

I. TABLE OF CONTENTS

Table of Contents	5
Key to Icons and Abbreviations.	7
Introduction	8
1. NON-FINANCIAL Indicators	9
1.1 Definition of NON-FINANCIAL Indicators	9
1.2 Why FINANCIAL Indicators Are Not Enough	10
1.3 Corporate Social Responsibility	12
1.4 Drawbacks of NON-FINANCIAL Indicators	16
1.5 Classification of NON-FINANCIAL Indicators	18
1.6 Terms Applicable to NON-FINANCIAL Indicators.	19
1.6.1 Critical Success Factors (CSFs).	19
1.6.2 Key Performance Indicators (KPIs)	21
1.6.3 VM Model	22
1.7 Application of NON-FINANCIAL Indicators in Practice	25
2. Areas of Key Performance Indicators.	29
2.1 Customers	30
2.2 Suppliers	33
2.3 Employees	36
2.4 Innovations	39
2.5 Performance	41
2.6 Benefits for Society	42
2.7 Management	45
2.8 Marketing	46
2.9 Finance	46
3. Micro Economic Assessment Systems	47
3.1 Assessment Systems without Fixed KPIs and CSFs	47
3.1.1 Performance Pyramid.	48
3.1.2 Performance Prism Model	50
3.1.3 McKinsey 7S	52
3.1.4 Balanced Scorecard (BSC)	55
3.1.5 Building Block Model.	68

3.2	Assessment Systems with Fixed KPIs and CSFs	71
3.2.1	Harry Pollak's Methodology.	72
3.2.2	Argenti's A Score Model	76
3.2.3	EFQM Excellence Model.	77
4.	Macro Economic Assessment Systems	86
4.1	The State New Economy Index.	86
4.2	Europe 2020	89
4.3	OECD.	90
5.	Informatics and New Dimension of Measuring	
	NON-FINANCIAL Indicators	92
5.1	Big Data.	92
5.2	IoT.	96
5.3	Industry 4.0	99
5.4	Industrial Internet.	102
5.5	IoT: Industry 4.0 versus Industrial Internet	107
5.6	IoT and NON-FINANCIAL Indicators	109
	Conclusion	110
	Literature	111
	Diagram Index	114