



# The Execution Premium: Linking Strategy to Operations for Competitive Advantage

*Robert S. Kaplan, David P. Norton*

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In a world of stiffening competition, business strategy is more crucial than ever. Yet most organizations struggle in this area--not with formulating strategy but with executing it, or putting their strategy into action. Owing to execution failures, companies realize just a fraction of the financial performance promised in their strategic plans.

It doesn't have to be that way, maintain Robert Kaplan and David Norton in *The Execution Premium*. Building on their breakthrough works on strategy-focused organizations, the authors describe a multistage system that enables you to gain measurable benefits from your carefully formulated business strategy. This book shows you how to:

**Develop an effective strategy**--with tools such as SWOT analysis, vision formulation, and strategic change agendas

**Plan execution of the strategy**--through portfolios of strategic initiatives linked to strategy maps and Balanced Scorecards

**Put your strategy into action**--by integrating operational tools such as process dashboards, rolling forecasts, and activity-based costing

**Test and update your strategy**--using carefully designed management meetings to review operational and strategic data

Drawing on extensive research and detailed case studies from a broad array of industries, *The Execution Premium* presents a systematic and proven framework for achieving the financial results promised by your strategy.

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