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map Robert S Kaplan,  
Co-creator of the  
Balanced Scorecard with  
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By Robert Kaplan

"Strategy Maps" takes readers to the next level of precision in strategy implementation.

"Strategy Maps" introduces a new tool that has evolved from Robert Kaplan and David Norton's ongoing research with hundreds

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of Balanced Scorecard  
By Robert  
Kaplan  
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 ...

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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 action", contained diagrams which are later called strategy maps, but at this time they did not refer to them as such. [2]

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Strategy map - Wikipedia

Kaplan and Norton expand the Balanced Scorecard concept they presented in their first book, called "The Balanced Scorecard". The main purpose of this book "Strategy Maps" is to provide a more visual description of the Balanced Scorecard,

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which is achieved  
through literally mapping  
the strategy.

## Strategy Maps: Converting Intangible Assets into Tangible ...

A lot of that  
transformation was done  
in introducing the so  
called 'Strategy Map'  
(SM) What is a strategy  
map? A SM is a diagram  
that describes how an

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By Robert Kaplan  
organization creates value by connecting strategic objectives in explicit cause-and-effect relationship with each other in the four BSC objectives (financial, customer, processes, learning and growth).

Summary of Strategy  
Maps - Kaplan Norton.

Abstract

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Strategy Maps Kaplan  
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Kaplan, Robert S., and  
David P. Norton.

Strategy Maps:

Converting Intangible  
Assets into Tangible

Outcomes. Boston:

Harvard Business School  
Press, 2004 ...

Strategy Maps:

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What are Strategy Maps?

Description. In the 2001



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By Robert Kaplan  
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

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emphasizing the so called  
Strategy Map.

## ALL about Strategy Maps - 12manage

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

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By Robert Kaplan  
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

And that ' s where the

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idea of the strategy map comes into play. Define a strategy map. Norton: A strategy map is a model of how an organization creates value.

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

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Outcomes by  
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maps interview with  
author of the strategy  
map robert kaplan by  
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## Robert Kaplan Strategy Maps

The strategy map outlines  
the fundamental business  
logic of the plan,  
demonstrates the

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By Robert Kaplan

implications for internal and external stakeholders, codifies the organisational competencies needed, explores what kind of skills and knowledge staff need, and identifies what resources need to be invested. The strategy map is generally complemented by a balanced scorecard to track how

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BSC & Strategy Maps -  
The Management Centre

Strategy maps show the cause-and-effect links by which specific improvements create desired outcomes—for example, how faster process-cycle times and enhanced employee capabilities will increase...

Having Trouble with



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## 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

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Norton 's forthcoming  
book, The Execution  
Premium, the authors

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

A typical strategy map  
organizes objectives into  
four categories, or  
perspectives. These  
perspectives were  
developed by Doctors  
Robert S. Kaplan and

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David P. Norton as part of their Balanced Scorecard framework for strategic planning and management. The four perspectives for for-profit organizations include: Finance; Customer; Internal Processes

What Is A Strategy Map?

| ClearPoint Strategy

Figure 1 on the following page provides an

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By Robert Kaplan

overview of a Strategy Map. Kaplan and Norton claim that this generic map reflects a generalization of their work with a large number of companies for whom they have developed specific Strategy Maps.

Figure 1. A Strategy Map Shows How the Organization Creates Value

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Book Topic: Strategy  
Maps : Converting  
Intangible Assets ...

Kaplan, Robert S., and  
David P. Norton.

"Strategy Maps." Strategic  
Finance 85, no. 9 (March  
2004 ...

Strategy Maps - Article -  
Harvard Business School

Now the people who first  
developed the Balanced  
Scorecard, Robert S.

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

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