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Perhaps the most puzzling and problematic aspect of creating Strategy-Focused Organizations is how to sustain the effort. Many companies have managers who have read the articles and the books, attended the conferences and the seminars, and returned to their organizations to lead inspiring projects

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that developed wonderful, strategic
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**The Strategy-Focused Organization
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isfaction, corporate mission and
customer loyalty. In The Strategy-
Focused Organization, they show how
the following five principles transform

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the Balanced Scorecard from a tool for performance measurement to a tool for creating a strategy-driven performance management company: 1. Translate the strategy into operational terms. Use the Balanced

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Kaplan and Norton articulate the five key principles required for building strategy-focused organizations: 1) translate the strategy into operational terms, 2) align the organization to the...

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creators of the revolutionary

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performance management tool called the Balanced Scorecard introduce a new approach that makes strategy a continuous process owned not just by top management, but by everyone.

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Kaplan, Robert S., and D. P. Norton. The

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MA: Harvard Business School Press,
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The successful organizations created a

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performance-management program that put strategy at the centre of its management processes. Our continuing research has revealed a set of five principles (see Figure 1) that permit organizations to become strategy-focused, enabling them to execute their strategies rapidly and effectively. 1.

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**BUILDING A STRATEGY-FOCUSED
ORGANIZATION**

The Strategy-Focused Organization:
Robert S. Kaplan and David P. Norton

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The focus strategy is very different in
terms of the segment the pursuing

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organization decides to serve. A limited segment to the complete exclusion of others is served. It is specific to a very narrow group of buyers.

Focus Strategy: Meaning, Types of Focus Strategy

These organizations have used the scorecard to create an entirely new

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performance management framework that puts strategy at the center of key management processes and systems. Kaplan and Norton articulate

the five key principles required for building strategy-focused organizations: 1) translate the strategy into operational terms, 2) align the organization to the strategy, 3) make strategy ...

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Kaplan and Norton assert that since the BSC focuses on both non-financial and financial measures together that drive the future financial performance of an organization, it can be considered as...

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Kaplan and Norton articulate the five key principles required for building strategy-focused organizations: 1) translate the strategy into operational terms, 2) align the organization to the strategy, 3) make strategy everyone's everyday job, 4) make strategy a continual process,

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and 5) mobilize change through strong, effective leadership.

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the organization to the...

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Strategy means communicating in a way that everyone can understand a plan for success. Focused means navigation in the organization to align strategy, and organization means to mobilize all

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employees to act in different ways that
will link together across the business.

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