

ABSTRACT

Management accounting change has been a widely discussed issue among management accounting researchers lately. However, relatively little research has focused on the influence of the implementation process on the success of change. This old institutional economics oriented study examined the balanced scorecard introduction in one case organisation. The aim was to explain why the scorecard only had a limited influence on the actual management processes. The answer was sought by focusing on the balanced scorecard's routinisation process in the organisation. Seemingly, the encoding and enactment processes focused too strongly on the renewals in the formal reporting and approval procedures. Accordingly, the institutionalised patterns of behaviour led to a situation where the reproduction took place only at the level of the planning process, not the management process. In this way, the routinisation process influences the role of new management accounting tools in organisations. At worst, this can lead to an understatement of the fundamental characteristics of these new tools.

Keywords: balanced scorecard, change implementation, management accounting change, old institutional economics