

# SOLUTIONS SUPPORTING THE STRATEGY IMPLEMENTATION – MODEL PROPOSAL

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DOI: 10.15611/ms.2019.2.06

JEL Classification: L1, L2

**Abstract:** The purpose of the article is to present the results of empirical research concerning solutions used in the strategy implementation process by companies recognized as effective in achieving their strategic goals. Based on the results of the research, a model of improving the strategy implementation process was proposed. In the theoretical part the method of analysis and critical review of the literature was used. The technique used in the empirical study was PAPI. In order to investigate relationships, Cramer's V coefficient was calculated. The main findings of the study allow us to conclude that there are some specific solutions from the following areas: organisational structure, communication and motivation, cooperation, implementation tools and methods, and control, which particularly effectively support the strategy implementation.

**Keywords:** strategy, strategy implementation, model.

## 1. Introduction

The process of strategic management can be broadly summarised in two main phases: (I) strategy development and (II) strategy implementation. A slightly more detailed approach, although still describing the strategic management process, most often presents this process in four steps: (1) strategic analysis, (2) strategy formulation, (3) strategy implementation and (4) strategy evaluation [David 2009, pp. 45-47; Johnson et al. 2008, pp. 11-13; Rothaermel 2012, pp. 32-45; Thompson, Martin 2010, p. 34]. It can therefore be assumed that phase (I) strategy development consists of (1) strategic analysis and (2) strategy formulation steps, and phase (II) strategy implementation consists of (3) strategy implementation and (4) strategy evaluation steps. The strategic management literature devotes much space and attention to issues related to the development of the strategy. Unfortunately the same cannot be said about the issues related to the implementation of the strategy. According to T. Hutzschenreuter and I. Kleindienst, out of 991 ar-

ticles related to strategy which they analyzed, only 66, less than 6.7%, related to the issues on the implementation of the strategy [Hutzschenreuter, Kleindienst 2006]. Meanwhile, according to a variety of sources, the process of strategy implementation ends with failure for 50-90% of the companies [Beer, Nohria 2000; Carlopio, Harvey 2012; Desroches et al. 2014; Gendron 1997; Jonk, Ungerath 2006; Kaplan, Norton 2005; Mankins, Steele 2005; Raps 2004; Zook, Allen 2001]. Therefore it seems, that the topic of strategy implementation still remains an interesting area for exploration.

In this article the subject of strategy implementation is considered from the point of view of solutions improving the process of strategy implementation. It may be difficult for a company to move towards its strategic objectives if it does not use solutions that enable it to translate the strategy into operational activities and to control the progress of work on the strategy implementation. Nowadays this is especially important because we are dealing with such a changeability of the environment that

without appropriate implementation solutions it will be extremely difficult for the company to implement its plans. The literature and business practice provide many examples of companies that failed to implement their strategies. This leads to the conclusion that the process of strategy implementation is the most important subject in the field of strategic management [Speculand 2009] and the effective implementation of the strategy is one of the most important challenges faced by managers [Szarucki 2015]. Strategy implementation should be even considered as the most sensitive stage of the strategic management procedure [Abraham, Leavy 2007; Wołczek 2012; 2015]. The question arises of what kind of solutions are used to support translating strategic plans into the expected results? Therefore in order to answer this question the analysis of the application and the evaluation of effectiveness of selected solutions was made. The investigation covered companies considered to be successful in achieving their strategic objectives. Based on that analysis the model of improving the strategy implementation process was proposed.

## 2. Strategy implementation – literature review

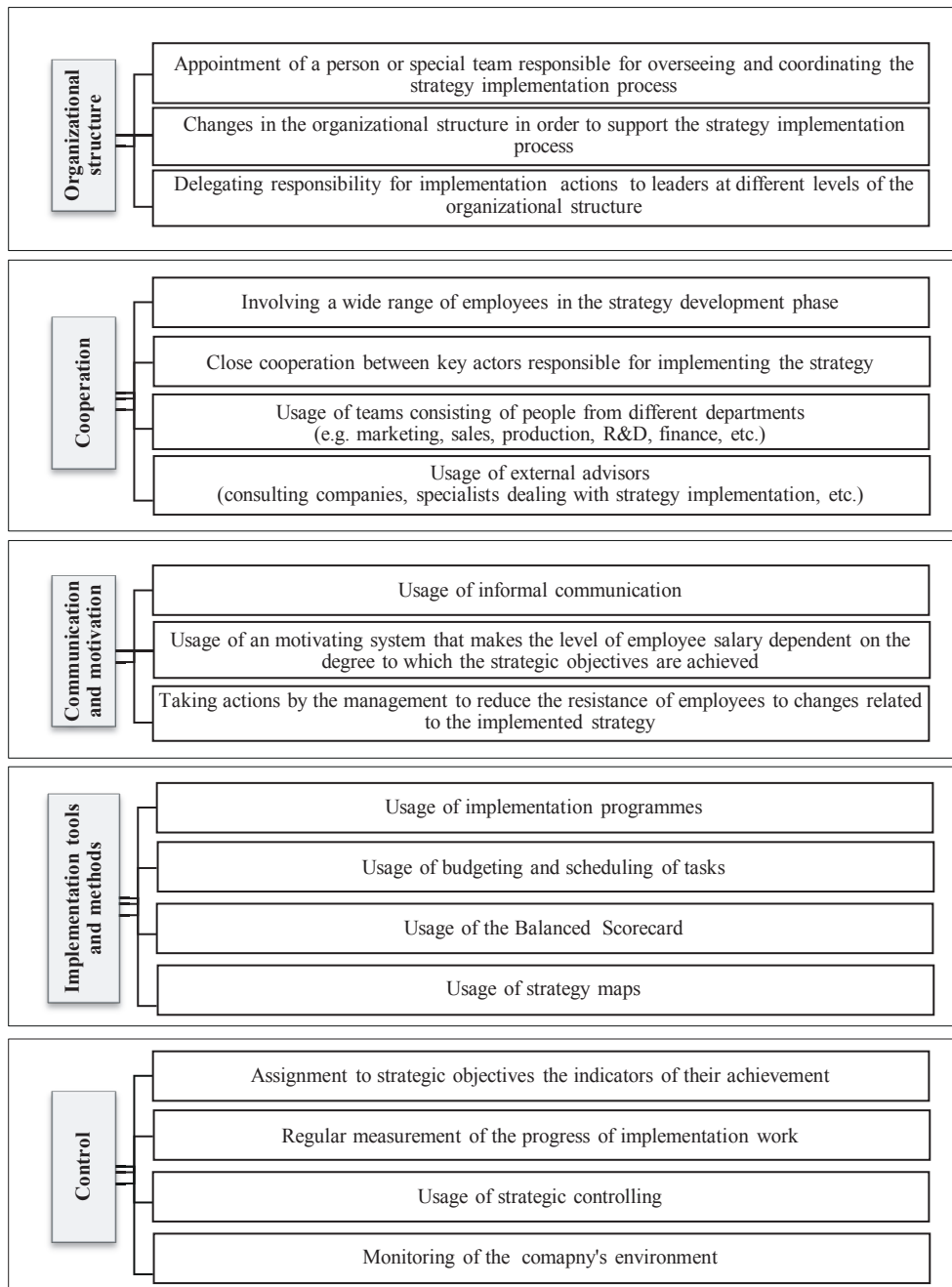
It can be stated that the strategic management process is a method by which managers develop and implement a strategy that can lead to a sustainable competitive advantage [Rothaermel 2012, p. 20]. In the strategic management process, the organization analyses the internal conditions and external environment for the purpose of formulating strategies and allocating resources to develop a competitive advantage that allows for the successful achievement of organizational goals [Cox et al. 2012]. In the literature we find various lists (more or less detailed) of steps that should be taken to develop a complete strategy and to implement it successfully. Analyzing these lists it is possible to order the process of strategic management in four steps: (1) strategic analysis, (2) strategy formulation, (3) strategy implementation and (4) strategy evaluation [David 2009, pp. 45-47; Johnson et al. 2008, pp. 11-13; Rothaermel 2012, pp. 32-45; Thompson, Martin 2010, p. 34].

In this article we will focus on the strategy implementation stage. The final effect of the strategy development process is the developed strategy. Regardless of its form, degree of formalisation or the number of components, is a starting point and a basis for further actions, i.e. all the initiatives and implementation activities [Ignacy, Wołczek 2014; Wołczek 2014]. When a developed strategy is wrong, even the best implementation will not protect the

company from failure. However, it can be considered as a particular phenomenon that companies have quite highly developed skills in creating strategies, and at the same time a surprisingly low level of skills in the field of their effective implementation. As early as 1982, Fortune Magazine reported that less than 10% of well-developed strategies are effectively implemented [Kiechel III 1982]. The same magazine reported in 1999 that the key problem in the case of about 70% of companies that failed to implement their strategies is not a bad strategy, but its bad execution [Charan, Colvin 1999]. In the following years there were further publications confirming that the process of strategy implementation ends in failure in the case of 50-90% of companies [Beer, Nohria 2000; Carlopio, Harvey 2012; Cobbold, Lawire 2001; Desroches et al. 2014; Jonk, Ungerath 2006; Kaplan, Norton 2005; Mankins, Steele 2005; Raps 2004; Speculand 2006; Zook, Allen 2001].

Such a poor success rate of strategy execution indicates that there is the necessity to investigate the strategy implementation process. In addition to the obvious question of what happens in companies that they fail to implement properly developed strategies, there is the question of the solutions that help to translate strategic plans into the expected results. The literature tries to answer these questions, although it seems that there is still a lack of publications focusing strictly on the very stage of strategy implementation and the applied solutions, especially by companies achieving market success, which help to effectively implement the strategy. Therefore this article should be treated as an attempt to fill the existing gap. The usage of appropriate solutions to improve the strategy implementation process is becoming more and more important today. This is because managers of companies that operate in complex and uncertain conditions have to deal with many issues at the same time, which is why they are looking for solutions that will help them manage more effectively [Wright et al. 2013].

In order to streamline the process of strategy implementation, companies use different solutions. They can be grouped into those that concern, among others: organizational structure, employee appraisal system, motivation system, communication system, rules of cooperation, tools and methods of implementation, control system [Beer, Eisenstat 2000; Carciumaru, Candea 2012; Cater, Pucko 2010; Cobbold, Lawire 2002; Cocks 2010; Hrebiniak 2005; Kaleta 2013; Kaplan, Norton 2005; 2010; Miller 1997; Moszkowicz 2005; Neilson et al. 2008; Noble 1999; Okumus 2003; Penc-Pietrzak 1998; 2010; Salih, Doll 2013]. The analysis of studies



**Fig. 1.** Solutions in the organizational structure, cooperation, communication and motivation, implementation tools and methods, and control for which it is assumed that they improve the strategy implementation process

Source: own study.

relating to solutions applied in the process of strategy implementation allowed to formulate five areas in relation to which it was assumed that they have an impact on the process of strategy implementation. These areas are: organisational structure, cooperation, communication and motivation, implementation tools and methods, and control. For each of these areas, solutions were assigned for which it was assumed that their application supports the implementation process. A graphical presentation of the analysed

solutions included in the individual areas is presented in the Figure 1.

In order to find the answer to the question of whether the above mentioned solutions are really effective in the process of strategy implementation, it was decided to conduct research among companies recognized as effective in achieving their strategic objectives.

### 3. Research methods

In order to develop a model of improving the strategy implementation process which will not have a holistic nature (as the approaches proposed e.g. by [Carlopio, Harvey 2012; Hrebiniak 2005; Morgan et al. 2008; Moszkowicz 2015; Segatto et al. 2013]) but will focus on specific solutions, the application of which improves the strategy implementation process, the results of research conducted within the project “Implementation of an organisation’s strategy – model, conditions and implications”<sup>1</sup> were used. The author of this article was a member of the team realizing the above project.

The survey was carried out on a sample of 200 companies (68 small, 65 medium and 67 large) operating for at least five years and listed on the 500 largest Polish companies according to the ranking of “Polityka” or on the list of Forbes Diamonds. The reasoning for selecting such a research sample was the fact of participating in rankings, and thus achieving market successes in the implementation of the developed strategies. The scale of statistical error at statistical significance level of  $\alpha = 0.05$  is c. 5.4% (for population estimated at  $N = 500$ ). In order to ensure the highest possible representativeness of the studies, the sample selection was random-strata. The main variable in the selection of entities for the research sample was the location by voivodeship. The research technique used in the study was Paper and Pencil Interview [PAPI]. The questionnaire used to gather information was comprised of 46 questions in the main section and 12 questions in the demographics. The Cramer V coefficient which measures the strength of the relationship between nominal variables, was calculated.

In this article we focused on the effectiveness of the solutions used in the strategy implementation process. Therefore, in the first step the frequency with which specific solutions are used by the researched companies was checked. In the second step, the evaluation of the effectiveness of the application of specific solutions was analyzed. In addition we wondered whether in the process of strategy implementation, companies of different sizes use different approaches as regards the solutions applied to improve the strategy implementation process.

The analysis of research results on the solutions improving the strategy implementation process was carried out based on the following questions:

1. What solutions improving the strategy implementation process are most frequently used by the surveyed enterprises?

2. Which solutions improving the strategy implementation process are assessed as the most effective?

3. Are there any differences between small and large enterprises in terms of the solutions used to improve the implementation of the strategies and the assessment of the effectiveness of their application?

Providing the answers to the above questions will allow to build a model for improving the strategy implementation process.

### 4. Research results and discussion

In the first step, the respondents participating in the survey reported the use of the specific solutions in the strategy implementation process. In the next step, the respondents who indicated the use of particular solutions were asked to determine the scale of their effectiveness (a five-step scale was used for this purpose, where the value “1” meant high ineffectiveness, while the value “5” defined the solution as highly effective).

Table 1 shows the percentage of entities whose respondents declared the usage of particular solutions in the area *Organisational structure* and the averages informing about the scale of effectiveness of the solutions applied.

The most frequently used solution among all the surveyed entities is delegating responsibility for implementation actions to leaders at different levels of the organisational structure (71.3%). Large enterprises more often than small ones use all the solutions specified in the area of organisational structure. What is interesting, however, is the fact that small enterprises rate the effectiveness of all solutions from the analysed area higher than that of large enterprises. The most effective solution for both, small (4.35) and large (4.30) companies, is the appointment of a person or special team responsible for overseeing and coordinating the strategy implementation process. This result corresponds to the proposal of Kaplan and Norton [2005].

As part of the correlation analysis between the distribution of answers to particular questions from the area of organisational structure and the size of enterprises, no statistically significant relations were discovered.

In Table 2 there is information about the percentage of entities which use particular solutions in the area *Cooperation* and the averages informing

<sup>1</sup> The project was financed from funds of the National Science Centre allocated based on the decision No. DEC-2011/03/B/HS4/04247.

**Table 1.** Solutions used in the area *Organisational structure* and effectiveness of applied solutions

Solutions	Usage			Effectiveness		
	Total	Small	Large	Total	Small	Large
Appointment of a person or special team responsible for overseeing and coordinating the strategy implementation process	59.5% (N = 195)	50.0% (N = 68)	71.6% (N = 67)	4.25	4.35	4.30
Changes in the organizational structure in order to streamline the strategy implementation process	61.9% (N = 194)	55.2% (N = 67)	68.7% (N = 67)	3.91	4.08	3.78
Delegating responsibility for implementation actions to leaders at different levels of the organizational structure	71.3% (N = 195)	69.1% (N = 68)	74.6% (N = 67)	4.09	4.17	4.00

Source: own study.

**Table 2.** Solutions used in the area *Cooperation* and the effectiveness of the applied solutions

Solutions	Usage			Effectiveness		
	Total	Small	Large	Total	Small	Large
Involving a wide range of employees in the strategy development phase	48.2% (N = 195)	48.5% (N = 68)	50.7% (N = 67)	4.26	4.25	4.21
Close cooperation between key actors responsible for implementing the strategy	85.7% (N = 196)	82.4% (N = 68)	88.1% (N = 67)	4.22	4.42	4.08
Usage of teams consisting of people from different departments (e.g. marketing, sales, production, R&D, finance, etc.)	82.0% (N = 194)	70,6% (N = 68)	88.1% (N = 67)	4.12	4,15	4.15
Usage of external advisors (consulting companies, specialists dealing with strategy implementation, etc.)	53.3% (N = 195)	47.1% (N = 68)	53.7% (N = 67)	3.94	4.42	3.56

Source: own study.

about the scale of the effectiveness of the solutions applied.

The most frequently used solution among all the surveyed entities is close cooperation between key actors responsible for the implementation of the strategy (85.7%). On the other hand, the least use is made of involving a wide range of employees in the strategy development phase (48.2%). Large enterprises more often than small ones use all the solutions specified in the area of cooperation.

Both small and large enterprises have a very similar view of the effectiveness of such solutions as: involving a wide range of employees in the strategy development phase (average of 4.25 and 4.21, respectively) and using the work of teams consisting of people from different departments (an average for both groups of 4.15). On the other hand, significant discrepancies between small and large entities were found in the assessment of the effectiveness of the following solutions: close cooperation between key actors responsible for implementing the strategy (small companies – average: 4.42; large companies – average: 4.08) and the usage of external advisors (small: 4.42; large: 3.56). In particular, divergences (reaching almost one point) in the assessment of the effectiveness of the usage of external advisors may

come as a surprise. It would seem that large companies which can afford to hire specialists in the area of strategy implementation, will rate the effectiveness of this solution higher. Meanwhile, it is small entities that value this solution much higher. It is likely that such a high evaluation of the effectiveness of external advisors is the result of the fact that small enterprises receive specialist knowledge and support in the area of strategy implementation, which the owners of such companies very often do not have.

As part of the correlation analysis between the distribution of answers to particular questions from the area of cooperation and the size of enterprises, one statistically significant relation was discovered: usage of teams consisting of people from different departments (e.g. marketing, sales, production, R&D, finance, etc.) – ( $R = 0,274$ ;  $p = 0,023$ ). A detailed analysis of the data reveals that in the large companies the answer about using the work of teams composed of people from different departments appears more frequently.

Data on the usage of particular solutions in the area of *Communication and motivation*, as well as the averages determining the scale of effectiveness of the applied solutions are shown in Table 3.



**Table 3.** Solutions used in the area *Communication and motivation*, and effectiveness of applied solutions

Solutions	Usage			Effectiveness		
	Total	Small	Large	Total	Small	Large
Usage of informal communication	59.5% (N = 195)	50.0% (N = 68)	65.7% (N = 67)	3.89	3.90	3.80
Usage of an motivating system that makes the level of employee salary dependent on the degree to which the strategic objectives are achieved	69.7% (N = 194)	73.5% (N = 68)	68.7% (N = 67)	4.19	4.16	4.26
Taking actions by the management to reduce the resistance of employees to changes related to the implemented strategy	60.5% (N = 195)	61.8% (N = 68)	59.7% (N = 67)	4.00	4.02	3.98

Source: own study.

**Table 4.** Solutions used in the area *Implementation tools and methods*, and the effectiveness of the applied solutions

Solutions	Usage			Effectiveness		
	Total	Small	Large	Total	Small	Large
Usage of implementation programmes	57.2% (N = 194)	48.5% (N = 68)	57.6% (N = 66)	4.22	4.38	4.08
Usage of budgeting and scheduling of tasks	70.1% (N = 194)	59.7% (N = 67)	80.6% (N = 67)	4.16	4.32	4.11
Usage of the balanced scorecard	36.9% (N = 195)	33.8% (N = 68)	40.3% (N = 67)	4.44	4.70	4.26
Usage of strategy maps	40.7% (N = 194)	38.8% (N = 67)	44.8% (N = 67)	4.21	4.56	4.10

Source: own study.

Among all the surveyed entities, the highest frequency was recorded in the case of using a motivating system that makes the level of employee payment dependent on the degree to which the strategic objectives are achieved (69.7%), while the lowest frequency was recorded in the case of using informal communication (59.5%). Interestingly, large enterprises use informal communication more often than small enterprises. Perhaps such a distribution of answers is due to the fact that in small enterprises the organisational structure is very flat (2-3 levels) and the directness of relations between individual levels is more frequent than in large enterprises, hence the treatment of these relations as formal rather than informal. On the other hand, small companies use more frequently than large companies a motivating system that makes the level of employee salary dependent on the degree to which strategic objectives are achieved, and a little more from management's efforts to reduce employees' resistance to change. Both these phenomena can probably be explained by the more direct relationship between managers and employees in small enterprises. Thanks to this directness of the relationship it is easier for managers to link the level of payment of individual employees to the level of achievement of strategic objectives and to take appropriate actions tailored to individual

employees in order to overcome resistance to change. Further analysis of the data shows that both small and large companies assessed the effectiveness of management's actions taken to reduce the resistance of employees to changes related to the implemented strategy in a very similar way (averages: 4.02 and 3.98). Small companies rate the usage of informal communication slightly higher, while large companies value higher the usage of a motivating system that makes the level of employee salary dependent on the degree to which strategic objectives are achieved.

As part of the correlation analysis between the distribution of answers to particular questions from the area of communication and motivation, and the size of enterprises, one statistically significant relation was discovered: usage of a motivating system that makes the level of employee payment dependent on the degree to which the strategic objectives are achieved ( $R = 0.259$ ;  $p = 0.042$ ). A detailed analysis of the data reveals that in the small companies this answer appears more frequently.

The area *Implementation tools and methods* consisted of the following solutions: usage of implementation programmes, usage of budgeting and scheduling of tasks, usage of the balanced scorecard and of strategy maps. Table 4 shows the results obtained.

The most frequently used solution among all the surveyed entities is budgeting and scheduling (70.1%). However the least use is made of the balanced scorecard (36.9%). Large enterprises more often than small ones use all the solutions specified in the area of implementation tools and methods. The effectiveness of all the implementation tools and methods is rated much higher by small than by large enterprises.

What is even more interesting is the fact that although the Balanced Scorecard is used by only one in three small companies (the lowest score of all the eighteen solutions analysed), however it is the solution whose effectiveness of application in the strategy implementation process that has been rated the highest (4.70) by these companies. A slightly lower score in the assessment of effectiveness was obtained by usage of strategy maps (4.56). Taking the above into account, it can be said that the solutions developed by Kaplan and Norton gain the greatest recognition in the eyes of small businesses.

As part of the analysis of relations between the implementation tools and methods and the size of the company, it can be stated that there are no clear trends determining the relations between these variables.

The last area subjected to analysis was *Control*. Table 5 shows the percentage of entities whose respondents declared the usage of particular solutions in the area of control and the averages informing about the scale of the effectiveness of the solutions applied.

As can be seen in Table 5, the most frequently used solution among all the surveyed entities is the regular measurement of the progress of implementation work (71.3%). In turn the least use is made of usage of strategic controlling (51.3%). The large companies use all of the solutions mentioned in the area of control more often than the small ones. On the other hand, the effectiveness of all solutions of the analysed area is rated higher by small enterprises than by large ones. However, the differences in assessment are not significant except for one solution.

This concerns the assessment of the effectiveness of using strategic controlling. The small companies rate the effectiveness of using this solution in the strategy implementation process much higher (4.57) than large companies (4.10).

The analysis of correlations between solutions from the area of control and the size of the company did not reveal any statistically significant relations.

As a result of the conducted research it was possible to propose three models for improving the strategy implementation process.

Taking into account the fact that the surveyed companies still fairly positively assess the impact of all the 18 analysed solutions applied in the process of strategy implementation, it was decided to include in the proposed models those solutions for which the average efficiency rating was at least 4.0. Moreover, guided by the principle of the key success factors there were highlighted (in grey) solutions called “must be” (for which the average effectiveness score was at least 4.25) and solutions (marked with a diagonal gradient) called “must definitely be” (with an average effectiveness score of at least 4.50).

The first model – “overall perspective”, which was developed on the analysis of the answers of all the surveyed enterprises, contains 15 out of the 18 solutions. We find this in all solutions from the areas of implementation tools and methods, and control. However, there is a lack of such solutions as: changes in the organizational structure in order to streamline the strategy implementation process (organisational structure area), usage of external advisors (cooperation area) and usage of informal communication (communication and motivation area). In this model we also find three “must be” solutions. These are: appointment of a person or special team responsible for overseeing and coordinating the strategy implementation process (organisational structure), involving a wide range of employees in the strategy development phase (cooperation) and usage

**Table 5.** Solutions used in the area *Control* and the effectiveness of the applied solutions

Solutions	Usage			Effectiveness		
	Total	Small	Large	Total	Small	Large
Assignment to strategic objectives the indicators of their achievement	58.8% (N = 194)	52.2% (N = 67)	64.2% (N = 67)	4.21	4.21	4.19
Regular measurement of the progress of implementation work	71.3% (N = 195)	61.8% (N = 68)	77.6% (N = 67)	4.03	4.10	3.96
Usage of strategic controlling	51.3% (N = 191)	43.9% (N = 66)	59.7% (N = 67)	4.24	4.57	4.10
Monitoring of the company's environment	57.4% (N = 195)	52.9% (N = 68)	62.7% (N = 67)	4.21	4.14	4.10

Source: own study.

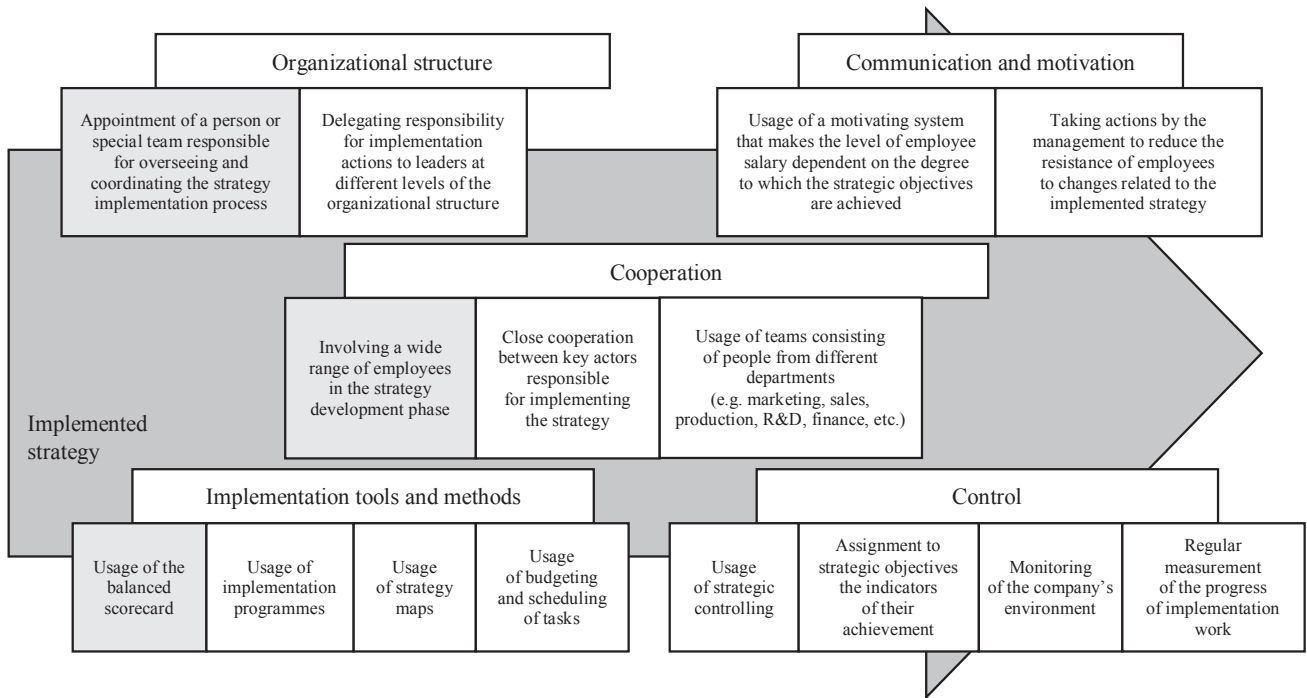


Fig. 2. Model for improving the strategy implementation process – overall perspective

Source: own elaboration.

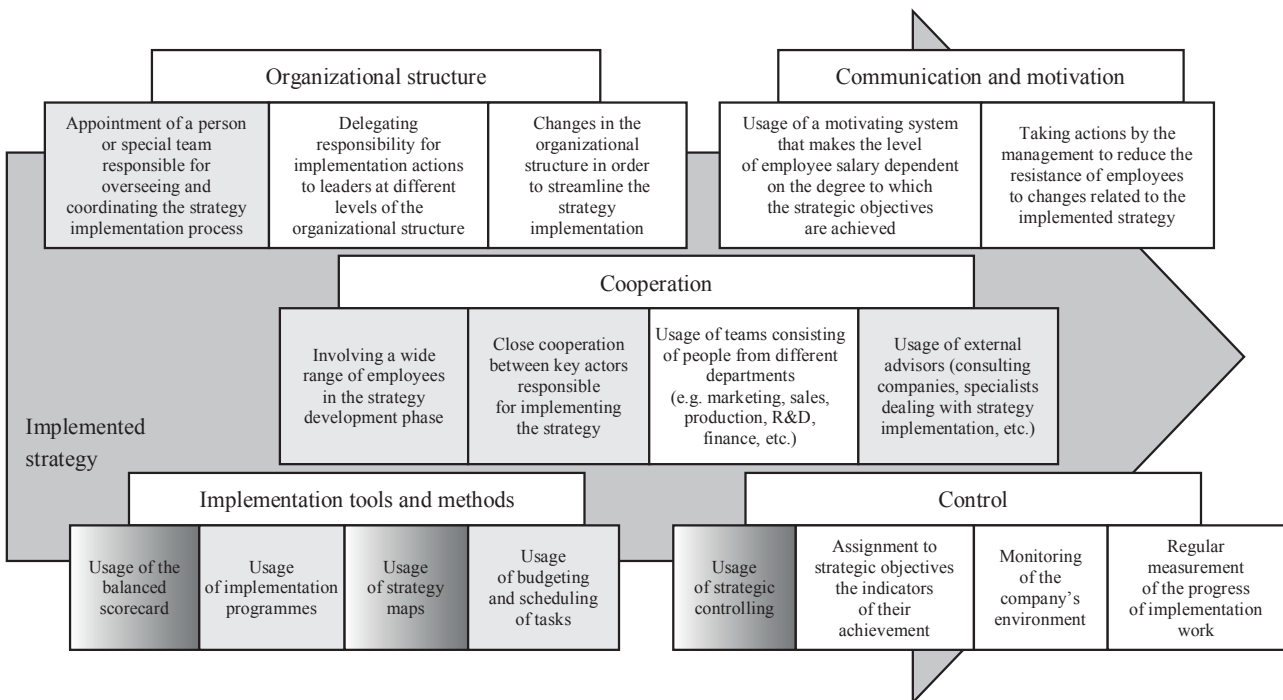


Fig. 3. Model for improving the strategy implementation process – small company perspective

Source: own elaboration.

of the balanced scorecard (implementation tools and methods).

The second model, the “small company perspective” (developed on the analyses of small enterpri-

ses’ answers) contains 17 out of the 18 solutions. It lacks only one solution – the usage of informal communication (communication and motivation area). In addition, it is the model that contains the most



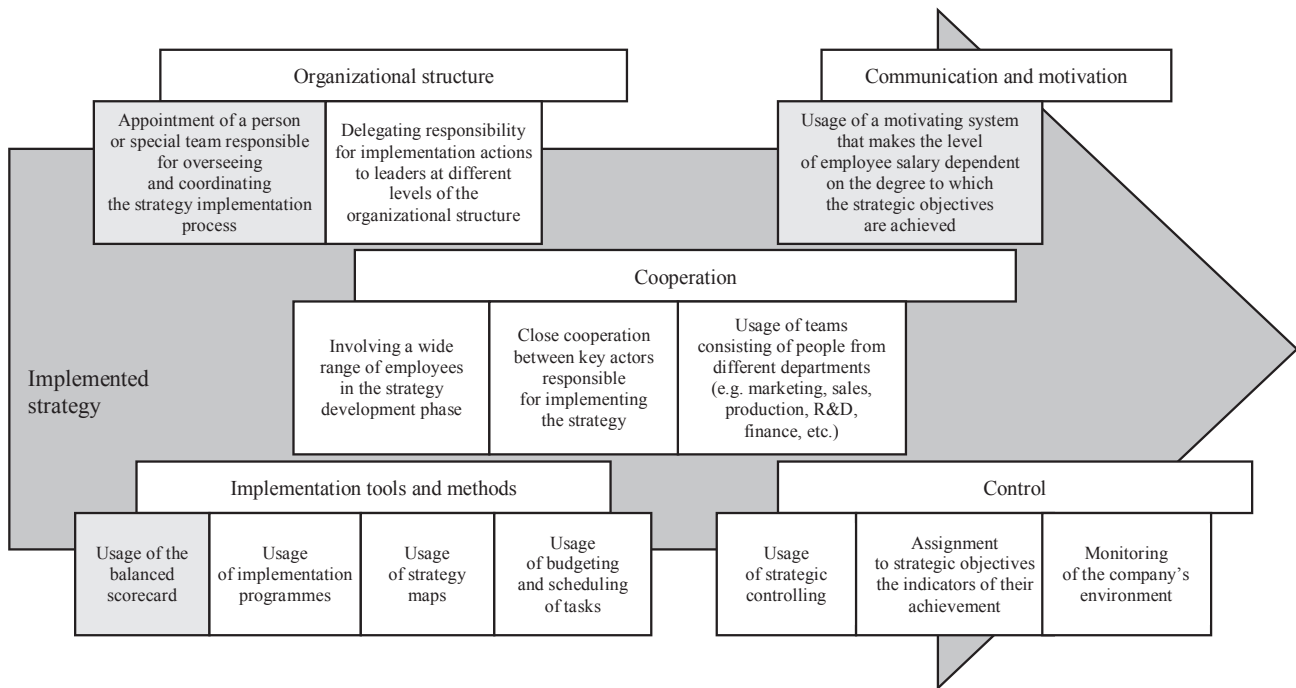


Fig. 4. Model for improving the strategy implementation process – large company perspective

Source: own elaboration.

“must be” solutions – 6, and it is the only model that includes “must definitely be” solutions – 3. The “must be” solutions include: appointment of a person or special team responsible for overseeing and coordinating the strategy implementation process (organizational structure), involving a wide range of employees in the strategy development phase, close cooperation between key actors responsible for implementing the strategy, usage of external advisors (cooperation), usage of implementation programmes and usage of budgeting and scheduling of tasks (implementation tools and methods). On the other hand, the “must definitely be” solutions include: usage of strategy maps, usage of strategic controlling (Implementation tools and methods) and usage of strategic controlling (control).

The third model, the “large company perspective” (developed based on the analyses of the answers from large enterprises) contains 13 out of the 18 solutions. In the model there is a lack of such solutions as: changes in the organizational structure in order to streamline the strategy implementation process (organisational structure), usage of external advisors (cooperation), usage of informal communication and taking actions by the management to reduce the resistance of employees to changes related to the implemented strategy (communication and motivation) and regular measurement of the progress of implementation work (control). In this model we will also find three “must be” solutions: appointment of a person or special

team responsible for overseeing and coordinating the strategy implementation process (organisational structure), usage of a motivating system that makes the level of employee salary dependent on the degree to which the strategic objectives are achieved (communication and motivation) and usage of the balanced scorecard (implementation tools and methods).

## 5. Conclusions

The reflections presented in the article are the result of the author’s research on the solutions which are used in the strategy implementation process by companies recognized as effective in achieving their strategic goals. The article underlines the importance of some specific solutions which are particularly effective in this process. These solutions come from such areas as organisational structure, communication and motivation, cooperation, implementation tools and methods, and control.

The research confirmed only two out of the 18 possible relationships between the used solutions and the size of enterprises. It is possible to say that there is relation between the size of enterprises and such solutions as the usage of teams consisting of people from different departments (e.g. marketing, sales, production, R&D, finance, etc.), and of a motivating system that makes the level of employee salary

dependent on the degree to which the strategic objectives are achieved. Therefore it can be concluded that regardless of their size, companies apply a similar set of solutions to improve the implementation of the strategy.

The obtained results became the basis for developing three models for developing the strategy implementation process which are practical guidelines for companies (especially small and large) trying to implement strategy successfully. The practical usefulness of the models developed results from the fact that when these models were built, the focus was not on how often a given solutions are used by enterprises, but on how effective these solutions are in the strategy implementation process.

It should be noted that the presented models focused on the 18 selected solutions, which were analysed in companies recognized as effective in achieving their strategic goals. In this context, attention should be drawn to the research limitations which are associated with the character of the undertaken practical investigations. One of the limitations is the fact that the group of respondents consisted of Polish business organisations from two ranking lists (the 500 largest Polish companies according to the ranking of "Polityka" and the list of Forbes Diamonds), and that research sample does not ensure that the indicated solutions which are effective in the process of strategy implementation, are characteristic for the average companies. In addition, the technique used in the empirical study: paper-and-pencil interviewing (PAPI) meant that a certain dose of subjectivism in the research results is simply unavoidable for the practical absence of the real possibilities to verify the answers provided by the respondents. However, the above limitation opens the possibility of carrying out more detailed empirical research.

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## ROZWIĄZANIA WSPIERAJĄCE REALIZACJĘ STRATEGII – UJĘCIE MODELOWE

**Streszczenie:** Celem niniejszego artykułu jest zaprezentowanie wyników badań empirycznych dotyczących rozwiązań stosowanych w procesie wdrażania strategii przez przedsiębiorstwa uznane za skuteczne w realizacji przyjętych zamierzeń strategicznych. Na podstawie badań przedstawiono propozycję ujęcia modelowego doskonalenia procesu wdrażania strategii, które bazuje na rozwiązaniach skutecznie wspierających ten proces. W części teoretycznej zastosowano metodę analizy i krytycznego przeglądu literatury. Technika wykorzystywaną w badaniach empirycznych był wywiad ankietowy (PAPI). W celu zbadania zależności zastosowano współczynnik korelacji V Cramera. Główne wnioski z przeprowadzonej analizy pozwalają stwierdzić, że istnieją konkretne rozwiązania z takich obszarów, jak: struktura organizacyjna, komunikacja i motywacja, współpraca, narzędzia i metody wdrażania oraz kontrola, które szczególnie skutecznie wspierają proces wdrażania strategii.

**Słowa kluczowe:** strategia, wdrażanie strategii, model.