



Accounting for Sustainability,  
Social and Environmental Transparency

# TEACHING MODULE 3

## Sustainability management accounting

# FUNDAMENTALS OF STRATEGY MAPS

Urbino, 4-5 September 2024





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# Strategy Map: what is it?

A strategy map is a simple graphic – a diagram – that shows an organization's strategy on a **single page**.

It's great for quickly communicating **how value is created** by the organization and providing **big-picture objectives** to everyone in the company.

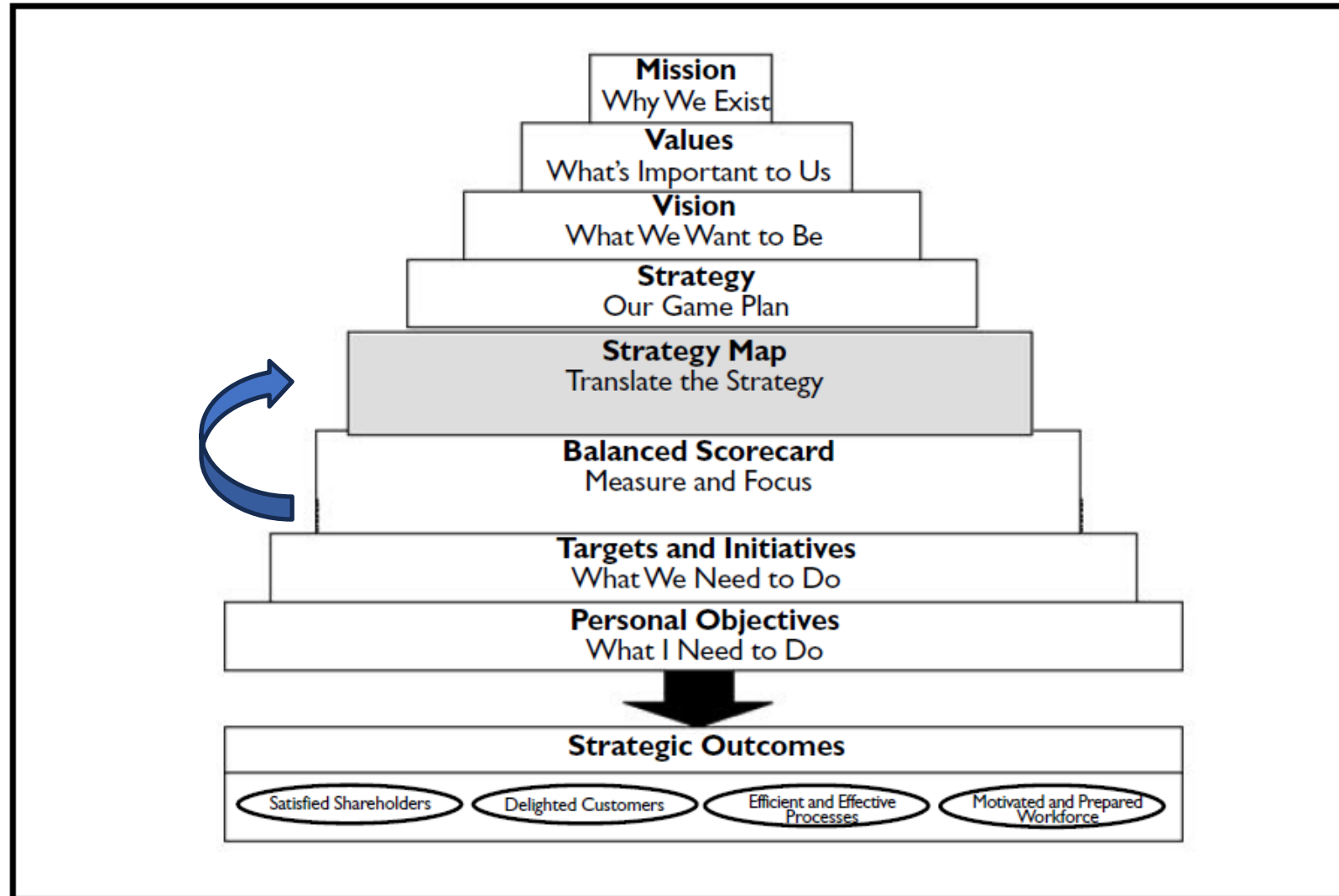
<https://balancedscorecards.com/strategy-map/#strategy-map-overview>

<https://balancedscorecard.org/bsc-basics/what-is-a-strategy-map/>



# SM and the BSC methodology

Figure 3: The Strategy Pyramid

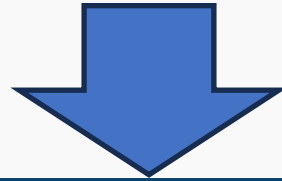


Armitage and Scholey (2007, CMA) using strategy maps to drive performance



# SM: why is it important?

A strategy map provides a one-page view of how objectives in the perspectives integrate and combine to guide strategy



The focus is on illustrating the **cause-and-effect connection** between strategic objectives:

Links between perspectives

Measures within each perspective



# SM: Why perspectives should be linked?

FINANCIAL

CUSTOMER

INTERNAL BUSINESS  
PROCESSES

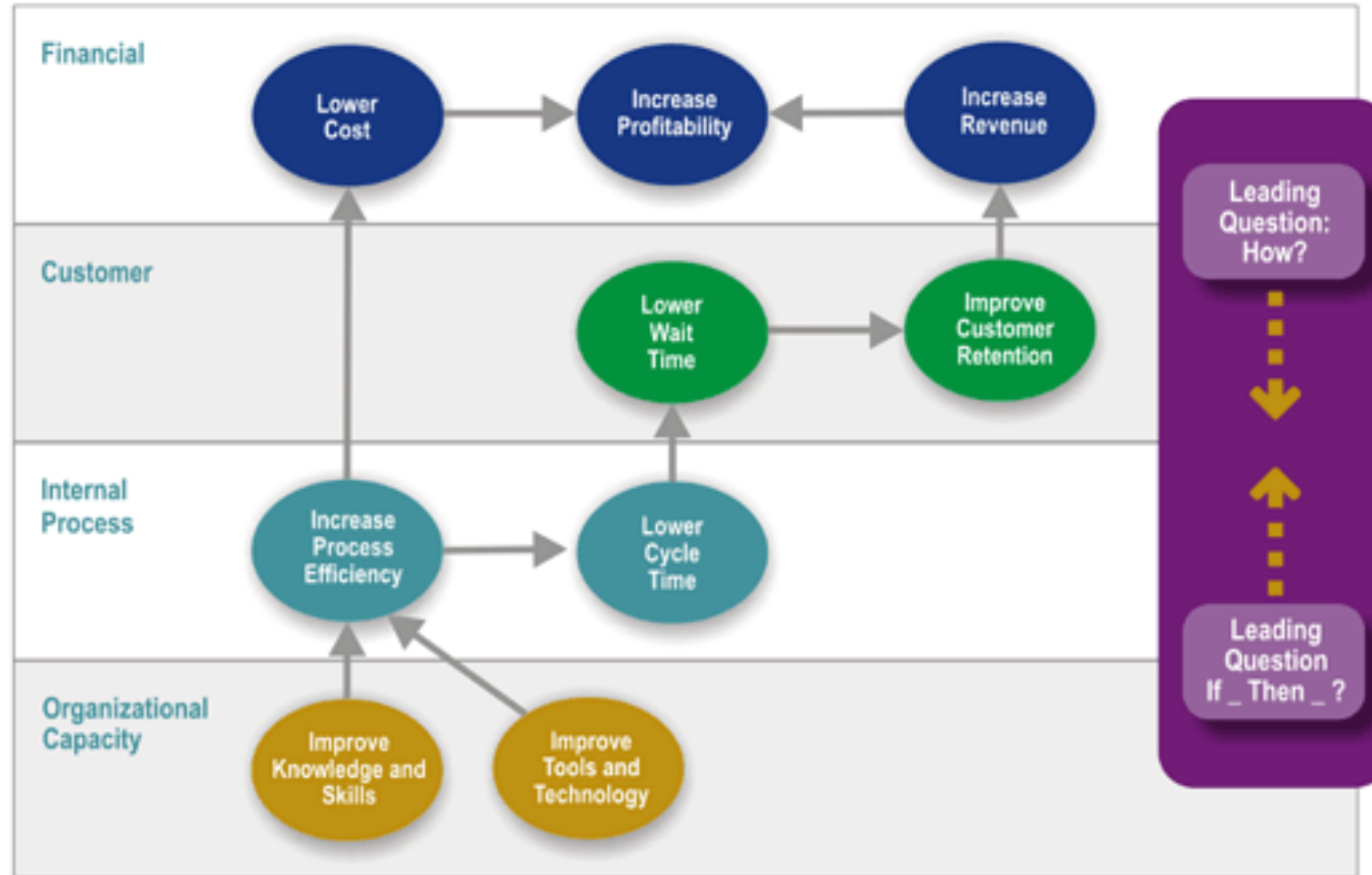
LEARNING & GROWTH

*“If you train your employees and build a culture of information sharing (Learning and Growth), they’ll make your company run more smoothly (Internal Business Processes).*

*A better running business takes better care of its customers (Customer), and happy customers buy more of what you’re selling (Financial).”*



# SM: Why perspectives should be linked?

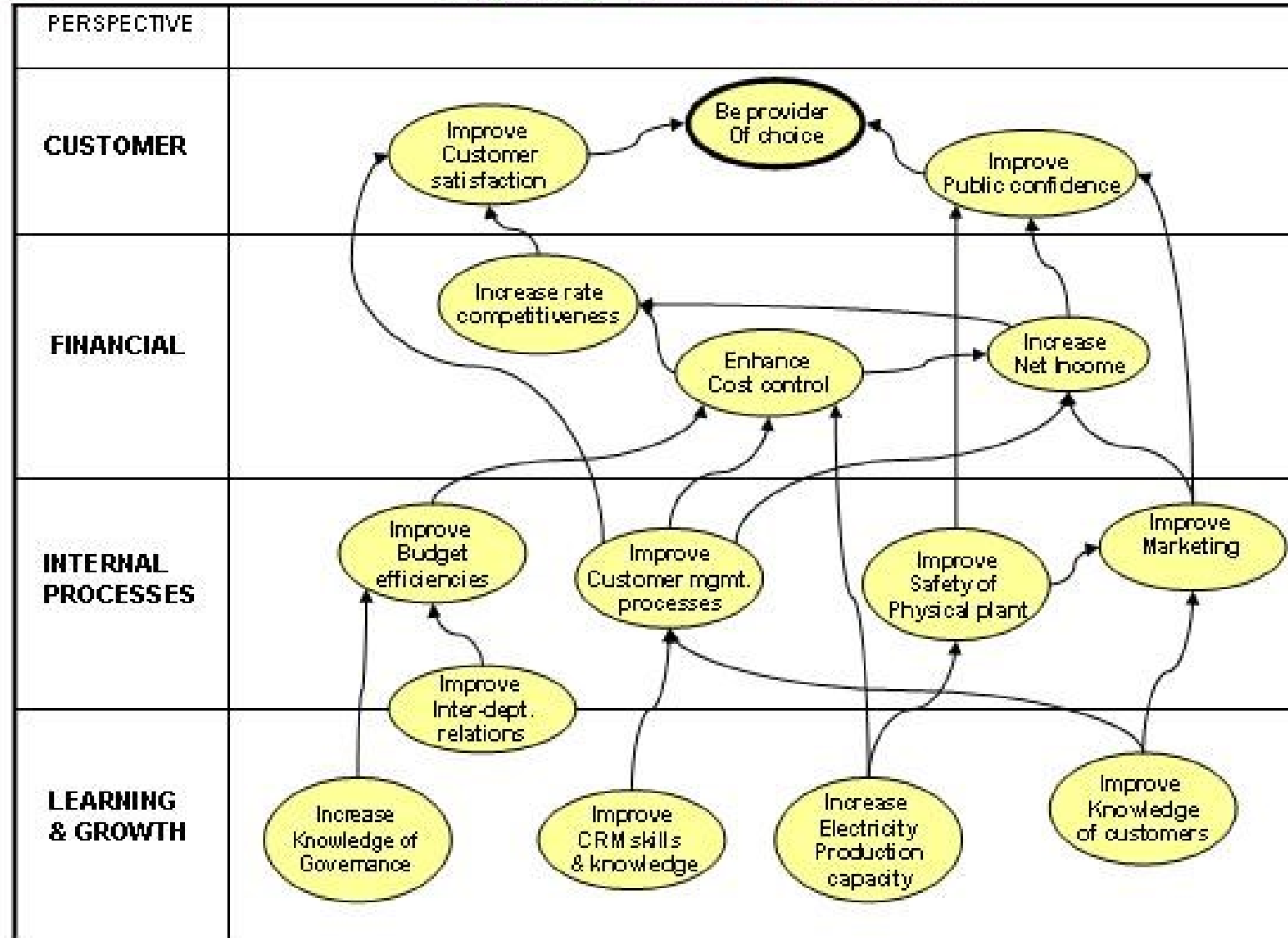


Reference: *The Institute Way: Simplify Strategic Planning & Management with the Balanced Scorecard.*



## Corporate Strategy Map Mayberry Utilities Commission

# SM: Examples



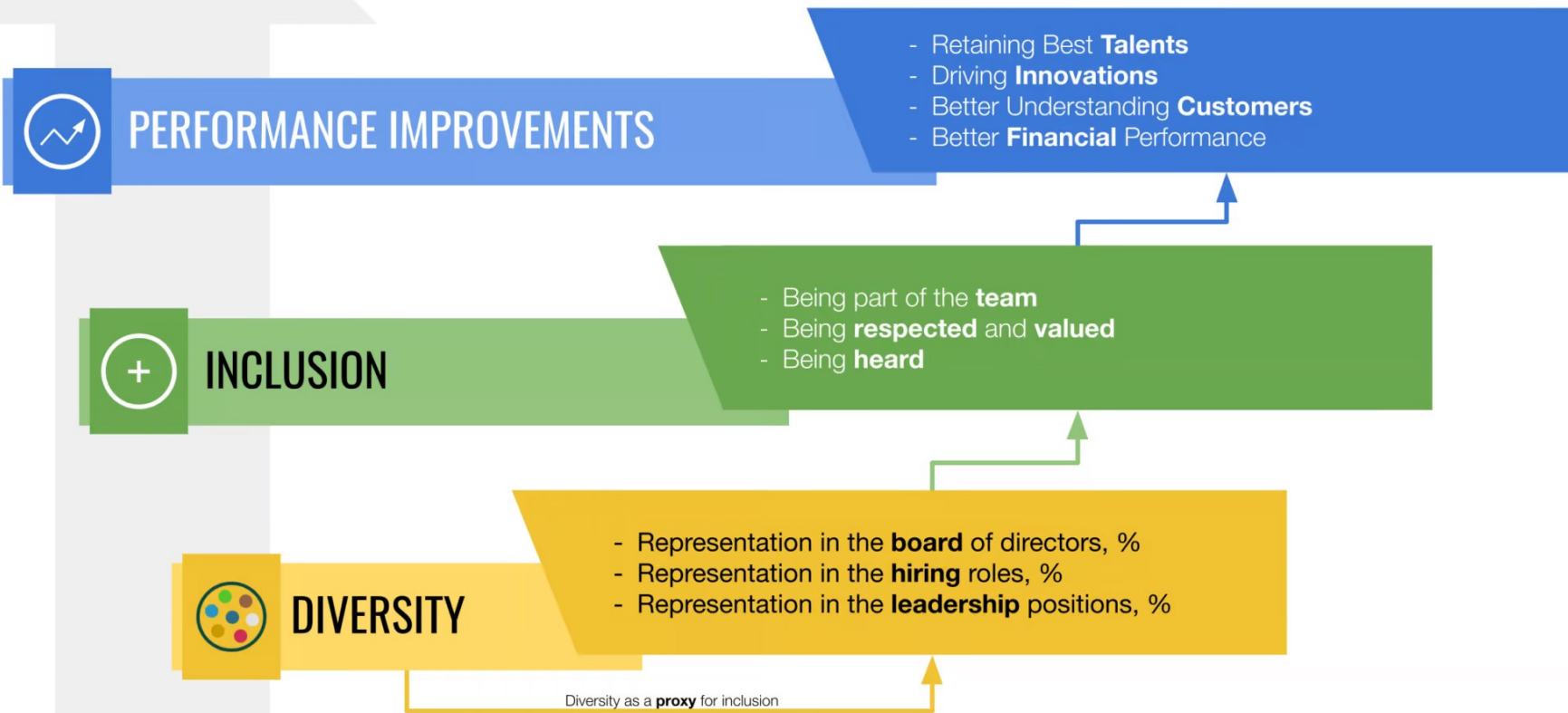




# SM: Examples

The diversity of **TALENTS** results in a diversity of **IDEAS**

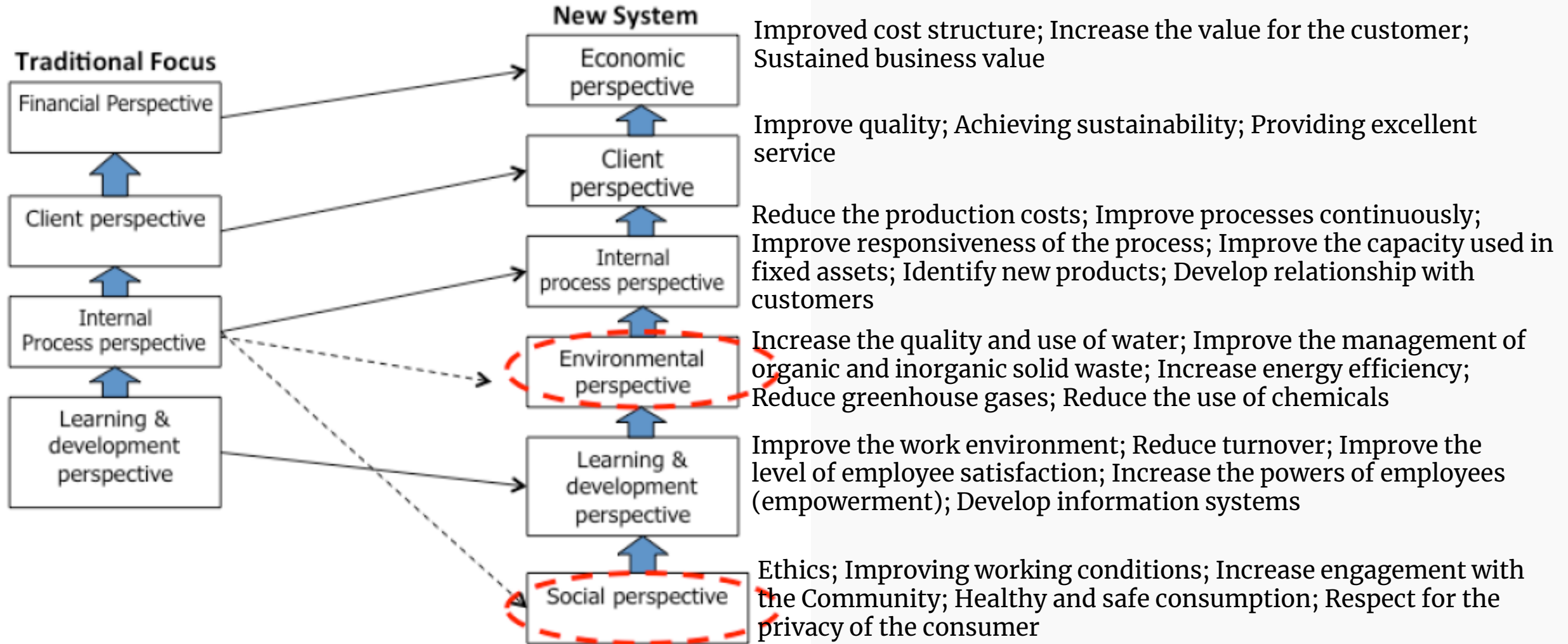
If those ideas are taken seriously (=inclusion), an organization will enjoy some **performance improvements**



DIVERSITY AND INCLUSION: STRATEGY SCORECARD WITH KPIS | BSCDESIGNER.COM

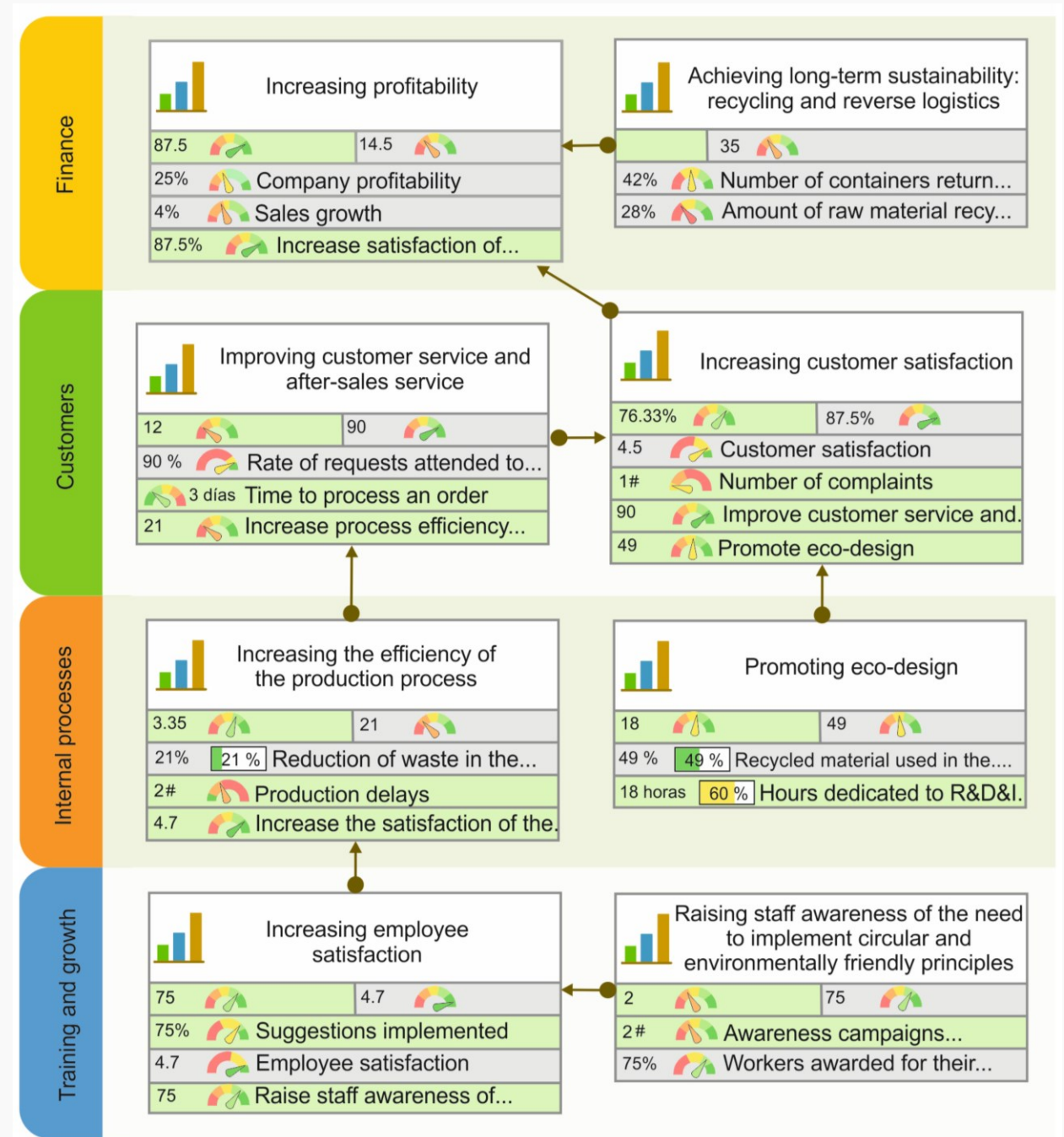


# SM & Sustainability: How can they be combined?





# SM & Sustainability: How can they be combined?





# ASSET

Accounting for Sustainability,  
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# Thank you!

<https://project.uniurb.it/asset/>