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Abstract

This case study examines the application of Kaplan and Norton's Strategy Map (2004) implementation in a customer focused small firm. The aim is to increase knowledge to assist in overcoming the barriers in strategy implementation. The Research Question investigates if Strategy Map is a solution to strategy implementation problems. In order to answer the Research Question a qualitative approach is chosen. The study is carried out as a case study, where with semi-structured interviews (n=4), which concentrate on the problem areas, customer focused Strategy Map's contribution to strategy implementation is investigated. The main sources of material are the client interfaced key people's interviews and the other strategy related material in the firm. Result of the study is that in three out of six problem areas the Strategy Map had assisted in clarifying the purpose of the firm and increased commitment. In the three other areas inconclusive findings were discovered. In conclusion can be stated that if the case study firm desires to exploit the full potential of Strategy Map, it ought to allocate resources to the development targets mentioned in the study. Answer to the research question can be that the Strategy Map has increased strategic thinking and improved customer orientation.

Key words	Strategy Map, Strategy Implementation, Implementation Barriers, Customer Orientation, Small Firm, Balanced Scorecard.
Further information	