

STRATEGIC MANAGEMENT

Lesson 9: Implementing strategies Part 2

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Chapter Description

- Expected Outcomes
 - Demonstrate the ability to describe production/operations & HR issues during strategy implementation.
 - Demonstrate the ability to describe Marketing, Finance / Accounting, R&D and MIS issues during strategy implementation.
- References
 - David, F.R. (2013). Strategic Management: Concept & Cases, 14th Edition. Prentice Hall



Implementation Stage: Production/Operations Concerns

Plant size, Plant
location

Product design,
Choice of
equipment

Size of inventory,
Inventory & Quality
control, Cost
control

Job specialization,
Employee training

Equipment &
resource utilization,
Shipping &
packaging

Technological
innovation



Implementation Stage: Human Resource Concerns

Assessing staffing needs & costs for the proposed alternative strategies.

Developing staffing plan to successfully implement the alternative strategies.

Motivating employees when layoffs and high workloads.



Implementation Stage: Marketing Concerns

Market Segmentation

The subdividing the market according to customers needs and buying habits

Product Positioning

After segmenting the market, identify target customers to focus marketing efforts



Implementation Stage: Finance/Accounting Concerns

Acquiring Capital

Important to have a mix of debt & equity in a company's capital structure for successful strategy implementation.

Projected Financial Statements

Allow company to compute projected financial ratios under different strategy alternatives scenarios.

Financial Budgets

Shows how funds will be obtained & spent for a specified period of time.



Implementation Stage: R&D Concerns

Emphasize on:
Product or Process
Improvements

Be leaders or
followers

Develop robotics
or manual-type
processes

Money Spending:
High, Average or
Low

Internal R&D or
External R&D



Implementation Stage: MIS Concerns

Proper information
collection, retrieval
& storage

Robust & reliable
information system

Concern on
computer hackers



END