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Strategy Maps: Converting Intangible Assets Into Tangible Outcomes

By Robert S. Kaplan

Harvard Business Review Press. Hardcover. Book Condition:

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1.7in. 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 relationships. Then, in *The Strategy-Focused Organization*, Kaplan and Norton showed how organizations achieved breakthrough performance with a management system that put the Balanced Scorecard into action. Now,

using their ongoing research with hundreds of Balanced Scorecard adopters across the globe, the authors have created a powerful new tool--the strategy map--that enables companies to describe the links between intangible assets and value creation with a clarity and precision never before possible. Kaplan and Norton argue that the most critical aspect of strategy--implementing it in a way that ensures sustained value creation--depends on managing four key internal processes: operations, customer relationships, innovation, and regulatory and social processes. The authors show how companies can use strategy maps to link those processes to desired outcomes; evaluate, measure, and improve the processes most critical to success; and target investments in human, informational, and organizational capital. Providing a visual aha! for executives everywhere who cant figure...

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