

## ABSTRACT

TITLE : CRITICAL SUCCESS FACTORS BASED ON THE BALANCED SCORECARD  
FRAMEWORK: A CASE STUDY OF MAYBANK KIM ENG SECURITIES  
(THAILAND) PUBLIC COMPANY LIMITED, UBON RATCHATHANI BRANCH

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KEYWORDS : CRITICAL SUCCESS FACTORS, BALANCED SCORECARD,  
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The purpose of this research is to study critical success factors in accordance with the Balanced Scorecard framework (BSC) of Maybank Kim Eng Securities (Thailand) Public Company Limited, Ubon Ratchathani Branch. The BSC consists of 4 perspectives: financial, customer, internal process and learning and growth. A mixed method research and a participatory observation and weight of factors were employed to this study. In addition, in-depth interviews were used to collect data from all employees of the company. The semi-structure interview form was used to collect data during January - February 2019. The content analysis was utilized.

From the study of BSC's factors affecting the company's success and weight, it was found that the factors that affected the success of the company ranked from the highest to the least were the internal process perspective, the learning and growth perspective, the customer perspective, and the financial perspective. From the internal process perspective, the finding showed that the company has a good image and is able to the goal of creating customer satisfaction. However, the company cannot achieve the goal of making profits for customers. As for the learning and growth perspective, it was found that the company has achieved the goal of employee potential development and customer complaint management, but not employee retention. Taken into account, the company provides services that require efficient personnel to work and drive the business. Regarding the customer perspective, customers are satisfied with the service of the company's employees while the company is able to maintain its existing customers. However, the company has failed to achieve the company's goals in terms of increasing the market share and the number of new customers. For the financial perspective, it was found that they can achieve the goal of cost reduction. However, the goals of securities trading

volumes and profits cannot be accomplished due to the inability of maintaining effective staff.