**Strategy Implementation**

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1. **Strategy Implementation**

**1.1 Meaning**

Strategy Implementation is the process when the plans are put into action. The strategies are framed in the planning phase where the decision making takes place and then they are put into ground realities.

Strategy Implementation is basically an art of getting the work done by impositioning the plans into real scenario.

It is often said that “good planning leads to good results.” Its true, but results can only be achieved when some action takes place. Implementation of decisions effectively and efficiently is the key to success of any organisation. Enactment is essential.

Every organisation has different competencies with which it stands out in the competitive world. Strategies are framed keeping in mind these competencies. Strengths and weaknesses both are considered and evaluated. To unveil the best from these competencies is what implementation of strategy seeks.

**1.2 Definitions**

* According to Steiner :

"The implementation of policies strategies is concerned with the design. and management of systems to achieve the best integration of people, structures, processes, and resources, in reaching organisational purpose".

* According to Mc Carthy :

"Strategy implementation may be said to consist of securing resources organizing these resource and directing the use of these resources within and outside the organisation".

* According to Glueck :

"Strategic implementation is the assignment or reassignment of corporate and the employees SBU leaders to match the strategy. The leaders will communicate the strategy to Implementation also involves the development of functional policies about the organisation structure and climate to support the strategy and help achieve organisational objectives".

* According to Harvey :

"Implementation involves actually executing the strategic game plan. This includes setting policies, designing the organisation structure and developing a corporate culture to enable the attainment of organisational objectives".

source: toppers4u.com

1. **Process of Strategy Implementation**

The process of Strategy Implementation follows the mentioned steps –

1. Resource arrangement and allocation
2. Procedural implementation
3. Understanding Organisational Structure
4. Identifying Human resource requirement
5. Functional and Operational Implementation
6. Reviewing the process
7. **Resource arrangement and allocation** – Before the plan is finally put into action a peek into the required resources is essential. The resources required can be either physical or human. The organisation has to ensure that it possess the resources that are essential to implement a strategy.

**Eg**. If any technical project has to be implemented, the organisation should ensure that it has access to the technology required for its smooth functioning.

Along with ensuring the arrangement of resources, its proper allocation also has to be ensured. The right asset should be at the right place so that the desired out-turn is received.

1. **Procedural Implementation** – When there occurs an actual application of decisions, a lot many procedural things have to be taken under consideration. A basic set of rules and regulations and procedures needs to be mentioned so that there exist clear lines of action.
2. **Understanding Organisational Structure** – The structure of an organisation plays a vital role in the successful implementation of a strategy. The various roles and responsibilities, their interrelation and interaction all are important in the inerrant implementation of strategies. The various jobs are created in this step. This step also ensures the authority-responsibility coordination and delegation of work. Roles and responsibilities are charted out.
3. **Identifying Human resource requirement** – Next important step in the process is understanding the human resource requirement. It identifies whether the organisation possess the required skill set within the organisation or it has to outsource the services to implement the strategy.
4. **Functional and Operational Implementation** – The next step in the process of implementation is carrying out the functional and operational implementation. The work is actually being carried out in this step. Plans are put into action. All functional departments are provided with the guidelines. Synchronised activity takes places. It’s the phase of execution of various tasks simultaneously.
5. **Reviewing the process** – This is the last step of implementation process, reviewing the implementation. When plans are turning into reality a check has to be done simultaneously so as to avoid any divergence. A continuous monitoring of the project is essential so as to ensure no resources are wasted and the ultimate goal is being achieved on time. Controlling is required so that if any deviations are popped in , rectifications can be discharged immediately.
6. **Various aspects of Implementation**
   1. **Budgetry decisions –** While plans are being implemented, a budgetry decision is equally important. Budgets need to made for every phase of the project, so as to ensure smooth flow of funds. The important events need to be identified. A formal structure mentioning which event or phase requires more funds has to be drafted prior.
   2. **Ensuring a supportive organisational culture –** The culture needs to be understood before implementing any strategy as it plays an important role too. The mindset of employees, the belief system of the organisation, the values all needs to be studied thoroughly to have a better implementation of policies. It ensures a positive implementation and assured results in the end.
   3. **Reward and Recognition –** The presence of a reward system is also necessary as it boosts up the morale of the employees. Implementation of strategies always comes up with force and pressure among employees, a reward system will ensure motivation among them. It will keep them moving towards the attainment of goals along with maintaining a good pace.
7. **Understanding the structure of organisation**

The structure of an organisation plays a very important role in strategy implementation process.

Structure refers to the network of different roles and responsibilities that are being created in an organisation. Establishing a model for “ who will report whom” is called a structure. It determines various levels within an organisation and the flow of information between these levels.

Classification of structure is varied. One of the major classification of Structure based on the distribution of authority is Centralised organisation and Decentralised organisation. In centralised organisation decision making is confined to top level only with a defined chain of command whereas in decentralised organisation decision making powers are disbursed in the entire organisation. This decision making authority too has implications on the implementation process. In the present scenario with many startups lined up a decentralised organisation structure is being preferred by the management of the company.

Other major classifications of organisational structure based on the roles created in an organisation are Functional OS, Divisional OS, Flat OS, Matrix OS, Network OS etc.

1. **Values and ethics in an organisation**

Ethics and values have become a very prominent ingredient of an organisation’s culture. Rather organisational culture is a sum of these ethics, beliefs and values it posses. Social responsibility, transparency, empathy, environmental consciousness, accountability, acceptability, charity all these reflect the values and ethics.

An organisation holds these values and ethics very strongly while implementing its strategies.