

Abstract

This work presents a case-study of application of the standard strategic framework to a specific non-profit organization in the Czech Republic. This organization is struggling with financial problems and with lack of competitive advantage. In the first part of the work, results of the external and internal audits are used to formulate a medium-term strategy for the organization. The process identified following key areas: strategic financial management, employee training and education and continuous improvement of quality of services. These areas are further developed into strategic goals and initiatives using a strategic management system Balanced Scorecard (BSC). Each perspective of BSC contains an example of the cause-effect relationship of selected initiatives. The output of the model is a matrix of scorecard measures which forms a basis for strategic management in the organization. Finally, early steps for the implementation of the Balanced Scorecard for a period of six months are identified.

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