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"Strategy Maps" takes readers to the next level of precision in strategy implementation. "Strategy Maps" introduces a new tool

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that has evolved from Robert Kaplan and David Norton's ongoing research with hundreds of Balanced Scorecard adopters across the globe, and its premise is simple: if you can visually map your strategy,

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the people within your organization will better understand it and therefore be better able to execute it effectively.

**Strategy Maps: Converting
Intangible Assets into**

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Tangible ...

Strategy Maps. : Robert S.
Kaplan, David P. Norton.
Harvard Business Press, Dec
16, 2003 - Business &
Economics - 480 pages. 1
Review. More than a decade
ago, Robert S. Kaplan and

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David P. Norton introduced the Balanced Scorecard, a revolutionary performance measurement system that allowed organizations to quantify intangible assets such as people, information, and customer relationships.

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Strategy Maps: Converting

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Intangible Assets into Tangible ...

Robert Kaplan: That's not a strategy; that's a prayer.
... Give me an example of a company that has made good use of the strategy map.

Kaplan: Let's use Mobil [a

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Balanced Scorecard client

...

Q&A with Robert Kaplan And David Norton on Strategy Maps ...

According to the authors,
Robert S. Kaplan and David

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P. Norton, Strategy Maps are an indispensable tool to: Clarify the strategy and facilitate the communication of the said strategy to each employee. Identify the key processes of successful strategic implementation.

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"Align" human, technological and organizational investments in order to work in the direction of the strategy.

**Robert Kaplan and David
Norton's Strategy Maps**

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The strategy map idea featured in several books and articles during the late 1990s by Robert S. Kaplan and David P. Norton. Their original book in 1996, "The Balanced Scorecard, Translating strategy into

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action", contained diagrams which are later called strategy maps, but at this time they did not refer to them as such.

Strategy map - Wikipedia

Kaplan, Robert S., and David

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P. Norton. Strategy Maps:
Converting Intangible Assets
into Tangible Outcomes.
Boston: Harvard Business
School Press, 2004 ...

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Intangible Assets into**

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Tangible . . .

What are Strategy Maps?

Description. In the 2001

book "The Strategy-Focused

Organization", Kaplan and

Norton transform their

Balanced Scorecard. In 1992

they introduced the Balanced

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Scorecard in the Harvard Business Review as system to measure performance; now they change it to a strategic management system. A lot of this transformation was done by further emphasizing the so called

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Strategy Map.

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this difficult terrain. 1 /
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... Robert S. Kaplan is the Baker Foundation Professor at Harvard Business School.

Having Trouble with Your Strategy? Then Map It

By Robert S. Kaplan and
David P. Norton, with Edward

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A. Barrows Jr. During the past 30 years, much attention has been focused on how companies can formulate new strategies for sustainable advantage. In this first of two articles on strategy development,

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adapted from Kaplan and
Norton's forthcoming
book, *The Execution
Premium*, the authors

**Developing the Strategy:
Vision, Value Gaps, and
Analysis**

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Kaplan, Robert S., and David P. Norton. "Strategy Maps." Strategic Finance 85, no. 9 (March 2004 ...

Strategy Maps - Article - Harvard Business School

Scorecard, Robert S. Kaplan

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and David P. Norton, have created a powerful new tool based on their ongoing research. The strategy map allows companies to describe the links between intangible assets and value creation so all aspects of

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strategy can be implemented in a manner that ensures sustained value creation.

**FILE: STRATEGIC MANAGEMENT
Converting Intangible Assets**

...

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Converting Intangible Assets into Tangible Outcomes" by Robert S. Kaplan available from Rakuten Kobo. More than a decade ago, Robert S. Kaplan and David P. Norton introduced the Balanced Scorecard, a revolutionary

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performa...

**Strategy Maps eBook by
Robert S. Kaplan -
9781422163498 ...**

Another fine work by Kaplan
and Norton. This is
absolutely chock full of

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example and sample strategy maps. It is a great read AFTER you have read Balanced Scorecard and Strategy Focused Organization. It provides tons of ideas on how to assemble the various components of the strategy

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map, as well as revisits the selection of overall strategy themes.

Strategy Maps: Converting Intangible Assets into Tangible ...

Since this first incarnation

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Kaplan and Norton's thinking has moved on, and the perspectives are now organised in a sequence - hence the map idea.

Developing a Strategy Map

The process below

illustrates the four stages

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in which a contemporary strategy map plus the scorecard and implementation plan are developed. Each stage is designed to ...

**BSC & Strategy Maps - The
Management Centre**

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S., Norton, David P..

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