
Critical Factors Influencing Strategy Implementation

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ABSTRACT

In this study, an empirical investigation has been made into the strategy implementation process and its affecting factors. An extensive review of the strategy implementation literature reveals fifteen factors that can influence the strategy implementation process and its outcomes, with

these factors taking roles in enhancing the process and resulting in successful implementation outcomes. These factors are organised into four categories or groups: (i) organisational groups; (ii) project groups; (iii) process groups, and (iv) outcomes, each of which contains sub-factors to make them measurable. In operationalising the research, an inductive research approach has been adopted for this study; the data was collected via semi-structured interviews. The whole sampled included two Saudi Arabian Islamic and two Saudi Arabian conventional banks as case studies. This study employs face-to-face semi-structured interviews with each of the selected bank's decision-makers as its primary tool for data collection. The elite interview sample consists of in total eight decision makers belonging to four banks: two Islamic and two conventional banks. Each bank has its recent strategic case implementations analysed through the primary data collected. The sample of the interview schedule consists of the top management who were involved in the strategic decision of two conventional and two Islamic banks in Riyadh, Saudi Arabia. The primary criteria of choosing the sample were that those managers should have a great influence and experience of the strategic decision as well as the ability of declaring the required information. The results show that there are clear trends in how the Saudi Arabian 'banks' approach in their strategy implementation, common factors influencing the strategy implementation process and its outcomes, and various considerations regarding the role of religion in both Islamic and conventional types of banks. The findings of this study contribute to the literature on strategic implementation management by providing a critical and empirical analysis of the sampled Islamic and conventional banks in Saudi Arabia. The findings may in addition prove useful to the leadership of those banks in their attempts to understand the interrelationship between the process and the outcomes of their strategy implementation decisions, by drawing out both tangible and intangible results of strategy decisions.

KEYWORDS Strategy Implementation