenciana Community has reacted in the acceptance of this management tool.

The first chapter of this paper –The Balanced Scorecard– is based on an introduction about the BSC, a brief description of how it is composed and works, and how it has evolved for the past years, taking into consideration the most relevant topics that identify a BSC.

The second is a short introduction of the world footwear sector, and a more detailed description of the Spanish one, raising the social and economic importance of this sector in the Valenciana Community and in the province of Alicante.

The methodology to carry out this paper is described in detail in the following chapter, in order to show how it has been developed, specially talking about how the online survey was built and given out to the companies that have participated in this research. The election of these ones is also explained on it.

In the chapter 'Results', the outcomes finally gotten are displayed, with the information collected sorted out, in a way that allows the possibility to get to any conclusions.

Finally, in 'Final Remarks' we set out the conclusions that the outcomes obtained allow, as well as future lines of research are displayed. The bias identified during the redaction of this paper, are as well commented, in order to taking them into consideration for future research.

2. The Balanced Scorecard

Kaplan and Norton developed the BSC as a management tool to give answers about how to manage a company in modern times, by translating the strategy of the company –placed in the top level– at all levels of the company (Kaplan and Norton, 1992:1), through the daily work of every employee (Sôltés and Gavurová, 2015:3). Their article, released in 1992, was the result of a research carried out in 1990 in 12 companies, in which the 'primary source of value came from intangible, not financial or physical assets (Kaplan, 2012:15)'.

One of the crucial points that represents a remarkable change from previous PMS, is that the BSC is focused on the development of the strategy by communicating it 'from top to down' and not using it as a control system (Kaplan and Norton, 1992:1; Misanková and Kocisová, 2014:2), although this is precisely how other

works consider the BSC: a management tool to establish a direct control from top (Malina and Selto, 2001:16; Nørreklit, 2003:17), that 'strengthens formal control' (Antonsen, 2014:18). In this way, Malina et al. (2007:19) concluded that the BSC 'also serves as a useful and effective result control through the use of pay for performance and perceptions of fairness and legitimacy that create motivation and support conformity'.

Other of its characteristics, was the introduction of non-financial measures in a balanced combination with financial measures, as a crucial way to go further and so, to be able to identify intangible drivers to foresee, among others, future markets and customers, allowing the company to modify and adapt the strategy in a continuous feedback 'from down to top' (Kaplan and Norton, 1996a:20).

To carry it out, they defined four levels (named the 'perspectives'), acting as four stages of the process in a hierarchical relationship between them – from top to down: financial, in which the strategy is arisen; customer, where the markets and customers are identified and targeted; internal ('internal business' in 1992's article), where the processes that create value are designed and developed; and learning and growth ('innovation and learning' in 1992's article), where, in actuality, the daily work to reach the strategy took place by identifying the personal skills, Information Technology (IT) resources, and facilities needed (Kaplan and Norton, 1992:1; Kaplan and Norton, 1996a:20).

Walking through these perspectives, they broke the gap present in PMS by establishing a relationship between the long-term and the short-term: from the strategy, as 'the long-term vision to success' (Kaplan and Norton, 1996b:21), placed in the financial perspective, to the short-term, developed in the daily work of every employee (in learning and growth). These actions are carried out through a chain of cause-and-effect relationships, which link the four perspectives by describing the 'trajectory of the strategy' (Kaplan and Norton, 1996c:22).

According to the authors, the strategy is the way which the company tries to identify how to create long-term value for shareholders and stakeholders by using a set of key performance drivers (Kaplan and Norton, 2004b:23), deployed along the customer, internal, and learning and growth perspectives (Kaplan and Norton, 2000:24). One of the main goals in every company is the creation of a 'sustainable growth in shareholder value', what implies a wide thinking on the long-term; however, the short-term is always present, as the company should to show results quarterly. This conflict between the desirable goals in the future with the figures which should be daily displayed, usually tends to be won by the latter by mean of costing reductions and long-term investments cuttings. Therefore, the strategy should solve this conflict by establishing a balance between both scenarios.

For the past years, Kaplan and Norton have been developing the BSC transforming it from a new PMS, passing through the Office of Strategy Management (Kaplan and Norton, 2005:25), into an 'organizing framework for a strategic planning, execution and management system' (Hoque, 2014:26). This evolution can be briefly summarized in: 'development of strategy maps of strategy objectives; extending the concept to non-profit and public sector enterprises; measurement of strategic readiness of intangible assets; role for executive leadership; creating synergies through alignment of business and support units to corporate strategy; using communication to create intrinsic motivation; deploying extrinsic motivation by aligning employees' personal objectives and compensation to strategic objectives; linking strategy and operations in a new close-loop management system; and, creating the Office of Strategy Management' (Kaplan, 2010:9). But apart from that, the most remarkable actions in which the BSC relies in are: 'translate the strategy into operational terms; align the organization to the strategy; make strategy everyone's job; and, make strategy a continual process' (Kaplan and Miyake, 2010:27).

Even with this evolution, it is extended the thinking that the BSC is a generic tool for every company when the fact is that it is not a 'straight jacket' but it should to be personalized and adapted to the different realities of every and each company as a 'boundary object!' (28); (13) (Hansen and Mouritsen, 2005; Madsen and Stenheim, 2015). In fact, the four perspectives act as a 'template' and an internal effort should be carried out by the company to identify the performance drivers to develop its strategy (29).

Many scholars have studied the BSC suggesting different proposals to classify the stages or steps of a BSC implemented (Speckbacher et al., 2003:30; Lawrie and Cobbold, 2004:31; Brudan, 2005:32; Soderberg et al., 2011:33). But the most extended was proposed by Speckbacher et al. (2003:30), who in accordance with the grade of development of the BSC, distinguished three different types: I, defined as a PMS that has identified the intangible assets which can be measured through non-financial performance measures; II, the type I but transmitting the strategy by using cause-and-effect relationships, and linking tangible and intangible assets; and III, the type II but describing the strategy 'by using a sequential cause-and-effect logic to link tangible and intangible assets'

One easy criteria to identify a BSC, was proposed by Malmi (2001:4), when a PMS has: financial and non-financial measures; both come from the company's strategy; and, those measures are placed in the four perspectives.

Kraus and Lind (2010:34) suggest that the use of a BSC at corporate level has low impact on controlling its business units, mainly for two reasons: top managers feel more comfortable using a small set of financial measures because of its simplicity (they find the combination of financial and non-financial measures a 'complex task'); and they feel the pressure of the capital market (through analyst and shareholders, among others), forcing them to be focused on the short-term.

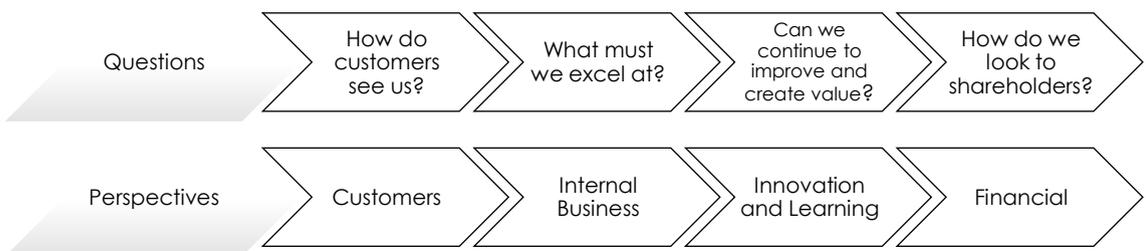
It is interesting to be remarked this quote: 'Every manager... must know and understand the ultimate business goals, what is expected of him and why, what he will be measured against and how (Drucker, 1954:35)'. But even today and taking into consideration that this proposal looks pretty coherent, it is unusual to find those goals aligned or coming from the company's strategy (Kaplan, 2010:9), and this is one of the things that Kaplan and Norton tried to solve with the introduction of the BSC. However, they denounced that under the failure on the implementation the BSC in many companies, underlies the fact that the strategy never has been developed (Kaplan and Norton, 1996:36); and to carry it out, one key thing must be taken into account: leadership, which is crucial on the implementation of a BSC and because of that, it is suggested to be considered the ultimate cause of that failure (Kaplan, 2010:9; Kaplan and Miyake, 2010:27). Other studies suggest that the failure reason is because those companies 'are performing poorly in terms of BSC perceived expected benefits (Lucianetti, 2010:10)'. Another cause of the failure in the implementation of the BSC is the difficulty to work the BSC together with other PMS, and it is suggested that companies which do that tend to use too many measures that provokes at the end the employment of wrong ones (Hoque, 2014:26). For others, the hierarchical relationship established from top to down when translating the strategy, not allowing the participation of front-line managers or even the strategy business units (SBU), results on a negative reaction to deploy the implementation of the BSC; but, at same time, precisely this 'rigid' relationship is found useful to 'develop, communicate and implement strategy', especially at corporate level (Malina and Selto, 2001:16).

Kopecka (2015:37) considers that to translate the company's strategy to all levels 'clear communication, deep control, and monitoring are essential elements'. She and other authors (Watts and McNair-Connolly, 2012:38) suggest that the BSC suffers in not taking into consideration the external environment and its competitors in order to understand the company's position in the market in which it is playing, crucial to know the 'value' that customers need and whether competitors are already offering it or not. She also suggests that the budget is a powerful tool to support the development of a BSC to translate the strategy to employees, as it provides the short-term goals to be achieved, with clear indicators for everyone.

2.1. Perspectives

The article released by professors Kaplan and Norton (1992:1) tried to give answers to four key questions, linked with the four perspectives that they defined:

Figure 1. Relationship between the four perspectives and the questions they should answer



Source: Kaplan, R.S., and Norton, D. P. (1992:1).

The four perspectives follow a hierarchical framework, from top to down, and from the long-term to the short-term. It is the way that Kaplan and Norton (1992:1) proposed to translate the company's strategy to the daily activity of every employee.

2.1.1. Financial Perspective

In the financial perspective is where the strategy of the company is displayed through the financial measures, that reflect the long-term goals. In order to define what financial measures should be selected, Kaplan and Norton (1996b:21) established them in accordance with the stage of the life cycle in which the company was placed: Rapid Growth, Sustain, and Harvest. Rapid Growth mainly implies new markets and customers, as well as new products and/or services, and the opening of new sales, marketing and distribution channels. Sustain tends to work with traditional financial measures such as gross margin or return on capital, and using other tools as discounted cash-flow when talking about investment projects. Harvest represents the stage in which all the efforts and investments carried out along the life cycle, should be picked up, focused on a quickly and "assured" cash-flow, rather than maximizing the return on the investment.

To carry it out, Kaplan and Norton (1996b:21) established again three different strategies: Revenue Growth and Mix, Cost Reduction/Productivity Improvement, and Asset Utilization/Investment Strategy. Revenue Growth and Mix focus its attention on opening new markets and customers, broaden the products and services offered, and aiming to increase its added-value. Cost Reduction/Productivity Improvement focus its attention on reduce both direct and indirect costs, and optimizing the use of common resources. Asset Utilization/Investment Strategy tries to optimize the capital invested (both working and physical)/the use of the assets.

In this perspective, it can be seen an evolution in the authors when, to carry out the financial strategy, they first define three 'levers' (1996b:21), to later do it in two (Kaplan and Norton, 2000:24), renaming Revenue Growth and Mix by Revenue Growth, and grouping together Cost Reduction/Productivity Improvement and Asset Utilization/Investment Strategy in Productivity.

The use of the BSC in a research carried out in the 15 largest Swedish multinational companies, concluded that the financial perspective is the most important (Kraus and Lind, 2010:34), as well as for companies placed on a defensive strategy (Rodríguez Quesado et al., 2014:39). However, it is interesting to be remarked that the excessive attention paid to financial measures, not taking into consideration for equal the other three perspectives, has been identified as a common mistake in most companies (Ivanov and Avasilcai, 2014:40).

2.1.2. Customer Perspective

Something valid for every company is that without customers there is no business; and that it is because all the services or products offered need to be bought or used by someone: the customers. This implies that define the targeted customers and the market in which the company wants to strive on, is both vital and crucial in its strategy (Kaplan and Norton, 2002:41; Ivanov and Avasilcai, 2014:40).

Once it is done, companies need to define the set of characteristics of their products and services that is going to be the master piece of the company, by creating the differentiation for the customer-targeted from the competence: the value proposition (Kaplan and Norton, 2000:24; Kaplan and Norton, 2002:41). And there are three typical differentiation strategies that can be used to carry it out: operational excellence, customer intimacy, and product leadership (Kaplan and Norton, 2000:24).

However, the value proposition's characteristics can be classified in: Product/Service Attributes, Customer Relationship, and Image and Reputation (Kaplan and Norton, 1996b:21). And a way to identify if the strategy is going well, is by using measures such as: customer retention, acquisition, satisfaction and profitability, and market and account share (Kaplan and Norton, 1996b:21).

2.1.3. Internal Perspective

Once the company has defined its financial goals, segment market in which it is going to compete, and the customers selected as targeted, it should look inside to 'identify the critical internal processes in which the organization must excel', in order to get the higher customer satisfaction and, in doing so, the financial objectives (Kaplan and Norton, 1996b:21). These processes are focused on defining the differentiation in its value proposition, by acting on four key activities: developing new products and services to be offered to current customers, and introducing itself in new markets and acquiring new customers to get a broader

performance's spectre; increasing the relationships with actual customers, by improving or adapting the value proposition to the new or future necessities demanded; optimizing operations (supply chain, cost, quality, time cycle, assets); and changing the way of understanding the relationships with external stakeholder, by becoming 'a good corporate citizen' (Kaplan and Norton, 2000:24).

The difference between a traditional PMS and the BSC is mainly based on two points: first, traditional PMS are focused on improving existing processes while the BSC also tries to identify new ones; and second, because of that, while former work with existing customers, the BSC, in its permanent development and adjustment on processes, works not only in present markets and customers but also in future needs for future customers and markets. That is the way on how the BSC carries out the combination of both the short and the long-term (Kaplan and Norton, 1996b:21). The relevance of processes is also present in the Peterson & Waterman model, based on '7S Model', especially in the hard element 'Systems' (Misanková and Kocisová, 2014:2).

But this combination is not easy to be carried out: managers know that their current outcomes can be directly related with their short-term decisions; but when they implement long-term actions, developing new processes to create value for future markets and customers, they find that not always is easy to establish that the future outcomes are consequence of those decisions, especially when the cost to be carry it out are usually placed on the short-term, affecting the current budget (Dye, 2004:42). Furthermore, the time-gap existing makes this correlation difficult to be established (Nørreklit, 2000:43; Wu and Chen, 2014:44); this is one of the reasons why managers have the tendency to be focused on the short-term.

If the company's strategy defines a crucial role for any or many suppliers (called 'strategic suppliers'), this special relationship has to be integrated in the BSC. And this itself implies that, employees in contact with them, should establish another sort of relationship: a strategic one (Kaplan and Norton, 2002:41).

2.1.4. Learning and Growth Perspective

This perspective –that suffered an evolution in its name, as it was firstly called 'Innovation and learning' (Kaplan and Norton, 1992:1), to be renamed later as 'Learning and growth' (Kaplan and Norton, 1996:36)– is the last step of the BSC where, in actuality, the strategy takes place. Here is where all the ideas displayed in the previous perspectives are going to be executed. And in order to carry it out, learning and growth perspective lies in three aspects: people, systems, and company culture (Kaplan and Norton, 1996b:21). These deep down, are the 'tools' the company needs to get its strategy's alignment (Kaplan and Norton, 2000:24). Style of leadership, right people on the right places, employee skills and abilities, and shared company values, are key factors that contribute to the implementation of the strategy (Ivanov and Avasilcai, 2014:40; Misanková and Kocisová, 2014:2). Although all the above is necessary, something more is crucial to really put it in practice: the strategy must be known and understood for everyone in the company, especially in front-line employees, and preferably at early stages of its implementation (Ukko et al., 2007:45). And that is because, however well-defined a strategy could be, success is only going to be achieved if everyone clearly understands the strategy and how his daily work is going to contribute to reach it (Kaplan and Norton, 2002:41; Antonsen, 2014:18); as stated by Nørreklit (2000:43), to communicate the strategy throughout the company it is important 'on whether the performance measures reflect the strategy and on how the performance measures are interpreted by the employees'.

One tool to support and empower it, is the personal scorecard which clearly translates the company's objectives to unit managers and front-line employees, making their daily work part of the strategy, and allowing them to feel an active part of the company in the execution and consecution of the key goals (Kaplan and Norton, 1996a:20). Because of that, many companies have linked incentives to their BSC, by bonding their reward system directly to BSC measures; and this has been shown as a positive contribution of the BSC (Speckbacher et al., 2003:30). Likewise, the use of 'informal management'² implies the application on 'incentive contracting', where leadership and coordination play a crucial role (Kaplan and Gibbons, 2015:46). But very especially is leadership which plays a key role in this perspective (Misanková and Kocisová, 2014:2); and this takes place because: 'a strong with clear strategy' leadership is required to successfully implement the BSC (Kaplan, 2010:9; Kaplan and Miyake, 2010:27); and, the skills and abilities of managers to create a good work-climate within the company, results in employees' satisfaction with a stronger employees' commitment and an improvement of their outcomes (Calderón Molina et al., 2014:12; Ismail and Abd Razak, 2016:14). However, Ukko, Tenhunen and Rantanen (2007:45) did not find such evidence, and they suggest that in some cases, it is the development of the BSC which positively impacts on leadership.

To create the work-climate that develop a personnel commitment and improve their potential, managers should apply not an adaptive learning but a development one, in which the employees have the

opportunity to express their opinion about the processes and the problems they face (Antonsen, 2014:18), giving control on their daily work and creating the feedback desired by Kaplan and Norton (199a:20). In doing so, Antonsen (2014:18) suggests that managers 'that focus on employees' empowerment and involvement contribute to social control in the organization'. He concluded that the BSC strengthens formal control constraining employees' contribution, although positive financial results are obtained when using the BSC combined with personnel commitment with customers (Antonsen, 2014:18). However, it is interesting to be displayed a contradiction found in his work: he noticed that advisors expend their last five days of each month focused on improve BSC results instead of on works 'that would increase sales and customer satisfaction'; but, how such key activities for any company can be faced with the improvement of a BSC? We suggest that in this contradiction underlies a great failure in the development of the BSC.

Technologies play a crucial role as well as they improve the data collection and give updated information. However, in their beginnings, studies suggest that many companies were not comfortable with the IT solutions installed (Malmi, 2001:4). Whatever the case, today the quantity of available data from current Enterprise Resource Planning (ERP) systems, are such an enormous that it is considered as 'untapped' (Dye, 2004:42; Kaplan, 2012:15); and precisely for this reason, the 'automation' of the BSC is necessary by using models like Control Objectives for Information Technology (COBIT), which overcomes the typical lacks of other models like, for instance, Balanced Information Technology Scorecard (BITSC) (Kádárová et al., 2014:47). Because of the role that IT plays, it is necessary to select the one that fits better with the company; this is not an easy task due to the 'quantitative and qualitative factors to be considered'. Asoheh et al., (2010:48) suggest that the use of the BSC itself in combination with Data Envelopment Analysis (DEA), carries it out but under five perspectives: the four of the BSC, and a fifth introduced to 'emphasized the role of the BSC in IT projects'.

Innovation plays a crucial role in this perspective, as the performance measures established in this area are strongly linked to the strategy of the company (Ivanov and Avasilcai, 2014:40), and it 'is the key for the performance realization' although it is also strongly conditioned by the time-lag effect (Wu and Chen, 2014:44).

On the other hand, it is important to be remarked that it is not clear enough the role that learning and growth perspective plays in reaching the strategy when, even Kaplan and Norton, recognize that 'the weakest link in the strategy map and Balanced Scorecard was learning and growth perspective (Kaplan, 2010:9)'.

3. The Footwear Sector

As stated in chapter 'Introduction', there is a need to carry out more surveys and case-studies to better understand and know how the BSC works. The study of a sector was finally selected as the best choice.

As no literature was found related to the BSC in the footwear sector, we considered and chose interesting the study of this sector in the Valenciana Community, as it plays a crucial role in Spain, representing the 45.3% of the Spanish production (see Table 1), and concentrated in this close area, especially in the province of Alicante.

Table 1. Cuero y calzado. CNAE-2009:15

CNAE-2009: 15	M €	%
TOTAL	3,284,919	100.0
Andalucía	162,861	5.0
Aragón	84,959	2.6
Asturias, Principado de	---	---
Baleares, Islas	74,195	2.3
Canarias	0	0.0
Cantabria	0	0.0
Castilla y León	5,441	0.2
Castilla-La Mancha	252,949	7.7
Cataluña	378,993	11.5
Comunidad Valenciana	1,487,661	45.3
Extremadura	---	---
Galicia	159,836	4.9
Madrid. Comunidad de	87,295	2.7
Murcia, Región de	172,087	5.2
Navarra. Comunidad Foral de	32,256	1.0
País Vasco	6,688	0.2
Rioja, La	379,301	11.5

--- Dato protegido por secreto estadístico.

Source: Informe Estadístico del Sector del Calzado 2016, Federación de Industrias del Calzado Español (<http://www.fice.es/informes-estadisticos>).

Asia leads the world production with the 87%, followed by South America with the 5%, Europe with the 4%, and Africa and North America represents each one the 2%. However, and when talking about the exports, China leads the market with the 40.3%, while Spain has the 2.6%; the Valenciana Community has the 46.3%, of it and the province of Alicante the 44.5% of the Spain³.

As stated earlier, the aim of this paper is to get a first approach, addressed to identify those companies with a BSC implemented, and trying at same time to collect information about the reasons why the others do not have it. With this case-study we try to bring some light in the relationship between the BSC and its use in companies, through how the footwear sector has reacted in the acceptance of this management tool.

4. Methodology

The aim of this paper is to identify the companies that have a BSC implemented and trying to analyse the reasons of the others for not to have implemented it. It is expected to carry out a second study to dig deeper in those companies with a BCS implemented.

Regarding this paper and to carry it out, an online questionnaire was designed (see Table 9, Annex I), thinking about this was the best choice to get access to the data (Rodríguez Quesado et al., 2014:39). It was divided in two blocks: the first, addressed to collect general information of the companies, as well as specific data –as annual incomes, staff, final users and types of use, national/international market-share–, in order to allow different classifications within the sector, by using both open-ended and closed-ended questions; the second, focused on identify those companies with a BSC implemented, and know the reasons why the rest do not have one, by using as well a combination of closed-ended and open-ended questions.

In order to cover the broader sample of this sector and get access to the maximum companies included in it, it was established contact with the Asociación Valenciana de Empresarios del Calzado (AVECAL), the association that integrates almost the total companies of the sector in the Valenciana Community and even from other communities –as the Murcia Region– with 220 members⁴, representing the 49% of the Spanish sector.

With their collaboration –they validated the questionnaire and sent the emails–, the online questionnaire was emailed in June to all members of the association, and five (5) answers were collected. The questionnaire was emailed again two weeks later, and one (1) answer was collected. Because of that, it was proposed to AVECAL to initiate a phone-call process, that started in July of 2017 and was closed in September of 2017. Due to the summer-holidays period, the sample finally gotten was not the desired one from the beginning, with a participation of 54 companies –which represents the 24,55% of the total.

5. Results

Sorting out the data collected in the first block, the first classification it can be display is that 51 (94.44%) of the companies are SMEs and only 3 (5,56%) are large companies (see Table 2).

Table 2. Companies Classification: Staff

Staff	≤ 25	26 - 50	51 - 100	101 – 250	> 250	Total
Companies	35	13	1	2	3	54
%	64.81%	24.08%	1.85%	3.70%	5.56%	100.00%

Source: Own elaboration.

Analysing the volume of incomes, a significant majority of the companies 34 (62.96%), are placed in the range of '1-25 MM€', followed by the range of '601-1,000 M€', with 10 (18.52%), both representing the 81.48% (see Table 3). The three largest companies –with staffs of '101-250' and '> 250'– have the highest incomes: 2 with '26-50 MM€', and 1 with '> 100MM€'. The latter is the one with '> 250' staff.

Table 3. Companies Classification: Incomes

Incomes (M€)	0	301	601	1	26	51	>100MM	Total
Companies	2	5	10	34	2	1	0	54
%	3.70%	9.27%	18.52%	62.96%	3.70%	1.85%	0.00%	100.00%

Source: Own elaboration.

Another interesting data to be remarked, is the classification for users ('woman', 'man', 'children', 'woman + man', and 'woman + man + children'): 'woman' is the most common with 24 (44.45%), and appears in the majority of the companies, 42 (77.78%). 'Man' has a small presence with only 2 (3.70%), although it also presents in combination with 'woman' and with all –6 (11.11%), and 12 (22.22%), respectively (see Table 4).

Table 4. Companies Classification: Users

Users	Woman	Man	Children	Woman+Man	All	Total
Companies	24	2	10	6	12	54
%	44.45%	3.70%	18.52%	11.11%	22.22%	100.00%

Source: Own elaboration.

From the 24 companies for 'woman': 16 has a staff of '≤ 25', with 3 with incomes of '300-600 M€', 5 with '600-1,000 M€', and 8 with '1-25 MM€'; 7 with a staff of '26-50', 1 with incomes of '0-300 M€', 1 with '600-1,000 M€', and 5 with '1-25 MM€'; and 1 with a staff of '101-250', with incomes of '1-25 MM€'. So, 14 have incomes of '1-25 MM€'.

The three largest companies –with more staff and incomes– offers footwear for the three types of users identified: 'woman', 'man', and 'children', being three of those 12 companies. The other 9, area composed as follows: 5 with a staff of '≤ 25', 2 with a staff of '26-50', 1 with a staff of '51-100', and 1 with a staff of '101-250'. Of the 10 companies that offers exclusively footwear for 'children', 9 have a staff of '≤ 25', and only 1 has '26-50'. 1 company has incomes of '300-600 M€', 3 with '601-1,000 M€', and 6 with '1-25 MM€'. The 2 companies for 'man' have: incomes of '0-300 M€' and staff of '≤ 25', and incomes of '1-25 MM€' and staff of '26-50'. In both their market share are mainly placed in Spain, with an 80%.

From the data collected from the second block, we firstly got that 8 companies have implemented a BSC (15%). However, it is interesting to be remarked that 20 admitted had a knowledge about the BSC (37%), and 19 of the total (35%) have intention to implement it – 5 (9,26%) of them with no previous knowledge but interest in learning more about it and not ruling out it implementation in a future. Detailed data collection of these 8 companies, is displayed in tables 5, 6 and 7.

Table 5. Companies with BSC distributed by 'Staff'

Staff	≤ 25	26 - 50	51 - 100	101 - 250	> 250	Total
Companies	2	2	1	1	2	8
%	25.00%	25.00%	12.50%	12.50%	25.00%	100.00%

Source: Own elaboration.

Table 6. Companies with BSC distributed by 'Incomes'

Incomes (M€)	0	301	601	1	26	51	>100MM	Total
	300	600	1,000	25M	50M	100M		
Companies	0	0	0	6	2	0	0	8
%	0.00%	0.00%	0.00%	75.00%	25.00%	0.00%	0.00%	100.00%

Source: Own elaboration.

Table 7. Companies with BSC distributed by 'Users'

Users	Woman	Man	Children	Woman+Man	All	Total
Companies	1	0	0	0	7	8
%	12.50%	0.00%	0.00%	0.00%	87.50%	100.00%

Source: Own elaboration.

Table 8. Companies with BSC distributed by 'Market share'

National/International	10/9	20/8	30/7	40/6	50/5	60/4	70/3	80/2	90/1	Total
Companies	0	0	0	0	0	0	0	0	0	8
%	0.00	25.00	0.00	25.00	0.00	12.50	0.00	37.50	0.00	100.00

Source: Own elaboration.

Only one of them admitted had received external support from a consulting practice: the company focused exclusively on 'woman', with '26-50' staff and incomes of '1-25 MME'.

When analysing what happen with the other 46 companies (85%) with a BSC not implemented, 30 of them (55.56% of the total sample) have admitted that they never heard anything about this tool and no have no knowledge about what the BSC is; and, because of that, they have manifested no interest in implementing one. The reasons found vary: for the majority of them, the unawareness of it makes difficult its implementation, although once it was superficially explained during the phone-call, 6 of them (11.11% of the total sample) shown a special interest to know something about it, and 3 admitted have another 'tool' implemented –with specific Enterprise Resource Planning (ERP) designed for them. Sadly, 2 of them were in liquidation due to the imminent retirement of the owner, with no possibility of continuing the business. From these 30, 22 of them have '≤25' staff, while the other 8 have '26-50' staff –40.74% and 14.81%, respectively. From the 10 companies that offer footwear only for 'children', 9 of them were part of these 30.

Of the other 16 companies (29.63% of the total sample), that recognized to know the BSC: 1 was in liquidation, 2 indicated have a specific ERP, 10 admitted interest in implementing it in the coming future, and 3 manifested not have interest to implement one because of the uncertain results expected. 11 of them have '≤25' staff, 2 have '26-50' staff, 1 has '101-250' staff, and 1 has '>250' staff.

6. Final Remarks

We suggest that the use of the BSC does not depend on the size of the company, as it can be found not only in all of the different ranges established –from '≤25' to '>250'–, but also in equal proportions. This outcome contradicts the works of Hoque and James (2000:49) and Speckbacher et al. (2003:30), that found a relationship between the size and the implementation of a BSC: the larger a company is, the likely to use a BSC –although the former took place on 188 manufacturing companies of Australia, and the latter on 12 of the publicity trade sector in Germany, Austria and Switzerland.

Considering the final user of the product, the outcomes show a direct relationship between the use of the BSC and those that included the whole set –'All': woman, man, and children– being, with 7 companies: the 87,5% of the total with a BSC implemented. In addition, these 7 represent the 58,33% of the 12 companies that offer 'All', which could suggest that the companies with a BSC implemented are likely to produce the whole offer of products.

When talking about the National/International market-share, it is also seen that the proportions are spread in the range established, something similar as happened with the 'size', suggesting that, how this relationship is composed, does not imply the presence of a BSC implemented in the company.

As only one of the 54 companies had admitted external advice in the knowledge of the BCS, no conclusions can be suggested in this way.

According to the outcomes displayed in this paper, it can be suggested that, in the Spanish Footwear Sector, the presence of the BSC is related with the set of products offered –for woman, man, and children–, not depending neither on the size of the company nor on how its market is composed – National/International. However, it should be mentioned that, as stated by Hansen and Mouritsen (2005:28), 'the way the balanced scorecard is interpreted and used depends on the user's unique situation and organization-specific problems and issues'.

Regarding the companies that do not have a BSC implemented and the reasons to do that, we found that the 55.56% of them completely unknow what a BSC is, although the 11.11% manifested interest to know more about it. For those 15 companies that admitted known something about the BSC but having no one implemented (27.78%), 10 admitted their interest in implementing it in coming dates. Further to these outcomes, even in the cases in which the BSC is completely unknown –for a 55.56% of the sample studied–, once they have little knowledge about it, it is enough to wake up interest on the study of its implementation –6 of 30: the 20%; and in those that know something about it, their majority –10 of 16: 62.5%– are seriously studying its implementation. So, it can be suggested that, the larger the knowledge about the BSC is, the likely to study its implementation, not depending on the size of the companies – from 46, the first 6 and the second 11, except 2 of the first 6, with '26-50' staff, the rest have '≤25' staff.

To give continuity to this paper, and have a deeper knowledge about how the BSC has been implemented and how it works in those companies identified with a BSC, a second research should be carried out. And going further with this sector in Spain, more case studies should be carried out to analyse the other half

spread through the country. The study of this sector in other countries, should be to be taken into consideration, to go further in this sector at world level.

During the phone-surveys, two possible bias were detected. The first, and regarding the range of incomes, many companies declared that the range of '1-25 MM€' was too wide: a majority were in 2-3 MM€, while only few of them were up to 20 MM€ –a remarkable difference to be taken into consideration for future research. The fact of having the 75% of the companies (6) placed in this range of incomes, with such wide spectrum, does not allow to suggest any precise relationship with this variable. And secondly, and regarding the 'Type of use' classification, two companies stated the need to include footwear for 'Safety'. Both of them can be easily corrected dividing the range of '1-25 MM€' in two or three ranges, in the former, and including one type more for 'Safety', in the latter.

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¹ Boundary object: objects which are both plastic enough to adapt to local needs and the constrains of the several parties employing them, yet robust enough to maintain a common identity across sites (50).

² 'Informal management': executives use discretion and judgment rather than managing solely 'by numbers'. Examples of informal management include adaptation, coordination, politics and influence, leadership, and informal authority (46).

³ Source: ICEX, 'Análisis del comercio exterior español 2016' (Sector del calzado: 30204-Calzado) (<https://goo.gl/iH3QLr>).

⁴ Source: <https://goo.gl/jFFcav>.