

It's All About Strategy Implementation

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ABSTRACT

Purpose

This article investigates the developments and changes in managerial ideas, the strategic implementation process, its challenges and potential solutions, and its impact on organizational performance. Our study included an extensive literature review.

Design/Methodology

This study explored the impact of strategic implementation, with the practicing leader in mind, on organizational performance. It found that effective implementation can lead to improved financial performance, increased market share, and enhanced competit It's All About Strategy Implementation

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Findings

The findings revealed that strategic implementation is a complex process that involves multiple stages, including planning, communication, resource allocation, and monitoring and evaluation. The study also identified several challenges to effective strategic implementation, such as resistance to change, lack of employee involvement, and inadequate resources. However, the analysis also highlights potential solutions, such as creating a sense of urgency, engaging employees in the implementation process, and allocating adequate resources. The study further revealed that successful strategy implementation requires a strong leadership team, clear communication, and effective monitoring and evaluation mechanisms.

Originality

The value of this report lies in its contribution to the literature on strategic implementation. It provides insights into the challenges and potential solutions that can enhance the implementation process and improve organizational performance. The findings can also inform practitioners and managers in various industries, helping them develop effective

strategies and implementation plans. Overall, this study underscores the importance of strategy implementation as a critical factor in organizational success.

Key Words: execution, senior-level leaders, strategic management, strategy, strategy implementation

FOUR KEY POINTS

The first central concept of this practitioner paper is that the reader should be able to understand the various definitions of strategic management.

The second primary approach of this article is that the critic should be able to understand the importance of strategy implementation—a more narrow approach within the strategic management process.

A third central concept of this report is that leaders of private and public companies must always employ the strategy implementation step as part of the strategic management process.

The fourth concept in this paper is that senior-level leaders, with a practical focus in mind, must be able to perform the strategy implementation process correctly. It is a specific action of turning plans into reality to reach a desired outcome.

PURPOSE

This practitioner research paper is a general observational review of other scholars' works, with a practical focus in mind, narrow in scope and specific—as it applies to the developments and changes in managerial issues. As such, we decided to pursue a descriptive report, which is also considered a helpful/informative appraisal, so that the reader and businessperson could better understand some of the key reasons behind the importance of strategy execution—because it is genuinely all about strategy implementation.

INTRODUCTION

Morris Chang, founding chairman of Taiwan Semiconductor Manufacturing Company, stated: “*Without strategy, execution is aimless. Without execution, strategy is useless*” (as cited by Dess et al., 2021, p. 13). That said, is acting strategically necessary in your business today? Yes, because the business strategy has entered a new frontier, the suitably named market-driven

age, because of its central focus on the marketplace as the foundation for strategy design and implementation.

Strategy implementation must be comprehensively understood to properly prepare senior-level management to cope with these vibrant changes in the strategic management discipline. Effective strategy execution requires that leaders pay careful attention to critical internal business processes and ensure that employees' efforts are directed toward accomplishing desired operational outcomes (Gamble et al., 2021).

In this article, "senior-level leaders" refers to owners, chief executive officers (CEOs) or presidents, general or assistant general managers, and vice presidents. In most companies, senior-level leaders maintain influential strategy-making roles and generally engage in some form of strategic management. Further, senior-level leaders are often involved in the strategic management process, particularly the strategic planning phase, with the CEO or president as the chief direction-setter, chief objective-setter, chief strategy-maker, and chief strategy-implementer for the total enterprise (Thompson et al., 2006).

DEFINITIONS

Definition of Strategic Management

Strategic management comprises the analyses, decisions, and actions an organization undertakes to create and sustain competitive advantages (Dess et al., 2021).

Definition of Strategy

A company's strategy explains why the company matters in the marketplace by specifying an approach to creating superior value for customers and determining how capabilities and resources will be used to deliver the desired value (Gamble et al., 2021).

Definition of Strategy Implementation

Strategy implementation comprises the management's role in understanding critical internal business processes and ensuring employees' efforts are directed toward accomplishing desired operational outcomes (Gamble et al., 2021). It is often conducted by strategy makers engaged in a project's conceptual work (Saunders et al., 2009). It is usually the most demanding and time-consuming part of the strategic management process.

NATURE OF STRATEGY IMPLEMENTATION

Implementing a company's strategy necessitates an ongoing analysis of the efficiency and effectiveness of its internal activities and a managerial awareness of new technological developments that may improve business processes. In many cases, strategy implementation process management includes the following eight key aspects (Gamble et al., 2021, p. 29):

- Staffing the organization to provide needed skills and expertise.
- Allocating ample resources to activities critical to effective strategy execution.
- Ensuring that policies and procedures facilitate rather than impede effective execution.
- Installing information and operating systems that enable company personnel to perform essential activities.
- Pushing for continuous improvement in how value chain activities are performed.
- Tying rewards and incentives directly to the achievement of performance objectives.
- Creating a company culture and work climate conducive to successful strategy implementation and
- Exerting the internal leadership needed to propel implementation forward.

LITERATURE REVIEW

Conceptual Framework for Understanding Strategy Implementation

From a historical context, strategy implementation in business has been studied from various perspectives. The prescriptive literature considers strategy to be a formalized statement of intent or plan that identifies objectives and intended actions. Further, strategy is seen as consciously identified, proactive, and formulated before decisions and actions (Bhimani and Langfield-Smith, 2007). This noteworthy observation, “great strategy, shame about the implementation” (Okumus and Roper, 1998, p. 218), in our opinion, captures the essence of one problem that afflicts strategy implementation—a general lack of academic attention (Atkinson, 2006). Okumus and Roper (1998, p. 219) further observed that “despite the importance of the strategy execution process, far more research has been carried out into strategy formulation rather than strategy implementation.”

Some scholars have attributed this lack in the literature to the attitude that strategy implementation is less “glamorous” a subject area that is strategy formulation and that researchers often underestimate the difficulties involved in investigating strategy implementation, especially given that it is thought to be fundamentally lacking in conceptual models (Alexander, 1985; Goold, 1991; Aaltonen and Ikavalko, 2002). However, although a researcher’s brilliant strategy, a blockbuster product, or breakthrough technology can put them on the competitive map, only a solid strategy execution can keep them there (Neilson et al., 2008).

Effective strategy implementation can enable senior-level leaders to perform excellently for a business or organization (Crittenden and Crittenden, 2008). This implementation process works alongside the formulation process, and such collaboration leads to company plans that are financially, socially, and ethically responsible strategies. Successful implementation of a well-formulated and appropriate strategy can enable a company to improve over time, achieving its longer-term vision of corporate success (Crittenden and Crittenden, 2008). Strategy implementation requires the involvement of managers at all organizational levels. It is an action-oriented human behavioral activity that calls for senior-level leadership and vital managerial skills (Schaap et al., 2008).

At the core of successful strategy implementation is recognizing that different capabilities, organizational processes, and systems must be adjusted to employ a selected strategy (Homburg et al., 2004). In addition, the strategy implementation literature has presented models demonstrating the organizational characteristics important to effective strategy implementation (Guffy, 1992). Scholars have depicted strategy implementation as a dynamic development by which companies identify future opportunities (Reid, 1989).

In the early 1980s, several conceptual and descriptive frameworks were mainly developed (Okumus, 2001). For example, Pressman's and Wildavsky's (1984) typology of evaluating implementation remains a valuable perspective on the differences and complexity of ensuring successful strategy implementation because it depicts the struggle over the realization of ideas. We found Pressman and Wildavsky (1984) valid for our study because they addressed an implementer's clear-cut guide to efficiently implementing a strategy by emphasizing the answers to five basic questions: (a) When?, (b) where?, (c) for whom?, (d) what?, and (e) why? Further, management approaches to strategy implementation can be placed on a continuum with prescriptive planning at one end and process approaches at the other (Saunders et al., 2008).

As mentioned, many scholars have lamented the lack of attention to strategic implementation (Aaltonen and Ikavalko, 2002; Al Ghamdi 1998; Alexander, 1985; Noble 1999). Yet strategy implementation is one of strategic management's most complicated and time-consuming aspects (Thompson and Strickland, 2003). In today's dynamic hypercompetitive environment, executives realize the importance of strategy implementation, if not more, than the development of effective strategies (Atkinson, 2006; Higgins, 2005; Kaplan and Norton, 2000) and "that strategy execution will emerge as one of the critical sources of sustainable advantage in the twenty-first century" (Biglar, 2001, p. 3).

As such, we conclude that the 10-step theoretical representation developed by Thompson et al. (2020) most comprehensively captures the scholarly prose in this field. The ten steps are as follows:

1. Creating a strategy-supporting structure.
2. Staffing the organization with the needed skills and expertise.
3. Developing and strengthening strategy-supporting resources and capabilities.
4. Allocating ample resources to the activities critical to strategic success.
5. Ensuring that policies and procedures facilitate effective execution.
6. Organizing the work effort along the lines of best practice.
7. Installing information and operating systems that enable company personnel to perform essential activities.
8. Motivating people and tying rewards directly to achieving performance objectives.
9. Creating a company culture conducive to successful strategy execution.
10. Exerting the internal leadership needed to propel implementation forward (p. 39).

Leadership Dynamics as Part of the Strategy Implementation Discipline

Leadership involves social influence (Manning and Curtis, 2003): it indicates actions of initiating and guiding, often resulting in change. The product of such power is often a decision that otherwise may not have come to be. Leadership, as it pertains to strategic management, including strategy implementation, requires giving equal attention to path-finding and culture-building. In performing the leadership role, strategy formulation and strategy implementation are no longer seen as sequential and separate but instead subsumed in the complementary leadership activities of the strategic leadership process (Nicholls, 1994).

With its internal direction, the 1970s strategic planning style focuses on past experiences. Incremental strategy implementation is inapplicable to a society where markets and technologies are rapidly changing, and firms face extreme competition from many volatile sources (Schaap, 2006). In terms of profits, it was projected that firms achieving exceptional performance in the 1980s and 1990s would be those that took a forward- and outward-looking approach to strategic planning: many thought that these organizations would take advantage of change as an opportunity to excel (Gluck, 1985). Nonetheless, in the mid-1980s, these companies emphasized strategy development, largely failing on the implementation front (Raps, 2004).

In today's business environment, however, the focus is on execution—"getting things done"—and rightfully so (Schaap, 2006). Implementation cannot succeed unless the strategy itself has been developed to be executable, and the execution will not result in outstanding performance unless it is designed around the goal of maximizing financial value (Frigo, 2003). Guffy (1992) investigated, in part, the demographic impact on communication and the most effective level of management perceived by employees in terms of communication. Guffy's findings support Mathieu and Zajac (1990), who suggested that effective leadership communication and organizational commitment correlate. The conclusions of the present study support and extend Guffy's, Mathieu's, and Zajac's work. Additionally, Kanter et al., (1992) stressed that leaders should create a sense of urgency, develop enabling structures, communicate effectively, involve others in strategy, be honest, reinforce the ideas of others, and institutionalize change. Further, Smith and Sandstrom (1999) indicated that as a critical strategic issue, employees should perceive business leaders as taking the lead in implementing their strategic plans. In a survey conducted in association with Robert Kaplan of the Harvard Business School and Business Intelligence (Rousseau and Rousseau, 1999), more than 40% of senior managers and more than 90% of all employees stated that they did not clearly understand their company's strategy.

Rapert et al., (2000) stated that communication and shared understandings play significant roles in the implementation process. In particular, when vertical communication is frequent, the strategic consensus is enhanced, and organizational performance improves, as evidenced by higher net operating income, gross revenues, and net revenues (Rapert et al., 2000). Consensus is critical in resolving differences, promoting a unified direction for the firm, increasing strategic commitment, and enhancing the successful implementation of a given strategy (Dess and Priem, 1995). Although researchers widely recognize and accept the growing need for change in organizations, scholars have estimated that up to 70% of change initiatives are largely unsuccessful (Higgs and Rowland, 2005). Knowing that, why do so many attempts to effect such change fail? For one, the costs of unsuccessful implementation efforts to an

organization are significant (Schaap, 2006). Apart from wasting considerable time and money, such ineffective attempts often result in lowered employee morale, diminished trust in senior-level leadership, and even more rigid organizational resistance to change; a company that has failed to implement a change is likely to encounter future resistance to change (Heracleous, 2000).

Kaplan and Norton (2005) partially attributed this strategy-to-performance gap to their findings that 95% of a company's employees were unaware of or did not understand their company's strategy. Successful strategy implementation and outstanding performance are determined mainly by the logical decisions and actions of all employees at all levels of an organization, not just those who originally defined the strategy (Schaap, 2006). That said, the key to successful implementation is an awareness that senior-level leaders often do what they think, upon reflection and validation, rather than what they say—which is usually due to their need to preserve their image and influence within their organization (Beaudan, 2001, p. 68). Therefore, an effective business strategy must complement an equally well-developed implementation strategy (Schaap, 2006). Further, Gamble et al. (2015) noted that one of the most effective ways for executives to implement the strategy successfully is by maintaining regular involvement with individuals at many levels of the organization. Thompson et al. (2020) suggested that effective strategy implementation requires diligently pursuing operating excellence. It is a job for a company's whole leadership team: success hinges on the skills and cooperation of the operating manager, who can push for needed changes in their organizational units and consistently deliver good results.

Strategy Implementation Issues

It is essential to understand the challenges of strategy implementation within the strategic management discipline, which have often been approached chronologically, even though this may lead to timeline gaps. The problems associated with this topic must be identified to understand the difficulties of successful strategy implementation. Smith (2009) defined implementation failure as: “the gap between the planned activity and the enacted activity” (p. 474). Alexander (1985) found that the ineffective coordination of activities and distractions from competing activities inhibited strategy implementation. Reed and Buckley (1988) identified four key problem areas associated with strategy implementation. They acknowledged the need for a precise fit between strategy and structure and claimed that whether strategy or structure comes first—is irrelevant, providing that there is unity in the context of the operating environment. Reed and Buckley also warned that although budgeting systems are a powerful tool for communication, they have limited use in strategy implementation because monetary-based measures dominate budgeting systems, and due to their size and the game-playing associated with budget setting “it is possible for the planning intent of any resource redistribution to be ignored” (p. 88).

In a survey of 93 Fortune 500 firms, Alexander (1991) discovered that over half of the corporations experienced the following ten problems when attempting to implement a strategic change:

- Implementation took more time than initially planned.
- Unanticipated significant problems arose.
- Activities were ineffectively coordinated.
- Competing activities and crises took attention away from implementation.
- The involved employees had insufficient capabilities to perform their jobs.
- Lower-level employees were inadequately trained.
- Uncontrollable external environmental factors created problems.
- Departmental managers provided inadequate leadership and direction.
- Key implementation tasks and activities were poorly defined.
- The information system inadequately monitored activities (pp. 73-113).

Cosier (2002) stated: “There are five behavioral factors that lead to failed leadership: (a) Greed, (b) Loss of focus, (c) Poor change management, (d) Failure to listen, and (e) Bad luck” (p. 15). Bossidy and Charan (2002) noted that strategic change initiatives often fail because senior-level leaders fail to evaluate whether the organization can implement the plan effectively. Similarly, Higgs and Rowland (2005) determined that up to 70% of strategic-change initiatives fail, and Pryor et al. (2007) contended that the most significant reason for unsuccessful strategy implementation efforts is the lack of an integrated viewpoint. Unfortunately, strategy implementation has too often been considered a “strategic afterthought” (Raps, 2004, p. 53), but should it be? Most strategy textbooks describe implementation as an entity distinct from formulation, primarily focused on structure (Aaltonen and Ikavalko, 2002). Additionally, Pettigrew (1987) noted that implementation and formulation must be interconnected. Many individuals in positions of organizational leadership can “get lulled into believing that a well-conceived strategy communicated to the organization equals [successful] implementation” (Beer and Eisenstat, 2000, p. 29). However, experience dictates otherwise: many carefully crafted strategies are never successfully implemented (Fauli and Fleming, 2005; Floyd and Wooldridge, 1992; Mintzberg, 1994; Sterling, 2003) because many firms find difficulty bridging the gap between knowing and doing (Pfeffer and Sutton, 1999).

Smith (2009) stated that while the management problem of strategy implementation is essential and complex, it is poorly understood. Its complexity is demonstrated by several differing perspectives from which academic researchers have approached strategy implementation. These include organizational learning (Argyris, 1989); organizational structure (Drazin and Howard, 1984; Miller, 1987); control mechanisms (Daft and Macintosh, 1984; Jaworski and MacInnis, 1989; Kaplan and Norton, 2007); communication (Hambrick and Cannella, 1989); organizational culture (Harris, 1999; Muhlbacher, Vyslozil and Ritter, 1987); market orientation (Dobni, 2003; McGuinness and Morgan, 2005); management self-interest (Connors and Romberg, 1991; Guth and Macmillan, 1986), and motivation and organizational commitment (Smith, 2009). Bossidy and Charan (2002) neatly summarized the importance of successful strategy implementation: “Execution [of a strategic plan] is the great unaddressed issue in the business world today. Its absence is the biggest obstruction to success and cause of most disappointments mistakenly attributed to other causes” (p. 5). Ineffective implementation can significantly negatively affect the firm, as a needed strategy goes wanting even as considerable energy and resources are expended to develop the strategic planning skills and processes (Allio, 2005; Humphreys, 2007; Raps, 2004). Effective strategy implementation,

however, can create exceptional results because strategy “execution is at the core of business success and forms a foundation for applying the firm’s competence” (Joyce, 2005, p. 69).

Moreover, Wheelen et al. (2018) stated that poor implementation has been blamed for many strategic failures. Merger and acquisitions activities are two visible forms of implementations: some studies have demonstrated that half of all acquisitions fail to achieve expectations, and others have reported that 83% of companies fail to achieve the goals of a merger (Whellen et al., 2018, p. 264).

The literature review section examined the historical underpinnings, at least in part, of the theory and practice of the strategic implementation process—as a critical aspect in strategic management.

TWO PRACTICAL RESEARCH EXAMPLES

In an earlier study provided by Schaap (2006), this researcher compared many variables associated with successful or unsuccessful strategy implementation to those of effective or ineffective leadership behavior. Overall, this study has generated at least one noteworthy finding, for which the results showed strong support and were statistically significant at the 0.01 level. That discovery, which came from Hypothesis 2 of this study (i.e., employees who understand and agree with the company's strategic plan will most likely have a higher commitment to the firm's success than employees who do not know or agree with it), compares favorably to a previous quantitative research study performed by Guffy (1992), who investigated the role of organizational communication in the implementation of a business unit strategy. Guffy's (1992, p. 81) Hypothesis 3, similar to Schaap’s study's Hypothesis 2, was also supported with a positive correlation (i.e., $r = 0.16$, $a = 0.001$): "Employees who know the firm's Strategic Business Unit (S.B.U.) strategy will have a higher commitment to the organization than employees who do not know the firm's S.B.U. strategy."

In another analysis stipulated by Schaap (2012), this author provided a first-of-its-kind statistical investigation of the relationship between effective leadership behavior and successful strategy implementation in the northern Nevada plumbers' industry. More specifically, this research reaffirms the role of strategic accords in the implementation process.

Consensus is critical in resolving differences (i.e., if any), promoting a unified direction for a firm, increasing strategic commitment, and enhancing the successful implementation of a given strategy (Dess and Priem, 1995).

In addition, this study's findings agree with earlier research on strategy implementation. Also, in firms where rewards are tied to the strategy's success, organizations are rewarded with higher organizational performance. As a result, it is concluded that implementation plans still must be developed, indicating tasks, time frames, and the people responsible for task completion (Hrebiniak, 2005). While successfully implementing a strategy improves performance, no dominant theoretical framework has surfaced in this subject (Williams et al., 1982). Additionally, very little research is available on strategy implementation and leadership behavior (Guffy,

1992). Due to the fragmented research, there is a significant need for more thorough and inclusive conceptual models related to strategy implementation. Virtually all prior implementation research has examined factors and outcomes at an organizational level, even though a managerial-level view of implementation may provide valuable insights (Thorpe and Morgan, 2007).

CONCLUSION

It's All About Strategy Implementation

From a standpoint of real-world management thought, clear and well-defined strategy formulation and implementation, crucial corporate governance issues, are needed to help leaders make decisions to achieve high-performance levels (Sioncke and Parmentier, 2007). However, the scholarly literature (i.e., as it relates to the history of management thought) is biased mainly toward strategy formulation rather than strategy implementation (Pryor et al., 2007). While the strategic planning process is often considered a core competency, some researchers have proposed that implementation proficiency and competence are equally crucial for creating and maintaining a sustainable competitive advantage, and it should not be considered a strategic afterthought (Raps, 2004). Further, detailed research on strategy formulations is necessary (Pryor et al., 2007), and this advice, by Pryor et al., was offered to a variety of American firms that typically pursue unique business strategies and Japanese firms that apply ubiquitous strategies and achieve outstanding implementation. Egelhoff (1993) asserted that the development of such capabilities may lead to a sustainable competitive advantage (Sashittal and Jassawalla, 1998) that can be applied across many business functions (Hamel and Prahalad, 1990).

Management academicians must shift focus from specific areas of verbiage and discipline to portray a broader methodology of strategic execution. Not doing so risks conceptual confusion for those interested in and involved with a crucial aspect of strategic management (Pryor et al., 2007). Galagan (1997) stressed that tailoring every facet of the business to support a strategy and the successful implementation of that strategy and using qualitative and financial analysis to measure results are the senior-level leader's responsibility. Senior-level leaders often invest money in extravagant corporate retreats, extensive marketing research, and expensive outside consulting services when developing strategic plans to lead their companies to a successful future (Schaap, 2006). Unfortunately, many of these plans do not come to fruition because of poor implementation. Successful senior-level leaders must emphasize the strategy implementation process as a critical cornerstone of a capable organization (Crittenden and Crittenden, 2008). They are the achievers, the action-takers. They are not necessarily impetuous, but they do not wait until they have recognized every potential unforeseen event before taking action (Hardy, 1994). Based on Hardy (1994), we drew the following conclusions. First, our sample of 30 respondents with a response rate of 42.3%, the target group being senior-level leaders in the hospitality industry in and around Monterey, California, provides a small but adequate sample size for the various relationships tested. We noted that 99.7% of the responses were used for data collection and analysis. The correlation and regression analysis, which summarizes the relationship between two continuous variables, determined that correlations

between certain variables were significant. The findings in this research were based on confidence levels of 0.05 and 0.01 to ensure adequate conclusion validity.

Senior-level firm leaders formulate strategic decisions and then administratively impose on lower-level management or non-management employees with little consideration of the resulting functional-level perceptions (Nutt, 1987). Further, to maximize the success of an implementation, an organization must carefully match its vision, mission, and strategy with the framework chosen to organize its performance measures (Lawson et al., 2003). If, however, lower-level management and/or non-management personnel are unaware of the same information, or if information must pass through several (management) layers within the organization, consensus and consistency of that information may remain misaligned. This lack of shared knowledge impedes successful strategy implementation (Dess, 1987; Noble, 1999).

A first-rate strategy implementation is the best test of managerial excellence—and the most reliable formula for turning companies into standout performers (Thompson et al., 2005) with the best chance of producing superior results. Hrebiniak (2005), similarly, concluded that everything begins with strategy and that execution cannot occur until one has something to implement. Therefore, effective leadership must take a different approach when an organization's profitability or productivity is high, mainly if these favorable results appear after the leader assumes their position following a period of poorer performance (Howell and Costley, 2006). This execution-based approach drives the organization to successful implementation and motivates ownership of and commitment to the execution process (Hrebiniak, 2005).

The literature indicated that companies have long acknowledged the need to develop a sound strategy and reorganize company structure, systems, leadership behavior, human resource policies, culture, values, and management procedures to ensure successful strategy implementation. These are, in fact, some significant developments and changes in managerial ideas. In addition, successful strategy implementation, strictly from a practical perspective, can be challenging. It requires strong leadership and practical management skills. Knowing this, effective delegation, patience, emotional intelligence, thorough organizational abilities, and good communication skills are crucial (Miller, 2020).

RECOMMENDATIONS

While strategy implementation is critical to an organization's success, strategic thinking and acting are necessary at every level, and this begins with changing one's mindset. Thinking and acting strategically also requires an organization to be proactive and understand the unique information and perspectives that each function provides. Just as important, senior-level leaders must ask questions to understand the relevant trends and issues comprehensively. Lastly, to implement a strategy effectively, all members of an organization must know how to speak the strategic language. It is critical to understand how to identify the issues, shape a common understanding, and frame and implement strategic choices (Bowman, 2016).

Sound strategies are of no value if improperly implemented. Strategy implementation, thus, involves ensuring proper strategic controls and organizational designs, which includes

establishing effective means to coordinate and integrate activities within the firm and with its suppliers, customers, and alliance partners. To do this, leadership must play a central role in ensuring that an organization is committed to excellence and ethical behavior, promoting learning and continuous improvement. Lastly, it must act entrepreneurially to create new opportunities.

The primary challenge in strategy implementation is to translate broad ideas into concrete actions for progress at the individual level. To solve this, which is a vital step, assign someone in the organization who is in a position of authority to call statement owners to account by regularly inquiring about the execution progress (Kenny, 2019).

In closing, because it is all about strategy implementation, you have to perform the strategy implementation process correctly. It is a process of turning plans into action to reach a desired outcome. It is the art of getting stuff done (Miller, 2020).

LIMITATIONS

As with any research, our study has some possible limitations—it is just a review article. No independent research study was performed. This is a practitioner paper written specifically for the leaders of private or public companies, with an observational review of other scholars' works. As such, we decided to pursue descriptive research, which was also considered an informative assessment, so that the reader and businessperson could better understand some of the key reasons behind the importance of strategy implementation.

Because this piece does not use control groups to compare outcomes, the analysis mentioned early on is not statistically valid.

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