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(PDF) Strategy Maps: Converting Intangible Assets into ...

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

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describe the links
between intangible
assets and value
creation with a clarity
and precision never
before possible.

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KAPLAN and DAVID P.
NORTON ROBERT

KAPLAN is the professor of leadership development at Harvard Business School. He is also chairman of the Balanced Scorecard Collaborative. Dr. Kaplan is a business consultant, public speaker, ... Strategy Maps - Page 1 MAIN IDEA

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Converting Intangible Assets Into Tangible Outcomes

Converting intangible assets into outcomes reflected in financial perspective is what strategy map does. It also provide holistic view for corporation that enable integration to achieve setted objectives.

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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, ...

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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.

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Kaplan, Robert S., and
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Harvard Business
School Press, 2004 ...

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The strategy map
allows compa- nies to
describe the links
between intangible
assets and value
creation so all aspects
of strategy can be
implemented in a

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manner that ensures
sustainable value
creation. The strategy
map allows managers
to align investments in
people, technology
and organization
capital for the greatest
impact.

FILE: STRATEGIC MANAGEMENT Converting Intangible Assets ...

What we have in
Strategy Maps are two
separate but related

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components: Further development and refinement of core concepts introduced in the earlier two books, and, a rigorous examination of new ideas and new applications by which to convert intangible assets into tangible outcomes.

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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...

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The strategy map can help you avoid the trap

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of creat- ing a strategy that exists more in words than in execution. It can help make your strategy one that drives the entire organization. It will help you and your people identify powerful assets — most of them intangible — that are vital sources of value creation.

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Converting **Intangible... book by Robert S ... Assets**

A strategy map is a diagram that is used to document the primary strategic goals being pursued by an organization or management team. It is an element of the documentation associated with the Balanced Scorecard, and in particular is characteristic of the second generation of Balanced Scorecard

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designs that first appeared during the mid-1990s. The first diagrams of this type appeared in the early

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The must-read summary of Robert S. Kaplan and David P. Norton's book: "Strategy Maps: Converting Intangible Assets into Tangible Outcomes". This

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complete summary of the ideas from Robert S. Kaplan and David P. Norton's book "Strategy Maps" shows that many businesses share the same problem: they have intangible assets that cannot be measured and counted as market value.

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In their third book, **Strategy Maps: Converting Intangible Assets into Tangible Outcomes**, (Harvard Business School Press, 2004) Robert S. Kaplan and David P. Norton delve further into strategy. The need to do so arises from a look into the history of strategy.

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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.

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From a larger perspective, strategy maps show how an organization will convert its initiatives and resources—including intangible assets such as corporate culture and employee knowledge—into...

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