

**THE BALANCED SCORECARD AND DIFFERENT BUSINESS MODELS IN THE TEXTILE INDUSTRY - A
CASE STUDY**

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ABSTRACT

This case study is applicable both as an exam question and as a case study for class discussion. It allows for a broad discussion of most topics covered in both undergraduate and graduate courses in strategy or management accounting. Due to its breadth, the teacher can easily adjust the required level of sophistication to the prior knowledge of students. Some issues are also of interest to students from entrepreneurship. The case deals with a succession in a family company in the Scandinavian textile industry. It gives an introduction of different, equally profitable strategies and then addresses the topics of business model change, strategic control (Balanced Scorecard), and incentive systems on the level of the family company. The case study enables students to demonstrate a reflective application of their knowledge and encourages them to make feasible suggestions that fit the complex and emotional setting of a succession in a family company.

Keywords: *Strategy; business model; management accounting; entrepreneurship; case study; teaching notes; family; succession; Balanced Scorecard; benchmarking; incentives; textile industry; Scandinavia.*