

CASE

# SMGE: strategic challenges and performance measurement in a small-sized company

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## Short summary of the case:

Case portrays the Superior Manufacturing Group Europe (SMGE), Barendrecht (Netherlands), a small-sized company doing business in the matting industry; facing challenges of how to sustain and improve its performance, by balancing between entrepreneurial initiative, and a need for strategic planning and control. René, the managing director and his team are preparing to conduct the review of the Balanced Scorecard that was introduced a few years before and to reflect on its usefulness and possibilities for improvement. The Balanced Scorecard (BSC), as many other management tools has been developed for large companies. Can small and medium sized companies make use of it and in which way? Can BSC be used to enable strategy formulation and development and bring in the focus?

*The case study can be downloaded at the [Case Centre website](https://www.thecasecentre.org). Free for teachers.*



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