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strategy implementation. "Strategy Maps" introduces a new tool 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, the people within your organization will better understand it and therefore be better able to execute it effectively.

Strategy Maps: Converting Intangible Assets into 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 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

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relationships.

Strategy Maps: Converting Intangible Assets into Tangible ...

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Strategy Maps: Converting 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 Balanced Scorecard client ...

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Q&A with Robert Kaplan And David Norton on Strategy Maps ... According to the authors, Robert S. Kaplan and David 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. "Align" human, technological and organizational investments in order to work in the direction of the strategy.

## Robert Kaplan and David Norton's Strategy Maps

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

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Strategy map - Wikipedia

Kaplan, Robert S., and David P. Norton. *Strategy Maps: Converting Intangible Assets into Tangible Outcomes*. Boston: Harvard Business School Press, 2004 ...

Strategy Maps: Converting Intangible Assets into 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 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 Strategy Map.

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ALL about Strategy Maps - 12manage

Strategy maps can help chart this difficult terrain. 1 / 2 Free Articles left Remaining Register for more ... 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 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, adapted from Kaplan and Norton's forthcoming book, *The Execution Premium*, the authors



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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 and David P. Norton, have created a powerful new tool based on their ongoing research. The strategy

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map allows companies to describe the links between intangible assets and value creation so all aspects of strategy can be implemented in a manner that ensures sustained value creation.

FILE: STRATEGIC MANAGEMENT Converting Intangible Assets ...

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Strategy Maps eBook by Robert S. Kaplan - 9781422163498 ... Another fine work by Kaplan and Norton. This is absolutely chock full of example and sample strategy maps. It is a great read AFTER

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you have read Balanced Scorecard and Strategy Focused Organization. It provides tons of ideas on how to assemble the various components of the strategy map, as well as revisits the selection of overall strategy themes.

Strategy Maps: Converting Intangible Assets into Tangible ...

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

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