A joint use of BSC-DEA
to measure the performance of museums

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Extended abstract

In this paper we exploit the capability of data envelopment analysis (DEA) to assess museum performance by integrating the DEA approach with the balanced scorecard (BSC) tool.

Measuring the performance has become an important issue also in the cultural sector. In the last decade, a growing number of researchers adopted a DEA approach in order to take into account the multidimensional nature of museum’s performance. In this respect, among the first contributions we may cite [3], [2].

The selection of the performance evaluation criteria plays a crucial role in measuring performance through DEA. We propose to take inspiration from the balanced scorecard tool, that suggests to consider only the key performance indicators that are explicitly derived from the mission and strategy of the organization, by considering different perspectives.

BSC, considered as a strategic management tool, has been implemented also at cultural sector level and from its use several advantages for cultural organizations have been highlighted ([5]).

In the literature, several attempts have been made to combine DEA and BSC in order to obtain performance evaluation models that could benefit
from the advantages of both approaches (for instance [1], [4]). Nevertheless, there are so far no BSC-DEA models for cultural sector. Moreover, there is not a unified way to carry out this process of integration of the two methodologies.

We propose a new two-stage BSC-DEA approach. In the first stage we compute a DEA efficiency score for each BSC perspective, applying a balanced scorecard scheme devised for museums. In the second stage we define a synthetic DEA model which combines the efficiency scores of the various BSC perspectives into a comprehensive performance indicator. Finally, an empirical analysis on the performance of the municipal museums of Venice is carried out.

Keywords
Balanced scorecard; Data envelopment analysis; Efficiency; Museums.

References


