

Investigating the barriers to the development of the Water and wastewater Companies when using Mackenzie and Kaplan Norton strategy implementation models



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Removing barriers to organizational development can be overcome by successfully implementing the strategy. To achieve the implementation of organizational strategies, tangible models are needed. One of the challenges of using the organization's strategy implementation models to develop the country is the failure to implement strategies. The purpose of this study is to answer these questions. What are the barriers to organizational development? What obstacles do organizations face in applying strategy implementation models to the successful implementation of their strategies? What parts of the models are these challenges related to? The methodology used in this research is a documentary library in terms of data collection and the approach of this study is qualitative and in terms of data analysis is comparative. To answer this question, the classical models of Mackenzie's seven-part strategy implementation and Kaplan and Norton balanced model in the organization were examined and the answer to this research question was extracted. In this regard, the tables of the results of the comparative study were presented. The main reason for the failure of organizations that have benefited from these models is that these organizations pay attention to the integrity of the model in their executive processes. Other results of this study indicate that the implementation of the strategy requires analysis of the gap between the current and the desired situation, which in the process structure of these organizations based on these two models is less seen that it is necessary to establish an effective strategic control system in these organizations.

Keywords: Organization Development, Conceptual Model, Strategic Control, Implementation Barriers, Mackenzie Model, Kaplan, and Norton.

1. Introduction Richard Beckhard defines organizational development as a top-down, organizationally planned effort. The goal of organizational development is to improve processes to increase the health and effectiveness of the company. The term is more widely

used today. Organizational development can be a strategic change plan at the organizational level that is centrally controlled and lasts for months or years. According to another definition, organizational development can be a calm and technical approach to continuous development that is probably focused on one department or team. Several types of definitions can be appropriate for any organization.

Having a business strategy is essential for companies, but it is not a sufficient element for success. The complementary step is the implementation of a strategy that, along with a great strategy, can ensure the success of the company. Successful implementation of the strategy is a key factor in the success of the organization's business. Today, the most important concern of most organizations is to formulate and implement strategies that ensure their success and survival in changing and complex environmental conditions. Strategic planning provides organizations with tools to be able to follow the development and implementation of strategy in various aspects of the organization and to manage their strategic performance. In general, the successful implementation of a strategy requires efficient people, allocating the necessary resources, monitoring the implementation process, and timely solution of problems that arise during implementation, and it can be said that experience has proven that knowing who can solve problems. And can solve problems as soon as they occur, is one of the most important necessities.

Strategy implementation is a dynamic, repetitive, and complex process that aims to achieve strategic goals and turn strategic plans into tangible realities. A process that is influenced by the set of decisions and actions of managers and employees. Therefore, it is necessary to have an appropriate model for the implementation of the strategy, which with a comprehensive and guiding approach to help the managers of the organization in the correct implementation of the organization's strategies.

2. Execute the strategy

In strategic management, after the development of the plan, the implementation phase of the operation begins. Although an organization that has successfully progressed to this point will usually have a good chance of successfully implementing its program, it should not be forgotten that many organizations after formulating the program and spending considerable time and budget in this regard, regardless of the program, the same They adopt the traditional way of the past to which they are accustomed, and refuse to adhere to the program.

Although the implementation of the strategy includes allocating resources, creating an organizational hierarchy with alternative structures, appointing a person in charge of specific tasks and processes for individuals and groups, and finally implementing the strategy (Sarlak and Frati, 2008, P.191), but if the budget and facilities are based on priorities Organized, it will always be possible to make big changes through the proper implementation of the program. In general, strategy implementation requires two tools: 1) strategy at the task level 2) organizational structure (Forouzandeh Dehkordi, 2010, P. 116)

Some believe that four basic skills are needed to successfully implement strategies

- 1) Interaction skills, which is the ability to manage people during the implementation of the strategy. Managers who understand the fears and frustrations of others about implementing a new strategy are prepared to be the best performers. These managers focus on the members of the organization and talk to find the best way to implement the strategy.

- 2) 2) Allocation skills, which is the ability to provide organizational resources necessary to implement a strategy. Successful executives of strategies have great talent in planning affairs, financial and time budgeting, and allocating other critical resources.
- 3) 3) Monitoring skills, which is the ability to use the information to determine whether there is an obstacle to the implementation of the strategy or not. Strategy implementers succeed if they create information feedback systems and constantly report on the state of implementation of strategies.
- 4) 4) Organizational skills, which is the ability to create a network of people across the organization that can help solve a problem when a strategy occurs. Successful executives design this network so that the people involved can handle certain types of predictable problems

Several factors are influencing the implementation of the strategy. Different scientists have proposed different frameworks and models in this regard.

It is very difficult to implement the strategy. Pay attention to detail when defining projects, and add more projects as you have more resources available. Everything affects performance. Do you have a good organizational structure? Is the information you provide people needed?

An important issue to consider at this stage is culture. Are the culture and strategy of the organization aligned? Do the company's values and beliefs support the decisions you make about products, markets, and financial goals? Look at your executive goals. Is your reward method motivating people to achieve strategic goals? Good communication is the end piece of the strategy implementation puzzle. If you do not explain the strategy correctly, it will be ineffective.

¶.Challenges and obstacles to strategy development and implementation

Business development challenges are often overwhelming and confusing. The important thing in implementing a strategic plan is that due to the important and decisive nature of this type of plan, you should be careful not to get caught in the following areas.

Insufficient empowerment Although commitment can provide sufficient incentive to improve performance, programmers must have the authority, responsibility, and tools to improve the quality of their work.

Lack of sufficient commitment and high transparency contribute to change. This means that every measure, goal, information, and... must have a person in charge.

Lack of attention to the nature of implementing the implementation strategy and related programs have no place in the strategic planning process and are considered as the endpoint of the program.

Lack of communication, which is one of the most important pillars of organizations, if it is disrupted, causes employees to not be able to communicate with each other and then with the developed schedule.

Failure to report work progress In organizations, there is usually no regular way to track the percentage of work progress. Also in performance, programs are measured based on how comfortable they are; Not how important it is. As a result, no one will be able to detect its progress.

Lack of ownership is one of the common reasons why such programs run into difficulty. If people do not take responsibility for the implementation of the program or any reason to shrug their shoulders, the implementation will be difficult.

Do not look at the executive plan one-dimensionally, since most strategic goals and plans are of the number and figure type; Therefore, interpreting goals and programs into quantitative goals can be a solution so that program executives do not have a one-dimensional view of its implementation.

The main obstacles in the way of strategic implementation and execution are 1) lack of strategy transfer 2) lack of alignment of employees 3) lack of commitment of senior management of the organization 4) lack of resource allocation (Kaplan and Norton, 1996) that should be removed. Most large companies and organizations in the process of strategic management and planning seek to remove the obstacles to the implementation of the strategy so that what they have formulated, in fact, and practice can be profitable and competitive advantages. Maintain existing.

We have all witnessed strategies that have never been implemented or have not been implemented in the face of these obstacles. Studies have shown that more than 70% of the reason for the failure of strategies lies in their implementation. Why are organizations unable to implement their strategy? There are two main reasons for answering this fundamental question

- First, organizations are usually run with managerial capabilities. Strategy implementation, on the other hand, requires leadership rather than management. We have never sought to develop leadership skills in the organization, and scientific and academic centers are developing their managerial skills rather than realizing the leadership talent of managers, the result is that in many cases our organizations are in a proper leadership vacuum. They take.

The second reason for this is the gap that exists between the strategic layer (leadership) and the operational layer (management) of organizations. In many of the cases, we have witnessed up close, while valuable strategies remain on paper, decisions and executive plans are implemented regardless of strategies and policies. Although these two factors are largely related, the lack of a proper mechanism to turn strategy into operational and day-to-day plans and goals is also a major reason for this situation. (Ghaffarian and Kiani, 2005, PP. 16- 23).

The purpose of this study is to investigate the solutions to the challenges and obstacles to the implementation of the strategy to develop the country's organizations in strategic implementation models. One of the goals of this article is to identify the barriers to the development of organizations in applying strategy implementation models in the successful implementation of their strategies. Also, explain what parts of the models these challenges relate to.

4. Research methodology

The methodology used in this research is a documentary library in terms of data collection and the approach of this study is qualitative and in terms of data analysis is a comparative type that is extracted from a part of the master's thesis design and model explanation for Strategic control in executive companies is a case study of Qom Water and wastewater Company. First, it examines the causes of companies' failures and failures in implementing the strategy and then a comparative study of two strategy implementation models including Mackenzie's seven-part model, Kaplan, and Norton's

balanced evaluation model in the case organization. Was investigated. Then we will present the results of a comparative study and find the reasons for companies' failure to implement the strategy. The main question of this research is what obstacles do organizations face in using strategy implementation models in the successful implementation of their strategies? What parts of the models are these challenges related to?

◦.A review of Mackenzie's seven-part model

This model, shown in Figure \, describes seven very important factors for the implementation of an effective strategy (Stacey, 2008, pp. 155- 158)

The main statement of the 7s model is that organizations will be most effective when the seven elements mentioned in the model are compatible with each other. (Mackenzie quoted by Stacey, 2008p. 157)

1. Structure

The structure is how a company is organized – chain of command and accountability relationships that form its organizational chart.

2. Strategy

Strategy refers to a well-curated business plan that allows the company to formulate a plan of action to achieve sustainable competitive advantage, reinforced by the company's mission and values.

3. Systems

Systems entail the business and technical infrastructure of the company that establishes workflows and the chain of decision-making.

4. Skills

Skills form the capabilities and competencies of a company that enables its employees to achieve its objectives.

5. Style

The attitude of senior employees in a company establishes a code of conduct through their ways of interactions and symbolic decision-making, which forms the management style of its leaders.

6. Staff

The staff involves talent management and all human resources related to company decisions, such as training, recruiting, and rewards systems

7. Shared Values

The mission, objectives, and values form the foundation of every organization and play an important role in aligning all key elements to maintain an effective organizational design.

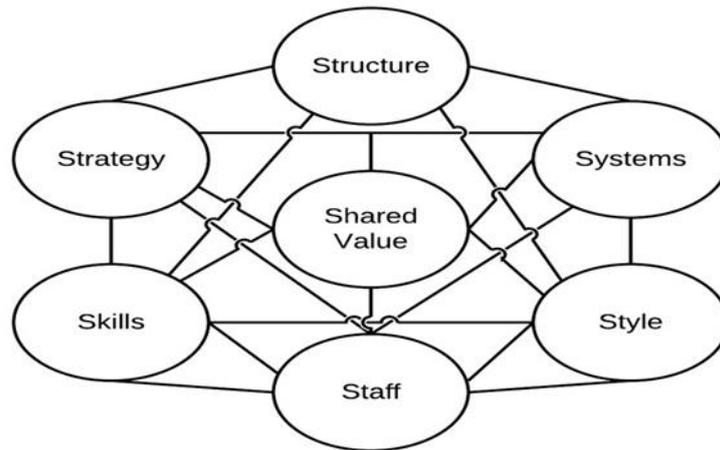


Figure 1. Mackenzie's seven-part model for strategy implementation
(Mackenzie quoted by Stacey, 2008p. 157)

As can be seen in this model, the emphasis is on improving the strategy and improving the effectiveness of strategies if all factors are considered simultaneously and integrated, and the reason for the failure of the strategy is not paying attention to this key point of this model. There is attention to the implementation of the strategy and how to provide integrated feedback on the flow path in different sections simultaneously in the model.

4. Investigating the Kaplan and Norton Balanced Assessment Model

The Balanced Scorecard was developed in the late 1990s by Robert Kaplan and David Norton. (Kaplan and Norton, 1996) The primary purpose of this model was to measure the efficiency of the organization with more meaningful and deeper indicators than purely financial indicators. This model showed in practice that it can be used beyond measuring the quality of organizational performance as a model for implementing the strategy. In his second book, Kaplan provided numerous examples of the application of the Balanced Scorecard in different companies and showed how this model can be used to support organizational change and strategy implementation. In addition, the Balanced Scorecard method provides a tool for translating business strategy into a task and operational strategies. This tool breaks down the strategy into smaller workable components and creates measurable plans and goals for each. Managers use the scorecard to describe and communicate strategies aligned with business units and shared services by creating synergies to prioritize Categorize strategic innovations and describe the strategy implementation guide. For more than a decade, various manufacturing, service, public and private, for-profit, and non-profit organizations around the world have been using this method to achieve performance improvements through the implementation of effective and focused strategies. Figure (2) shows the interrelationships and effects between our four perspectives on the balanced assessment method.

- Financial (or Stewardship): views an organization's financial performance and the use of financial resources
- Customer/Stakeholder: views organizational performance from the perspective of the customer or key stakeholders the organization is designed to serve
- Internal Process: views the quality and efficiency of an organization's performance related to the product, services, or other key business processes

- Organizational Capacity (or Learning & Growth): views human capital, infrastructure, technology, culture, and other capacities that are key to breakthrough performance

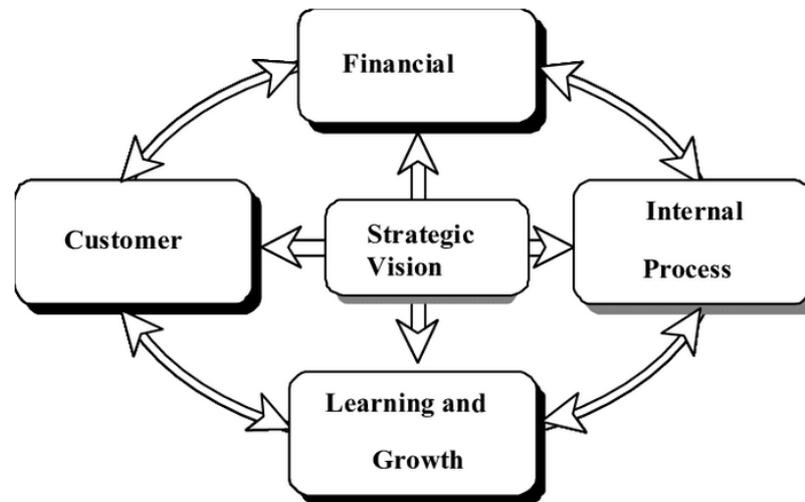


Figure 4. The four-step process of the balanced assessment method (Kaplan and Norton, 1996)

The Balanced Scorecard method for moving the organization-centered strategy proposes 5 principles, which are: 1) Translate the strategy into operational terms. 2) The organization should be aligned to achieve the strategy 3) The work strategy of every day everyone in the organization 4) The strategy should be a continuous process and 5) The organization should be mobilized for change through the leadership of senior management. (Kaplan and Norton, 2004)

4. Conclusions

In this article, it was explained that one of the obstacles to the development of the country is the failure of companies and active organizations. According to the studies, the causes of failure of these companies are mainly related to the inability to execute and implement strategies correctly. Therefore, in this study, the patterns of strategy implementation were explained. Then, while entering into the discussion of strategy implementation and presenting obstacles to implementation, the question was raised that what obstacles do organizations have in developing and applying common models of strategy implementation? What parts of the models are these challenges related to? For this purpose, two models of Mackenzie's seven-part strategy implementation and the Kaplan-Norton balanced evaluation model were examined. The results of this comparative study are summarized in Table (2).

Table (2) Results of examining the challenges and barriers to the implementation of organizations based on research models

Model Number	Name of the model for implementing	the challenge strategy and barriers to the implementation of organizations
The first	seven parts of Mackenzie	lack the integrated feedback of the seven factors in the flow path Lack of attention to model factors simultaneously when implementing the strategy throughout the organization
Second	Assessment Balanced of Kaplan and Norton	the non-implementation of the proposed five principles in a strategic and integrated manner Failure to use the four-step process of the model networked and coaxial

It should be noted that the method of analyzing the distance from the current situation to the desired situation in the strategic management process from the time of strategy selection to strategy implementation and evaluation is necessary. It has not been and the main reason for the failure of strategies based on these models can be the issue that it is necessary to establish an effective strategic control system in these organizations.

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