COVER PAGE AND DECLARATION

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Table of Contents

Abstract

Even if an organisation has a wonderful strategy adapted to the present and future with aligned resources, it will fail if it is not conveyed to the organisation. This study will focus on the implementation of a committed strategy within a firm. A strategy consists of formulation, implementation, and execution. The major focus of this study will be on the implementation phase, or putting the formulation into effect, and the techniques used. This thesis employs qualitative research and a logical technique to test the study issues. In this thesis, the department of strategy implementation and the case study of H&M Crisis Management are provided. Strategy is a cohesive set of activities that leads to a goal that has been evaluated in the formulation phase, followed by implementation, and finally concluded in the strategic process. Every product, service, or change management strategy inside an organisation can benefit from strategic planning. The study identifies main barriers to adopting strategy. The most crucial phase is separating strategy formulation from strategy implementation. The H&M example argues for "buy-in" and "knowledge-plug-in" as crucial strategic outcomes. Strategic implementation tools can help. Tools are few today. The use of plans as a tool and the clarity with which strategic activities are communicated are crucial components of strategic thinking.

Chapter One Introduction

1.1.Introduction

The definition and history of strategy will be explained in the introduction chapter. In conclusion, we discussed the definition of strategy implementation and the crucial role it plays in directing a successful strategy. The examination of the problem, its limitation, and its purpose are offered in the later part of the study.

1.2.Research Background

Creating a business strategy is one of the initial steps in establishing a business. Whittington states that there is little consensus on how to define strategy. According to Johnson strategy is defined as "Direction and scope of an organisation in the long run. With the goal of creating benefits to the organisation by applying the correct use of resources in a competitive context, and to meet market demand and meet stakeholders' expectations". From its original definition, business strategy has evolved over time. In a broad perspective strategy is defined as the activities of a business and how it develops competitive advantages.

The internal organisation, including its structure, culture, and technology, provides the tools for implementing strategies. Notwithstanding the fact that implementation in practice is still challenging, from the perspective of strategists, organizational theory is viewed as implementation. The methods and tools for strategy implementation have not evolved as swiftly as those for managing strategy and configuration. The achievement of business objectives demands motivation and commitment from all employees. The realization of desired decisions will not happen without careful strategy implementation; in practice, much more is required to bridge the gap between desired and actual strategy.

1.3.Research Problem

In practice, implementing a strategy is challenging. Research has produced analytical methods for strategic planning and formulation. Strategy is a widely studied subject. Unfortunately, the essential success factors part of the implementation process receives minimal research attention. Joseph Bowler, Harvard Business School, emphasizes the challenge with strategy implementation. One of the concerns we will chose some of the colleagues who had already studied the strategy is believing that once you establish strategy,

it gets executed. They fail to consider the inner workings of the process and hence fail to appreciate its inherent complexity.

Most organizations fail when a strategy has to be implemented.

1.4.Research Purpose

The main aim and the core of this study is to clarify and comprehend the most significant Challenges to the successful implementation of the strategy.

1.5.Research Questions

- What are the strategy implementation obstacles?
- What was the significant with the strategic implementation of a large organizations CM?

Chapter Two Literature Review

2.1. Introduction

This chapter will present the theories that are relevant to this thesis. The aim and the core of the research framework is to provide a huge knowledge of the subject and a broader awareness of the imposing factors of strategy implementation. From the scientific data sources Elsevier Science Direct, the theories of prior research are obtained. Strategy, implementation, and fail are examples of search term combinations.

The theory will be developed in accordance with Johnson's "Exploring Strategy Model" of strategy in order to provide the proper theoretical foundation for this thesis. The model outlines the underlying to know of what the concept of strategy is intended to accomplish, as well as the consideration of future strategic options for the organisation and the management of strategy in action. The three pillars of strategy provide a thorough framework for evaluating the strategic options available to organizations, but they must be treated with equal weight. The strategy of strategy in action will be described in light of the purposes of this thesis. In essence, the most important factors in strategy in action are strategy, human resource, organizational structure, and technology. Culture will be examined in light of the limitations of the study. The framework for the theory section will be theories organized according to these influencing factors.

2.2.Technology

The technology is considered as the activities that needed to utilize and implement the equipment and also the physical objects that show the way and the direction of the production. While examining the process of strategy implementation, it is difficult to pinpoint exactly what kind of technology is being employed. The leaders of organizations urgently need and demand a model of implementation to guide and support to execute the organization decisions. Without defined execution criteria, employees execute what they believe to be important, resulting in a poorly implemented strategy. A well-designed roadmap can affect an organisation positively.

Technology definitions; a strategy can be thought of as a technological resource for the knowledge of how an organisation can put a strategy into action successfully. Hrebiniak states that it is impossible to cover all aspects of the created model, hence the most crucial factors are:

➢ The first thing that this model does is present a logical sequence of execution of decisions and actions. The direction of flow is shown by the arrows. Since incentives are purposed to reward and reinforce good decisions, they cannot be planned in advance.

➢ The feedback that is produced by this form of model is also of utmost importance. An adaptive process that results in organizational learning is used to execute a selected strategy. Learning leads to the opportunity to correct what went wrong. Feedback on performance in relation to the established strategic and short-term objectives is therefore required. Continuous monitoring and "autopsies" when implementation fail should be used to handle feedback.

Corporate Structure

Throughout time, an organisation performs businesses that create a structure. Activities inside an organisation typically span multiple businesses, allowing for both centralization and decentralization to take place. In order to meet certain strategic goals, an organisation must maintain a balance of degrees of centralization.

corporate structures

The ability to modify methods to establish coordination across the business units is referred to as the integration component. To facilitate and match resource allocation, integration takes into account the collection and coordination of corporate structures.

Business Strategy

The model shows how businesses develop their own strategies. With an emphasis on product, services, and how to compete in a certain sector, the model is at the business level of strategy. The examination of the industry's external elements is crucial for the business to position itself given the competition. Internal resources and critical skills are considered for a variety of objectives. In general, business strategy considers "how to" compete and get an edge in a certain market.

Integrating Strategy and Short-Term Objectives

To successfully execute a strategy and achieve its goals, it is necessary to translate it into operational or metric-based short-term objectives. The short-term objectives must be

quantifiable and clearly related to the organization's plan to compete. What is required on a daily, weekly, monthly, or even quarterly basis should be the main focus. The stakeholders' and interests of the organizations should be identified, along with the typical issues and opportunities they present.

Business Structure

Implementing a successful strategy requires the same level of integration and structure for corporate and business strategies. To fit the chosen area of business, organizational designs and structures must be modified. It is simply not logical to establish the same structure for all divisions working in diverse sectors. Structure defines the primary functions/operating units that conclude the entire business. To handle proper work flows, knowledge transfer (exchange of information), and organizational achievement, an organisation must have the capacity to manage across organizational units. Information and data sharing and the different ways of integrations can support and chain to success by boosting the organizations flexibility of structure and the organizations capacity to respond and handle implementation related challenges.

The creation of a perfect and amazing strategy and structure is not the deciding factor in the effectiveness of the strategy. The objectives of employees within an organisation must be in line with corporate goal in order to ensure proper execution. The fact of lack of commitment has frequently occurred.

2.3.Human Resource

This section will show off your managerial abilities. The strategy - performance gap is brought on by the fact that 95% of employees are either unaware of or do not understand the company's strategy. One of the most significant difficulties with implementation is the time it takes to get from formulation to implementation. If employees of an organisation are unaware of its major strategies, proper implementation is unlikely to occur. Crittenden argues that the two variables that define implementation are structures and managerial abilities.

The behaviors that managers exhibit inside the organization's structures are referred to as managerial competencies. Strategies will be executed through the structure of an organisation, while managerial abilities are employed as vital indicators within the implementation effort. Crittenden produced a list of the most crucial execution levers and arranged them according to managerial knowledge and organizational structures. Now available are the four management lever talents:

Interaction

The first tool in a manager's toolbox is Strategic Leadership. Direction, protection, orientation, dispute resolution, and norm establishment are the main responsibilities. With respect to a manager's held responsibilities, Collins suggests five levels of leadership:

- Contributes talent, knowledge, skills, and work habits
- Ability to work well with others and contribute to the success of the team.
- A capable manager at level three who can effectively oversee staff and resources.
- Capable leader who contributes to visions and high-performance standards.
- Executive who significantly contributes to both personal and professional success. All skill levels have to be represented.

Allocating

Money, people, and skills are the three essential components in allocating competences. The main issue is effectively allocating resources. Physical, human, and organizational capital are other terms used by Montgomery to describe resources. Many tools, locations, and raw resources make up physical capital. The education, experience, knowledge, connections, and insights of managers and employees are referred to as human capital. Formal reporting systems, internal reporting, and linkages with the firm's external environment all contribute to the concept of organizational capital.

Monitoring

Different reward systems are often divided into monetary and non-monetary incentives. Wage increases, performance bonuses, stock options, retirement plans, promotions, and other benefits are all instances of monetary incentives. Byrnes argues that executive pay should be based on the company's overall performance, which encourages collaboration. Non-monetary advantages include praise, constructive criticism, job recognition, challenging work, professional responsibility, and job security. A corporation's culture is strategically molded through organizing. There may be a connection between culture and execution. According to Chatman, culture is a collection of shared values and norms.

2.3.1. Communication

To ensure a successful deployment, two-way communication is crucial. The ability to voice concerns regarding the development of a strategy is a hallmark of two-way communication between management and employees. The communication will aid in understanding new

requirements, duties, and activities, as well as their major motivation. During and after organizational change, it is crucial to adhere to the communication timeline for all levels. The way in which a change is presented to employees is crucial to their acceptance. Successful communication requires the development of a plan. The goal of the Raps plan is to get staff members excited about the upcoming strategy change.

2.3.2. Strategic Engagement: New Rules

Guttman presents five new rules for strategic acceptability inside a participating company. In addition to the defining of strategy and the settings of implementation, the paper argues that a third crucial aspect must not be overlooked. The significance of organizational conditions and placements must be recognized in order to ensure that strategy is established and implemented effectively. Guttman has set five internal rules that must be followed.

 - Make strategy a collective effort.
 - Ensure that everyone in the company stays on the same track.
 - Strategic success requires quick challenge.
 - Build high-performing groups across the board.
 - Appraise what it means being a leader.

2.4. Organizational structure

Structural variables give an organisation a tool kit for implementation in order to discover the critical levers that impact the formulation process and the assurance of a formulation process. The structural implementation levers, according to Crittenden, are as follows: Actions
The opinions and involvement of all employees are crucial to a company's success at any stage of strategy implementation. The actions consider who, what, and when cross-functional integration and business cooperation will occur.

Programs

Organizational learning and development must incorporate innovation. Innovation is the bedrock of an organization's continued development. The organization's access to natural resources, infrastructure, and political influence are not its most valuable assets. Instead, make the case that a company's pool of creative brains is its most valuable asset. The inventive capital assists to the creation and execution of the internal strategy. Creativity and innovation are therefore inextricably linked for the objectives of strategic development.

Systems

Quantitative and qualitative information regarding customers, human resources, revenues, expenses, and order fulfilment are provided by Strategic Support Systems. The information is used to guide decisions concerning the company's operations.

Policies

The usage of policies assists in the creation of an established framework for strategic day-to-day operations. Across geographically dissimilar entities, policies provide uniformity. Unfortunately, policies are often created in response to individual incidents rather than recurring patterns. Practice is typically researched inside existing companies. Even though they help define a strong organisation, these eight levers might be perceived as barriers in every organisation. For an effective formulation - organisation - performance cycle, for example, it is crucial that the CEO of a newly created company examine all eight levers.

2.4.1. Strategic Structure

Strategy can be thought of as a plan, a stance, or a pattern of action. This thesis considers strategy to be both a plan of action and a pattern of action. The viewpoint of strategy as a plan of action leads to a planned, premeditated path of action that is written out in detail. Analysis, formulation, and implementation are the three stages of strategy, according to the perspective. This sort of strategic work should only be performed within more established companies, it should be noted. The analytical phase comprises a general understanding of the business idea, both internally and externally in terms of strengths, weaknesses, threats, and opportunities of the companies. This analytical phase gives the crucial core factors for the following step of strategy development. A strategy formulation is a list of all the goals, tactics, and actions that need to be taken.

Chapter Three Research Methodology

3.1.Introduction

The part will discuss the current theories selected testing plan in respect to the study's aim. An outline of the manner in which the interview would be conducted is supplied. There are a great number of perspectives and methods taken into consideration.

3.2.Methodology Based on Science

The scientific approach is crucial for collecting evidence and data. The methodology of sociology is governed by a hypothetical - deductive approach. A hypothetical-deductive approach indicates a study is grounded in theory. The inductive approach, as contrast to deduction, entails developing a hypothesis based on specific empirical evidence. For case studies, a deductive scientific approach is suitable, and thoughts about the issue can be generated through research. This study will employ a qualitative approach to answer the research questions. As according Halvorsen, a qualitative research technique is a descriptive approach to data features. We found that using a qualitative approach helped us comprehend the subject better. A quantitative approach to strategy implementation is erroneous since business strategy and strategy implementation are typically complex. In contrast to the more formal and organized representation of the issue offered by a quantitative approach, a qualitative approach fosters a more relaxed and informal setting. The three methods of a qualitative approach are observation, interview data, and projective processes. An unstructured interview with the relevant company would greatly help this study.

3.3.Research Strategy

This is followed by a brief case study. An analysis of how processes work is what makes a case study relevant. To achieve a comprehensive knowledge, a case study is used. Via a case study, an organisation may be examined in its natural habitat, where external factors cannot be eliminated. When describing, understanding, and explaining the actions taking place inside an organization's operations, a wide range of variables are typically taken into account. Reducing the scope of the study is crucial for controlling resources and managing the flow of information. The study's objective is to draw broad conclusions about the organisation, hence it will be carried out in an exploratory and inductive manner.

3.4. Sample Selection

H&M is the chosen response because of the significance of crisis management. Natural disasters, terrorist attacks, riots, and political turmoil are all examples of crises that need decisive actions from business managers in order to mitigate the potentially disastrous impacts on operations and brand reputation. Actions towards crisis management must be performed in order to prevent incorrect behavior during deadly crises, which can harm sales. Almost 40 nations now host H&M stores. Both the horizontal as well as vertical levels of H&M's organisation are affected by its proactive crisis response management. In light of the increase in global challenges, the focus of this thesis will shift from cultural differences to the administration of the implementation of the strategic decisions.

3.5. Data collection

While evaluating different approaches to data gathering, it is crucial to first establish what aspects of the study are of utmost importance. Primary and secondary data are the two categories into which data may be divided. On the other hand, primary data are collected data that the analyst has obtained directly, such as through surveys, observations, or interviews. Data that is made public through academic journals, scientific papers, and other sources is evaluated through the secondary process. Primary data for this study will be gathered through interviews. Following the completion of the primary data collection, the underlying theory will be supported by the use of secondary data in the form of scholarly articles. The main issue with using secondary sources is that it might be difficult to trust the reliability of the chosen topic for the study.

3.5.1. Interview

Conducting semi-structured interviews is a component of a qualitative investigative method. The interviewee contributes new viewpoints, which is one of the benefits of semi-structured interviews. Typically, the interviewer has some prior knowledge of the framework for the subject theory or empirical data while conducting semi-structured interviews. The interviewer is still interested in hearing new ideas and viewpoints. A prepared questionnaire or interview guide will help the interviewer stay on topic. One method of documentation is to take brief notes and/or record the interview on tape. For this particular instance, a phone interview was done. To finish the subject area, it is crucial to perform an interview guide. The interview guide will be provided to the interviewee in advance to help them get ready.

3.5.2. Respondent

For the given purpose and problem area, a specific line of work is inaccurate. Data gathering concentrates on leadership subgroups in order to perform a credible strategic planning study. Tim Hazelden oversees security for H&M in London. He has fifteen years of expertise in crisis management.

3.6. Reliability and Validity

The study's validity and reliability will increase with constraints on its purpose and outcomes. The efficiency of the research methodologies as measuring tools is assessed by these two research tools. The data acquired must be examined by the respondent after compilation with the opportunity to alternate the data in order to maintain a good validity and reliability. The capacity of the measurement to avoid methodological faults is referred to as validity. It limits the investigation to the planned set of research questions and purpose. The agreement between theoretical and empirical data indicates the validity of this study. The challenging component is gathering reliable information regarding the issue at hand. The data gathering method for this study is an interview approach. The possibility that the respondent contributes to the challenges of strategy implementation outside of the theoretical framework increases during a semi-structured interview. The information gathered from the interview is extremely valuable since it is relevant to the present state of strategy execution.

3.7. Empirical Material

This chapter's purpose is to give the empirical data of the study, which consists of primary data collected on May 21st, 2012. The purpose of the interview was to compare two viewpoints on strategy implementation. The different time periods in connection to the execution phase used to symbolise the conception, implementation, and execution stages of the strategic process. The interview's objective was to elicit some self-reflection on the part of the respondent regarding the evolution of the strategic process and the assessment of its outcomes. The following information is extracted from the interview with Tim Hazelden. H&M opted to construct their strategic crisis response plan in such a way that it could be used with confidence in any of the markets in which they operate across the world. The previous CM strategy was either unsuccessful or not adequately suited to the key issues. In the past, CM concentrated on tactical crisis actions and plans in low-level plans, such as at the store level, where crises frequently had a direct impact on a store or crisis. This practise resulted in many areas having their own plan of action independent of higher management

knowledge of specific outcome in crisis resolution. The largest problem was that H&M lacked a single crisis action plan for all concerned parties, both horizontally and vertically. For instance, regions were confused whether to priorities controlling goods logistics or minimizing H&M caring fatalities.

3.8.H&M CM's prior strategic processes

Tim Hazelden notes that the historical strategic decision-making process lacked clarity. Although it has been wanted, experience with crisis management involvement has not been taken seriously. To describe the previous strategic formulation process, conventional approaches have been employed. A traditional procedure is defined by the analysis of internal strengths and weaknesses in an unstructured approach. Internal objectives and a strategic framework are developed based on what management and employees think is required. In the past, the company hasn't provided much direction on how to implement strategic initiatives in his department. There are already established systems for strategic formulation in other areas of H&M, he says. Yet, there is a paucity of crisis management strategy implementation. Objectives and department outlines were created based on input from the team and taking into account the strategic past and available resources within the division.

3.9.H&M CM's current strategic implementation process

The CM department of H&M has changed its concept of strategy. Tim has realized that a plan of processes must be developed in order to achieve the objectives and aims. The establishment of processes will help to a clear route of the organization's direction and attainment of its core values. Tim feels relieved that the company is moving in the right direction, despite the reality that strategy implementation is still a learning process for them. While they continue to look for crucial parts that will help the implementation process, the biggest difficulty they encounter today is the lack of knowledge among peers and other operational managers. To close the knowledge gap, the CM team developed a strategy and developed a knowledge plugin. Tim claims to be aware of the connection between developing a strategy and carrying it out.

Chapter Four Data Analysis

4.1.Introduction

In the chapter on data analysis, the empirical data will be contrasted with the theoretical foundation. The empirical chapter's key components are examined.

4.2.Education

Tim Hazelden's interview with me frequently brought up the significance of education in strategic implementation aspects. All employees are impacted by the education component in connection to the specified objectives. The H&M CM department had had a small education department. Training the workforce produces "know-how" and efficient implementation. Employees simply receive a quick summary of their responsibilities and priorities, claims Kaplan. So, it is not unexpected that 95% of employees in organizations are unclear about the organization's strategy. Differentiating between strategy formulation and strategy implementation is the first step in developing a learning process that will educate employees about CM strategy. Throughout the interview, Tim Hazelden underlines that there is a significant difference between the two parts, and that distinction is crucial to the entire strategic process. Organizations' formulation processes must undergo internal and external analysis and make assumptions about the organization's direction. Actions made by organizations to achieve the objectives put out will serve as indicators of the implementation phase. To be effective, a strategy's formulation and implementation must be flawless. Education is crucial for H&M, but CM requires a new component of strategic decisions. One should raise awareness among employees of the risk situation in the environment by enhancing a corporation's organisation.

4.3.Creating the Buy-in

A communication barrier must be overcome in order to develop an efficient implementation strategy. Tim Hazelden believes that effectively communicating crucial decisions to the numerous stakeholders in the organisation is essential to the success of any strategy. If a "knowledge - plug -in" is installed, help is available. The organisation has received education and is aware of the CM strategy and its intended implementation. Establishing the right mentality for the strategy is the next crucial stage. Raps' (2005) approach of communication works for top management and employees.

The model presents an internal communication plan with the most crucial components to mediate. The CM process of H&M, which comprises managing the right players, communicating the right message, and applying the proper method to the department process, will affect how people feel about the strategy. Top-level management must provide clear direction and motivation for strategy. A disconnected department is caused by varied implementation skills and a lack of department knowledge. To achieve organisation, buy-in, the knowledge gap must be closed. The communication plan must include time. Employees require time to discuss and analyze strategic decisions.

4.4.A Well-Defined Action Plans

Utilizing Hrebiniak's model of execution is crucial for designing the organizational structure. An outline of strategic motivations and a logical decision-making process are provided by the model. It contributes knowledge of the direction the organisation should go. Prior to today, the H&M CM department had a disorganized method for dealing with strategy development and had never addressed strategy implementation. Internally created strategic formulation was founded on long-standing customs and mutual understanding, therefore there was little room for innovation in strategic management. They now utilize a process comprising formulation, implementation, and execution phases. A plan where employees know what to do at every stage of the process, from planning to execution. The plan appears to split strategy into three parts: formulation, implementation, and execution (formulation, implementation and execution). H&M's crisis management department has received minimal direction from higher CM. A responsive plan of action has been proposed to replace traditional CM. The reaction plan may be easily deployed after the education and "buy-in" phases. Integration refers to the ability to alter processes to increase department collaboration.

Chapter Five Research Discussion and Conclusion

5.1.Introduction

A strategy constitutes an organized series of actions that leads to a goal that has been analyzed at the planning phase, continuing through the execution stage, and into the final execution stage of the strategic implementation process. Any product, service, or change management inside a company may profit from this form of strategic planning:

- What are the strategy implementation obstacles?
- What was significant with the strategic implementation of a large organizations CM?

The study answered research questions. The study results in an orientation of the primary barriers to implementing strategy. The most crucial phase is separating strategic plan from strategy execution. The H&M scenario necessitates establishing "buy-in" and "knowledge-plug-in" as extra crucial outcomes of the strategic process, with Tim Hazelden's assistance, so research question 2 may be solved. Identifying theories that are acceptable for the study's purpose has proven difficult. Many theories fail to explain everything. There are many theories regarding how strategy works, but none address implementation. Owing to the poor success and effectiveness rates of implementation, there are few theories. Simply said, there is nothing to notice or utilize as a guide. Tim Hazelden highlighted the distinction between creation and execution in this study. This differentiation is only beginning. Creating strategic implementation tools may be the first step in the approach to successfully implementing strategies. The usage of tools is currently extremely modest. The utilization of plans as a tool and the clarity of strategic actions are two crucial aspects of strategic thinking.

5.2.Critic

Seventy-five percent of the CM implementation process had already been completed at the time this thesis was written. Tim Hazelden and his team are still on the route to implementation. This contributes to the validity debate. A thorough study on the consequences of crisis management has not been conducted. The strategic formulation and implementation process will be the focus of this study. Also, it might be difficult to make a

meaningful conclusion from a single interview.

5.3. Recommendations for additional research

Further study and research are urgently needed in the area of strategy implementation. There is no generalization of strategy implementation, while additional investigation into strategy implementation in other contexts is advised. It's fascinating to study how an organisation decides on the crucial actions to take.

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Appendix 1: Interview Guide. Tim Hazelden, Security Manager at H&M

Briefly describe your position at H&M.

What is your past experience with crisis management strategy implementation?

Prior position of strategy implementation:
- ➢ What does the H&M strategy entail for crisis management, specifically?
- ➢ How does H&M carry out strategy formulation?
- ➢ How has H&M's crisis management strategy been implemented? What stood out about the implementation process?
- ➢ How did the selected methods perform? The objectives were met.
- ➢ What tools or methods of implementation were employed (such as Microsoft Word, PowerPoint, etc.)?
- ➢ How was the selected strategy conveyed to the organisation?
- ➢ How were higher-level managers explaining the strategy to their lower-level employees?

Currently, strategy implementation is positioned as follows:

- ➢ What does H&M's strategy entail for crisis management, specifically?
- ➢ How does H&M carry out strategy formulation?
- ➢ How has H&M's crisis management strategy been implemented? What stood out about the implementation process?
- ➢ How did the selected methods perform?

The objectives were met.
- ➢ How was the selected strategy conveyed to the organisation?
- ➢ How were higher-level managers explaining the strategy to their lower-level employees?
- ➢ How did employees react to the strategy implementation?
- ➢ How did you manage to motivate the employees?