

E3 Financial Strategy Cima Revision Kit Study Guide

e3 financial strategy cima revision kit: Your Ultimate Guide to Mastering Financial Strategy for CIMA Exams

Preparing for the CIMA E3 Financial Strategy exam can be a challenging journey, but with the right resources, you can confidently navigate the complexities of strategic financial management. The **e3 financial strategy cima revision kit** is a comprehensive tool designed to streamline your revision process, reinforce core concepts, and enhance your exam readiness. This article provides an in-depth overview of what the revision kit offers, how it benefits your study plan, and tips to maximize its usage.

Understanding the E3 Financial Strategy CIMA Revision Kit

The E3 Financial Strategy CIMA revision kit is a carefully curated resource aimed at students preparing for the E3 exam. It synthesizes key topics, practice questions, exam tips, and detailed explanations to facilitate effective learning.

What is Included in the Revision Kit?

The revision kit typically comprises:

- Concise summaries of core topics
- Past exam questions with model answers
- Practice questions with detailed solutions
- Exam tips and common pitfalls
- Mock exams to simulate real test conditions

Key Topics Covered

The kit covers vital areas such as:

- Strategic financial management frameworks
- Financial analysis techniques
- Funding and investment decisions

- Risk management and control
- Strategic planning tools

Understanding these topics thoroughly is crucial for achieving a high score in the E3 exam.

Benefits of Using the E3 Financial Strategy CIMA Revision Kit

Utilizing a well-structured revision kit offers numerous advantages to CIMA students, including:

1. Structured and Focused Revision

- Organizes complex topics into manageable sections
- Highlights key concepts and learning objectives
- Helps prioritize areas needing improvement

2. Practice and Application

- Provides a wide range of exam-style questions
- Enables students to apply theoretical knowledge
- Builds exam confidence through regular practice

3. Exam Technique Development

- Offers tips on time management and question approach
- Demonstrates how to structure answers effectively
- Identifies common exam pitfalls to avoid

4. Confidence Building

- Familiarizes students with the exam format
- Reduces exam anxiety through simulated tests
- Reinforces understanding through detailed explanations

5. Cost-Effective Learning Resource

- Combines multiple revision tools into one package

- Accessible both online and in print
- Suitable for self-study or group revision sessions

How to Maximize the Effectiveness of the Revision Kit

To get the most out of your **e3 financial strategy cima revision kit**, consider the following strategies:

1. Develop a Study Plan

- Allocate dedicated time slots for each topic
- Set achievable revision goals
- Incorporate regular practice sessions

2. Use Active Learning Techniques

- Attempt questions without looking at answers first
- Summarize key concepts in your own words
- Teach concepts to peers or study groups

3. Practice Under Exam Conditions

- Complete mock exams within the set time limits
- Simulate exam environment to build stamina
- Review performance to identify improvement areas

4. Review Mistakes Thoroughly

- Analyze incorrect answers to understand errors
- Clarify doubts using additional resources
- Adjust revision strategies based on feedback

5. Combine with Other Resources

- Use textbooks, online courses, and tutorials alongside the kit
- Engage in discussion forums for peer support

- Attend revision sessions or webinars if available

Additional Tips for Success in the E3 Financial Strategy Exam

Beyond utilizing the revision kit, consider these tips:

- Understand the Exam Format: Familiarize yourself with question types, mark allocation, and time management strategies.
- Master Key Formulas and Frameworks: Ensure you can apply financial analysis tools and strategic models confidently.
- Stay Consistent: Regular revision helps reinforce learning and prevents last-minute cramming.
- Focus on Weak Areas: Allocate more time to topics where you feel less confident.
- Maintain a Positive Mindset: Confidence and a calm approach can significantly impact your performance.

Where to Find the Best E3 Financial Strategy CIMA Revision Kits

Several reputable providers offer high-quality revision kits tailored for the E3 exam. When choosing a kit, consider:

- Reputation and reviews from other students
- Compatibility with current CIMA syllabus updates
- Availability of answer explanations and practice questions
- Additional supporting materials such as online access or mobile apps

Popular sources include official CIMA resources, trusted publishers like Kaplan and BPP, and online platforms offering downloadable or print versions.

Conclusion

The **e3 financial strategy cima revision kit** is an invaluable resource for students aiming to excel in the CIMA E3 Financial Strategy exam. It consolidates essential topics, offers ample practice opportunities, and provides strategic tips to enhance exam performance. By integrating this revision kit into your study plan and adopting effective revision techniques, you can boost your confidence, improve your understanding, and ultimately achieve your desired exam results. Remember, consistent effort, strategic practice, and thorough review are the keys to success in your CIMA journey.

E3 Financial Strategy CIMA Revision Kit: A Comprehensive Guide to Mastering Your Exam

Preparation

Preparing for the E3 Financial Strategy CIMA Revision Kit can feel overwhelming, especially given the breadth and depth of topics covered. This essential resource acts as both a study companion and a revision tool, helping aspiring finance professionals consolidate their understanding of strategic financial management. In this guide, we'll explore what makes the E3 Financial Strategy CIMA Revision Kit an invaluable asset, how to effectively utilize it, and strategies to maximize your exam success.

Understanding the E3 Financial Strategy CIMA Revision Kit

The E3 Financial Strategy CIMA Revision Kit is specifically designed to support students in mastering the key concepts and techniques necessary for the E3 exam. It typically includes a comprehensive collection of practice questions, detailed answers, exam tips, and study notes aligned with the latest syllabus. The kit aims to reinforce theoretical knowledge while developing exam technique and time management skills.

Why is the Revision Kit Important?

- Consolidation of Learning: It helps synthesize complex topics into digestible questions and answers.
- Exam Practice: Provides realistic exam-style questions to build confidence.
- Identification of Gaps: Highlights areas where further revision is needed.
- Time Management: Prepares students to allocate time effectively during the actual exam.

Core Topics Covered in the E3 Financial Strategy CIMA Revision Kit

The kit encompasses a wide range of strategic financial management topics, including but not limited to:

- Strategic Financial Management Frameworks
 - Corporate strategy and strategic positioning
 - The role of financial strategy within corporate planning
 - Stakeholder analysis and its influence on financial decision-making
- Financial Policy and Planning

- Long-term financial planning techniques
- Capital investment appraisal methods
- Dividend policy considerations

- Sources of Finance

- Equity and debt financing options
- Hybrid instruments
- International sources of finance

- Risk Management and Hedging

- Types of financial risks (currency, interest rate, credit)
- Derivatives and hedging strategies
- Risk mitigation techniques

- Working Capital and Cash Flow Management

- Techniques for managing working capital
- Forecasting cash flows
- Working capital financing strategies

- Financial Analysis and Performance Measurement

- Ratio analysis
- Variance analysis
- Balanced scorecard and other performance frameworks

How to Effectively Use the E3 Financial Strategy CIMA Revision Kit

Maximizing the benefits of your revision kit involves strategic planning and disciplined study practices.

- Develop a Structured Revision Plan

- Assess your current knowledge level and identify weak areas.
- Create a timetable that covers all key topics systematically.
- Allocate time for both study and practice questions.

- Use the Kit for Active Learning

- Read the study notes carefully before attempting questions.
- Attempt practice questions without looking at answers to simulate exam conditions.
- Review answers thoroughly, especially for questions you got wrong or found challenging.

- Focus on Exam Technique

- Learn how to manage your time during the exam.
- Practice question interpretation to understand what each question requires.
- Develop structured answer techniques to present clear, concise responses.

- Regular Self-Assessment

- Take full-length practice exams periodically.
- Use the kit's questions to simulate real exam scenarios.
- Track your progress to identify consistent problem areas.

- Supplement with Additional Resources

- Use the revision kit alongside other study materials, such as textbooks, online lectures, and CIMA's own resources.
- Participate in study groups or forums to discuss challenging topics.

Tips for Success with the E3 Financial Strategy CIMA Revision Kit

Achieving success in your exam requires more than just studying; it demands strategic approaches and mental preparedness.

- Understand the Syllabus and Exam Format

- Be familiar with the latest syllabus updates.
- Know the exam structure, including question types and mark distribution.

- Practice Under Exam Conditions

- Simulate timed exams to build stamina.
- Practice answering questions without external aids.
- Develop a strategy for tackling different sections.

- Focus on High-Weightage Topics

- Prioritize topics that are frequently tested.
- Ensure a strong understanding of core frameworks and techniques.

- Keep Up-to-Date with Financial Developments

- Read recent articles on financial strategy and management.
- Incorporate current events into your understanding of the topics.

- Maintain a Balanced Study Routine

- Incorporate breaks and revision sessions.
- Avoid last-minute cramming?spread revision over weeks.

Final Thoughts: The Value of the E3 Financial Strategy CIMA Revision Kit

In conclusion, the E3 Financial Strategy CIMA Revision Kit is an indispensable tool for students aiming to excel in their strategic financial management exam. Its comprehensive coverage, practice questions, and exam tips form a solid foundation for effective revision. When used methodically, it not only enhances technical knowledge but also builds the confidence needed to approach the exam with a clear strategy.

Remember, success in the E3 exam is not solely about memorizing concepts but understanding how to apply them in complex, real-world scenarios. The revision kit supports this by offering practical, exam-focused practice, ensuring you are well-prepared to demonstrate your strategic financial expertise.

Good luck with your studies, and make the most of this vital resource to achieve your professional goals!

Question What are the key features of the E3 Financial Strategy CIMA Revision Kit? The E3 Financial Strategy CIMA Revision Kit offers comprehensive coverage of strategic financial management topics, including case studies, practice questions, and exam tips designed to enhance understanding and exam readiness for students preparing for the E3 paper. **Answer** How can the E3 Financial Strategy CIMA Revision Kit improve my exam performance? By providing detailed explanations, practice questions, and mock exams, the Revision Kit helps students identify knowledge gaps, improve their application skills, and build confidence, ultimately leading to better performance in the actual exam. Is the E3 Financial Strategy CIMA Revision Kit suitable for self-study? Yes, the Revision Kit is specifically designed to support self-study, offering structured content, practice questions, and exam techniques that enable students to learn independently and effectively prepare for the E3 exam. What additional resources should I use alongside the E3 Financial Strategy CIMA Revision Kit? It is recommended to supplement the Revision Kit with CIMA official textbooks, online tutorials, past exam papers, and study groups to deepen understanding and gain diverse perspectives on the exam topics. Are there updated versions of the E3 Financial Strategy CIMA Revision Kit for the latest syllabus? Yes, publishers regularly update the Revision Kits to align with the latest CIMA syllabus changes, so ensure you select the most recent edition to access relevant content and practice questions.

Related keywords: E3 Financial Strategy, CIMA revision kit, financial management, strategic analysis, risk management, corporate finance, performance measurement, financial reporting, case study practice, exam preparation

Robert kaplan strategy maps

Robert Kaplan Strategy Maps: Unlocking Strategic Alignment and Performance Management

In the dynamic world of business, organizations constantly seek effective tools to translate their strategic vision into actionable plans. Among these tools, Robert Kaplan strategy maps have emerged as a powerful method to visualize and communicate an organization's strategy clearly and coherently. Developed as part of the Balanced Scorecard framework, these maps enable companies to align their activities with strategic objectives, improve performance management, and foster organizational coherence.

This article explores the concept of Robert Kaplan strategy maps in detail, discussing their purpose, structure, benefits, and implementation best practices. Whether you're a strategic planner, manager, or business executive, understanding these maps will enhance your ability to drive strategic initiatives successfully.

Understanding Robert Kaplan Strategy Maps

What Are Strategy Maps?

Strategy maps are visual representations that depict an organization's strategic objectives and illustrate the cause-and-effect relationships among them. They serve as a blueprint that translates high-level strategic goals into operational activities. Developed by Robert Kaplan and David Norton, strategy maps are integral to the Balanced Scorecard approach, which emphasizes measuring performance across multiple perspectives.

Key features of strategy maps include:

- Clear visualization of strategic objectives
- Depiction of cause-and-effect linkages
- Facilitation of communication across organizational levels
- Alignment of initiatives and resources

The Origins of Robert Kaplan Strategy Maps

Robert Kaplan, renowned for his work on performance measurement and strategic management, co-created the Balanced Scorecard with David Norton in the early 1990s. The strategy map concept was introduced as a visual tool to complement the Balanced Scorecard, making complex strategies understandable and actionable.

Kaplan's strategy maps focus on translating intangible assets—such as customer relationships and internal processes—into tangible objectives that drive organizational success. This visualization aids

in aligning diverse departments and ensuring everyone understands their role in achieving strategic goals.

Structure of a Robert Kaplan Strategy Map

The Four Perspectives

A typical Robert Kaplan strategy map is organized into four interconnected perspectives, which collectively cover the entire scope of organizational strategy:

- Financial Perspective: Focuses on financial performance objectives like revenue growth, cost reduction, and profitability.
- Customer Perspective: Emphasizes customer satisfaction, retention, and market share.
- Internal Business Processes Perspective: Details the key internal processes that create value, such as innovation, operations, and customer service.
- Learning and Growth Perspective: Addresses organizational capacity, including employee skills, culture, and technological infrastructure.

These perspectives are arranged in a cause-and-effect sequence, illustrating how improvements in learning and internal processes lead to enhanced customer satisfaction, ultimately impacting financial results.

Constructing a Strategy Map: Step-by-Step

Creating an effective Robert Kaplan strategy map involves several key steps:

- Define the Vision and Mission: Establish the organization's overarching purpose and long-term aspirations.
- Identify Strategic Objectives: For each perspective, pinpoint specific, measurable goals that support the vision.
- Determine Cause-and-Effect Linkages: Map out how objectives in one perspective influence others, creating a logical flow.
- Validate and Refine: Engage stakeholders to ensure the map accurately reflects strategic priorities and is understandable.
- Communicate and Implement: Use the map as a communication tool to align initiatives across departments.

Example of strategic objectives across perspectives:

- Financial: Increase revenue by 15% annually.
- Customer: Improve customer satisfaction scores by 20%.
- Internal Processes: Streamline order fulfillment to reduce delivery times.
- Learning & Growth: Enhance employee training programs to develop critical skills.

Benefits of Using Robert Kaplan Strategy Maps

Implementing strategy maps offers numerous advantages for organizations aiming for strategic clarity and operational excellence:

1. Enhances Strategic Clarity and Communication

- Provides a visual summary of strategic objectives
- Simplifies complex strategies for diverse audiences
- Facilitates shared understanding across teams

2. Aligns Organizational Activities

- Ensures departmental goals support overall strategy
- Guides resource allocation and prioritization
- Promotes accountability at all levels

3. Facilitates Performance Measurement

- Links objectives to key performance indicators (KPIs)
- Tracks progress toward strategic goals
- Enables proactive adjustments

4. Supports Continuous Improvement

- Identifies gaps and areas for enhancement
- Encourages alignment of initiatives with strategic priorities
- Fosters a culture of strategic thinking

5. Enables Better Decision-Making

- Provides a comprehensive view of strategic relationships
- Helps evaluate trade-offs and investment choices
- Supports data-driven management

Implementing Robert Kaplan Strategy Maps Effectively

Best Practices for Development and Deployment

To maximize the impact of strategy maps, organizations should consider the following best practices:

- **Engage Stakeholders Early:** Involve leadership and key personnel in map development to ensure buy-in and accuracy.
- **Align with Organizational Culture:** Customize the map to reflect the company's values, language, and strategic priorities.
- **Integrate with Performance Management:** Link objectives and KPIs directly to performance appraisal systems.
- **Maintain Flexibility:** Regularly review and update the map to adapt to changing strategic environments.
- **Leverage Technology:** Use software tools for creation, communication, and tracking of strategy maps and related metrics.

Common Challenges and How to Overcome Them

While strategy maps are powerful, organizations might face obstacles such as:

- **Complexity Overload:** Keep the map simple and focused; avoid clutter.
- **Lack of Engagement:** Foster a culture of strategic awareness through training and communication.
- **Misalignment:** Ensure all departments understand their role in the strategic chain.
- **Data Gaps:** Establish robust data collection systems for KPIs linked to objectives.

Case Studies: Successful Use of Robert Kaplan Strategy Maps

Case Study 1: Healthcare Organization

A leading hospital implemented a strategy map to improve patient care and operational efficiency. By aligning objectives across perspectives, they achieved:

- Better patient satisfaction scores
- Reduced wait times
- Increased staff engagement
- Improved financial performance

Case Study 2: Manufacturing Firm

A manufacturing company used a strategy map to focus on innovation and quality. The result was:

- Faster product development cycles
- Lower defect rates
- Increased market share
- Sustained profitability

These examples demonstrate how strategy maps can be tailored to diverse industries and organizational needs.

Conclusion

Robert Kaplan strategy maps serve as a vital tool for translating strategic vision into actionable and measurable objectives. By visualizing cause-and-effect relationships across the four perspectives—financial, customer, internal processes, and learning & growth—they foster alignment, improve communication, and enhance performance management.

Organizations that effectively implement and utilize strategy maps gain a clearer understanding of their strategic priorities, enabling better decision-making and sustained competitive advantage. As part of a comprehensive strategic management process, Robert Kaplan strategy maps are indispensable for organizations committed to achieving their long-term goals with clarity and purpose.

Embrace the power of strategy maps today to drive your organization toward strategic excellence and operational success!

Robert Kaplan Strategy Maps have become a cornerstone in the realm of strategic management, offering organizations a structured and visual way to translate their vision and strategy into actionable objectives. As a key component of the Balanced Scorecard framework, Kaplan's strategy maps help align business activities with overarching goals, ensuring that every level of the organization understands how their work contributes to success. This comprehensive guide explores the origins, components, benefits, and best practices associated with Robert Kaplan strategy maps, empowering leaders and managers to harness their full potential.

Understanding the Foundations of Robert Kaplan Strategy Maps

Who is Robert Kaplan?

Robert S. Kaplan is a renowned Harvard Business School professor and a pioneer in the development of performance measurement and strategic management tools. Alongside David P. Norton, Kaplan co-created the Balanced Scorecard (BSC) in the early 1990s—a strategic planning and management system that enables organizations to translate vision into action. The strategy map is an integral element of this framework, serving as a visual representation that links strategic objectives across different perspectives.

What Are Strategy Maps?

A strategy map is a visual diagram that depicts an organization's strategic objectives and illustrates how they interconnect across different perspectives. It provides a clear, concise way to communicate strategy throughout the organization, illustrating cause-and-effect relationships that drive performance.

The Role of Strategy Maps in Strategic Management

- Visualization: Simplifies complex strategies into understandable visuals.
- Alignment: Ensures all organizational levels understand their role.
- Communication: Facilitates dialogue about strategic priorities.
- Performance Tracking: Links objectives to performance measures.

Core Components of a Robert Kaplan Strategy Map

A typical strategy map encompasses several interconnected layers, often aligned with the four perspectives of the Balanced Scorecard:

- Financial Perspective

Purpose: To define the financial goals that reflect shareholder value and economic success.

Examples of objectives:

- Increase revenue growth
- Reduce costs

- Improve profitability
- Enhance shareholder return

- Customer Perspective

Purpose: To focus on customer satisfaction, retention, and market share.

Examples of objectives:

- Improve customer satisfaction
- Expand into new markets
- Enhance customer loyalty
- Increase sales to target segments

- Internal Processes Perspective

Purpose: To optimize internal operations to deliver value to customers and achieve financial goals.

Examples of objectives:

- Streamline supply chain
- Improve product quality
- Accelerate product development
- Enhance operational efficiency

- Learning and Growth Perspective

Purpose: To foster innovation, employee skills, and organizational culture necessary for sustained success.

Examples of objectives:

- Develop employee competencies
- Promote innovation
- Improve information systems

- Cultivate leadership

Cause-and-Effect Relationships in Strategy Maps

One of the key strengths of Robert Kaplan strategy maps is their emphasis on causal linkages between objectives across perspectives. For example:

- Improving employee skills (Learning and Growth) leads to better internal processes, such as faster product development.
- Enhanced internal processes result in higher customer satisfaction.
- Satisfied customers drive increased revenue and profitability (Financial).

Visualizing these cause-and-effect chains helps organizations understand how operational initiatives impact financial outcomes, ensuring strategic coherence.

Developing a Strategy Map: Step-by-Step Guide

Step 1: Clarify the Organization's Vision and Strategic Objectives

Begin by articulating the overarching vision and mission. Identify the strategic priorities that will help realize this vision.

Step 2: Define Objectives within Each Perspective

For each of the four perspectives, establish specific, measurable objectives aligned with overarching strategy.

Step 3: Identify Cause-and-Effect Linkages

Map how objectives influence one another across perspectives. Use arrows or lines to indicate causality.

Step 4: Assign Performance Measures

Attach key performance indicators (KPIs) or metrics to each objective to track progress.

Step 5: Communicate and Cascade

Share the strategy map across the organization, ensuring understanding at all levels. Cascade objectives into departmental or individual plans.

Step 6: Monitor and Update

Regularly review performance data, and revise the strategy map as needed based on changing circumstances.

Best Practices for Effective Strategy Maps

- Keep it simple: Avoid clutter; focus on key strategic objectives.
- Ensure alignment: Objectives must logically connect across perspectives.
- Engage stakeholders: Involve leadership and staff to foster buy-in.
- Use clear language: Objectives and measures should be understandable.
- Focus on causality: Highlight how initiatives drive outcomes.
- Integrate with performance management: Link strategy maps to KPIs and incentive systems.
- Review regularly: Adapt the map as strategies evolve or new insights emerge.

Benefits of Implementing Robert Kaplan Strategy Maps

Implementing strategy maps offers multiple advantages:

- Enhanced Strategic Clarity: Visual tools clarify complex strategies for all employees.
- Better Alignment: Ensures departmental and individual objectives support organizational goals.
- Improved Communication: Facilitates conversations around strategic priorities.
- Focused Resource Allocation: Guides investments toward impactful initiatives.
- Performance Measurement: Links objectives to measurable outcomes.
- Change Management: Supports organizational transformations by clarifying desired states.

Common Challenges and How to Overcome Them

While strategy maps are powerful, organizations may encounter obstacles:

- Overcomplicating the Map: Keep the map focused on critical objectives.
- Lack of Engagement: Involve stakeholders early and communicate benefits clearly.
- Ignoring Causality: Ensure causal linkages are logical and supported by data.
- Failure to Update: Regularly review and revise the map to reflect strategic shifts.
- Poor Integration: Embed the strategy map into broader performance management systems.

Case Examples of Strategy Map Success

Example 1: Manufacturing Firm

A manufacturing company developed a strategy map emphasizing innovation and operational excellence. By linking R&D investments to faster product development, customer satisfaction, and increased sales, they improved time-to-market and profitability.

Example 2: Healthcare Organization

A hospital used a strategy map to prioritize patient-centered care, staff development, and operational efficiency. Clear cause-and-effect relationships motivated staff, improved patient outcomes, and reduced costs.

Final Thoughts: The Power of Visual Strategy

Robert Kaplan strategy maps serve as powerful visual tools that make strategic management accessible and actionable. By clearly illustrating how objectives across various perspectives interrelate, organizations can foster alignment, motivate staff, and drive performance. The success of a strategy map hinges on thoughtful development, stakeholder engagement, and continuous refinement?transforming complex strategies into everyday operational excellence.

Whether you're leading a startup, a nonprofit, or a multinational corporation, embracing the principles behind Kaplan's strategy maps can help you translate vision into tangible results, ensuring your organization's strategic journey is both clear and achievable.

Question Who is Robert Kaplan and how did he contribute to strategy mapping? Robert Kaplan is a renowned Harvard Business School professor who, along with David Norton, developed the Balanced Scorecard framework, which popularized the use of strategy maps as a visual tool to align organizational objectives and communicate strategy effectively. What are the key components of Robert Kaplan's strategy maps? Robert Kaplan's strategy maps typically include four perspectives: Financial, Customer, Internal Processes, and Learning & Growth. These perspectives are interconnected to illustrate how organizational activities drive strategic objectives and desired outcomes. How can organizations implement Robert Kaplan's strategy maps for better strategic alignment? Organizations can implement Kaplan's strategy maps by first defining clear strategic objectives for each perspective, then creating visual maps that show cause-and-effect relationships, and finally communicating and monitoring these maps to ensure alignment across all levels. What are the benefits of using Robert Kaplan's strategy maps in strategic planning? Using Kaplan's strategy maps helps organizations clarify their strategy, improve communication across departments, align actions with strategic goals, and facilitate performance measurement and management. Are there any common challenges in adopting Robert Kaplan's strategy maps? Common challenges include ensuring accurate cause-and-effect relationships, maintaining up-to-date maps as strategies evolve, gaining buy-in from stakeholders, and integrating the maps

into existing management processes. How do Robert Kaplan's strategy maps differ from traditional strategic planning tools? Unlike traditional strategic plans that are often lengthy documents, Kaplan's strategy maps provide a visual, easy-to-understand representation of strategy, emphasizing cause-and-effect relationships and facilitating communication and execution.

Related keywords: Robert Kaplan, strategy maps, balanced scorecard, strategic management, performance measurement, strategic planning, organizational strategy, performance dashboards, strategic objectives, cause-and-effect relationships

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