An Effective Factors Pattern Affecting Implementation of Strategic Plans

Mehdi Zaribaf PhD
Shahrake omid, Tehran, Iran

Bayrami Hamid
Islamic Azad University, Firoozkuh Branch

An Effective Factors Pattern Affecting Implementation of Strategic Plans

Mehdi Zaribaf PhD*
Bayrami Hamid**
*Board member of Islamic Azad university, Firoozkuh Branch
**Master of Business administration

Abstract
Concerning the competitive environment dominating on various sectors of business surrounding, requirement of strategy formulation has been increasingly apparent. Yet the main problem of managers and business owners is implementation of strategies. The studies and researches show that most big companies have had problems in implementing their strategies and in some occasions were failed in that. Regarding this situation, the importance and necessity of this research is identified, and its purpose is to identify effective factors, like: leadership, organizational structure, human resources, information systems and technology, on successful implementation of strategies in service sector. For this purpose, statistical population were random selected from Pasargad Bank branches in Tehran and include the branch presidents, their deputies and executives working in the bank branches as well as managers of Central Office of Pasargad Bank. Sampling was based on the simple random sampling. The questionnaire was used as the information gathering device. Reliability of questionnaire was studied by three experts and two managers of central office, and for validity measurement Cronbach's Alpha test was used.
We have used sign test for measuring the effects and Wilcoxon for group difference on depended variable. Findings show that all mentioned factors affect the strategy implementation but their effects rates are different.

Keywords: Strategy implementation, leadership, organization structure, organizational culture, human resources, information, technology.

Introduction
Today's important things for organizations are the amount of their goal achievement and how they should consider all aspects for reaching the desired ends. The problem of today's managers is competition and dynamism of environment and unknowns of the outside and inside of the organization each affecting the implementation pf plans especially strategic ones.

Strategy implementation will affect the organization, especially on service companies which have different nature than other kinds of organizations; the importance of this issue gets more highlighted. Diversification and broadness of service sector including individual and social services, professional and commercial and public increases the role and importance of strategy implementation in service companies. In this research we intend to study all affecting factors on strategy implementation of service organizations and by identifying them to achieve an intended pattern that can increase the success of implementation and achieving strategic goals which have been already formulated in strategic planning.

1- Research objectives. The objectives of this research are categorized in two levels of general and specific objectives as follows:
1-1- general objective
Identifying factors which affect successful implementation of strategies
1-2- specific objectives
1-2-1- identifying the effect of "organizational structure" on successful implementation of strategies
1-2-2- identifying the effect of "leadership" on successful implementation of strategies
1-2-3- identifying the effect of "human resource" on successful implementation of strategies
1-2-4- identifying the effect of "organizational culture" on successful implementation of strategies
1-2-5- identifying the effect of "information systems" on successful implementation of strategies
1-2-6- identifying the effect of "technology" on successful implementation of strategies

Literature Review

Despite some people suppose strategy to be a new vocabulary, it is a long lasting phenomenon which has helpfully been applying for solution making by specialists and thinkers at recent century.

Today most of executive managers of companies, profit and non-profit organizations spend considerable time, energy and money for formulating and assigning basic strategies of their organizations, but they often imply about not implementing strategies properly. Managers' defined vision is obviously clear for themselves, but employees' perception of that, may be gloomy and then they do least effort to achieve objectives derived from this vision. So CEOs are always seeking a way to implement their strategies for sure. Meanwhile they choose approaches of performance evaluation as an aiding device. But specifications of today economy based on knowledge and information have severely

questioned the efficiency of custom approaches of performance evaluation. Implementation of strategies highly affects all levels of organization and both divisional and functional levels.

Despite of existing attitudes, identifying factors affecting implementation of strategies is important. It emphasizes the role of an evaluation system which undertakes success and it requires managers and decision-makers to identify these factors, while formulating, and by considering them, estimate success rate of strategy when implementing phase.

Concept of strategy

Obviously, speaking about military aspects of strategy is the most ancient definition in the world. In fact the root of 'strategy' goes back before Macedonia's eras, when Greeks were compelled by Alexander and his father.

From Henry Mintzberg's point of view, strategy has a different meaning. He presents a definition of the word initially and says while people seek essentially a unique meaning for its concept; they actually apply it in different meanings. As they accept all the existing definitions, they tend to choose one of them for discussions. He declares that a few terms such as 'perspective' , 'plan', 'poly', 'pattern' and 'position' are used instead of 'strategy'. Mintzberg believes that one meaning should not be preferred to other ones, though from some aspects they are competitors, they complete each other as elements of discussion too.

Strategy is a pattern or a plan which integrates goals, policies and operation activities chain of an organization as a whole. If it has been formulated accurately, and considered unified allocation and direction of resources, on the basis of capabilities and even relative inner shortcomings of organization and also environmental foreseen evolutions and intellectual contingency movements of competitors , it would be more effective (James Brian Queen).

Strategy refers to all decisions related to business objectives and the courses of actions to achieve them. (Peter F. Drucker)

Strategy consists of corporate decisions planning which clarify and determine vision, mission, and objectives, defining policies and basic plans for achieving to those goals, defining scope of company's activities and specifying the kinds of economic and human type of the organization. (Kenneth R. Andrews)

Strategy is an attitude or means that an organization selects for achieving long and short-run goals facing present and future situations. (Lester A. Digman)

Strategy is a macro future oriented plan for responding to competitive environment aiming optimization of goal attainment. (John P. Pres & Richard B. Robinson)

A pattern for organizational movements and managerial contacts in order to gain operational and ideal objectives and to follow mission of organization (Arthur Thompson & Lane Strickland)

Strategic Management:

Strategic management is a series of managerial decision and activities which assign long-term performance of an organization. It consists of inspecting environment (internal & external), formulating strategy (long-term or strategic planning), implementing, evaluating and controlling. So strategic management focuses on monitoring and assessing external opportunities and threats, along with considering strengths and weaknesses. (J. David Hunger & Thomas L. Wilson)

Strategic management is a term that explains process of decision-making and executing. It covers all decisions and activities lead to develop one or more effective strategy for achieving goals. There are three basic elements in this process: developing strategy, implementing, and evaluating and controlling strategy.

Implementing Strategy:

In strategic management process, after formulating, implementing is the most important stage. Implementing strategy is the connecting loop between formulating and control. In fact what integrates strategies is successful implementation of them.

2-6-1- essential questions in initial concepts of strategy implementing:

Important specifications of an implementing model should answer these questions:

1- Which decisions and activities can be accomplished by managers for implementing?
2- Who can organize decisions for parallel logic, activities, and defined contingencies?

When these two questions are answered, decisions have made based on variable factors in center of implementing process and we believe managers are guided by these two critical concept.

Formulating-Implementing Relationship:

Every point of view shaped in real world, emphasizes that, though formulating and implementing are performed separately, these two have deep relationship. Formulating affects implementing. Implementing can always influence strategies and plans. This relationship leads to focus on two critical points:

1- Strategies are responsible for best outputs when formulating is done as a part of implementation that requires basic interaction between planners and executives. In this case, success is likely to increase.
2- An important matter in a successful strategy is to review formulating and implementing simultaneously. Managers should think about implementing when they are planning, because implementation of strategies should not cause to feel trouble for them in future. Of course, all decisions and executing activities couldn't be perform completely, but implementing assumptions or problem's limitations should be chosen properly in order to make a great imagination of formulating and implementing.

Formulating and implementing are two relative component of strategic management approach. Spontaneous reviewing of them is a very important but difficult job.

While formulating has an entrepreneurial nature and requires a great deal of motivation, analysis and judgment, implementing is an administrative one, which needs human skills, culturing and creating a deep compatible relationship between strategy and doing tasks in organization to be successful. Besides, implementing is more difficult and time-consuming than formulating.

Step	*Special tasks*
Creating an organization which can implement the strategies	- Creating a structure which support implementation of strategies -Reinforcing skills and capabilities on which strategies are planned -Positioning most appropriate people for occupations in organization
Providing financial resources (budgeting) which can support strategies	-Being sure that financial resources are allocating to units in appropriate to their contribution of strategic role -Being sure that consuming resources(inputs) will cause desires outputs
Establishing inter support units	-Developing and managing policies and procedures that facilitate implementation of strategies Creating operational & administrational systems which can empower strategies
Innovating motivation and remunerations in close relationship with objectives and strategies	-Motivating people and units for implementation of strategies -Designing remunerations can cause optimal level of performance -Encouraging tendencies for achievement of aims
Forming organization's culture to adjust strategies	-Creating common values -Defining ethical criteria -Creating a workplace which support strategies -Creating highly achievement motives in culture of organization
Performing leadership strategies	-leading process of value formation, culture development, and empowering implementation -Developing and saving innovations, responsibility to environment and using opportunities -Considering political aspects of strategies, confronting to power conflicts, and creating consensus -Posing ethical criteria and behavior -Innovating modifications for improving implementation of strategies

Table 2-2 steps for implementing strategies (presented by Thompson & Strickland)

Typology of Implementing Strategies

 An effort for combination of described aspects through an approximate classification of all kinds of strategy implementation was done and is shown in the following table.

Implementation horizon

		long	short
Size of strategic problem	short	interference Periodical	combinatory interference
	long	evolutionary interferences	managerial Interferences
		long	short

Table 3- Typology of strategy implementations

Implementing Challenges:

These challenges are 8 threats for implementing strategy which should be considered positively as 8 opportunity areas, can lead to success. Relative areas to successful implementation are:
1- Developing a model for directing decisions or implementing activities
2- Knowing that how creating strategy can affect implementation
3- Effective change management such as change culture
4- Knowing that power and influence is essential for successful implementation
5- Developing structures, sharing information, coordinating and clarifying accounts
6- Developing control and feedback mechanisms
7- Knowing that how a supportive culture for implementation should be created
8- Exercising implementation under leader's control

Definition of implementing content:

We can present a content process by which determine and summarize how implementation will be done. This process includes three steps as follows:
Effective designing for implementation is the existence of one resources consumer which is important for preliminary research of implementing problem (step1)
So having a combined implementation model, consisting some components properly matched with changes in step1, is necessary. For this purpose, re-identifying, analyzing and defining components which are used for specific situations, is necessary to consider needed capabilities (step2).
Finally it should be said that when suitable researched have been done for implementation activities and how should it be applied.

Regarding above explanation, steps for defining implementing content are:

1- preliminary researches
2- Stability analyses
3- Development

Implementation Program:

Strategy is an arrangement and is interaction among macro-business strategies which can focuses on planning or implementing. It considers implementation processes and activities or consumptions we presented in previous model (formulating-implementing-control relationship model). And then following assumptions should be considered:

1- The need for strategy: physical resources or capacities are important for successful strategy implementation. Strategies needed for development are different from possible strategies.
2- Organizational structure: strategy affects on the kind of structure, e.g. retrenchment strategies need the focus and specialization of processes and production in the economic scales.
3- Interaction between devices: implementation of strategies will not be successful without interaction and coordination of units and requirements. These requirements are:

Coordination, transferring knowledge and sharing information

4- Appropriate stimulus's
5- Other implementation assumption

Factors affecting implementation

There are many factors listed by different authors related to affecting factors on implementation. We categorize and listed them as follows:

1- Implementing was run slower than foreseen time
2- Occurring unexpected problems
3- Activities' coordination was not rightly performed
4- Some competitive jobs and crisis, diverted managers attention from implementation of strategies
5- Implementing staff were not capable enough
6- Subordinates were not trained effectively
7- Uncontrollable external environment factors
8- Managers could not be able to do leading and directing properly
9- Activities and key tasks of implementation process were poorly defined
10- There was no information system for sufficient control of activities

Main perspective

The main perspective about identifying effective factors on implementation of strategies in this research is based on Ricky Griffin's view, with an exception that culture has studied separately, not as a subordinate of leadership in this model. He introduces

structure, human resource, leadership, culture, and technology and information systems as effective factors which influence implementation.
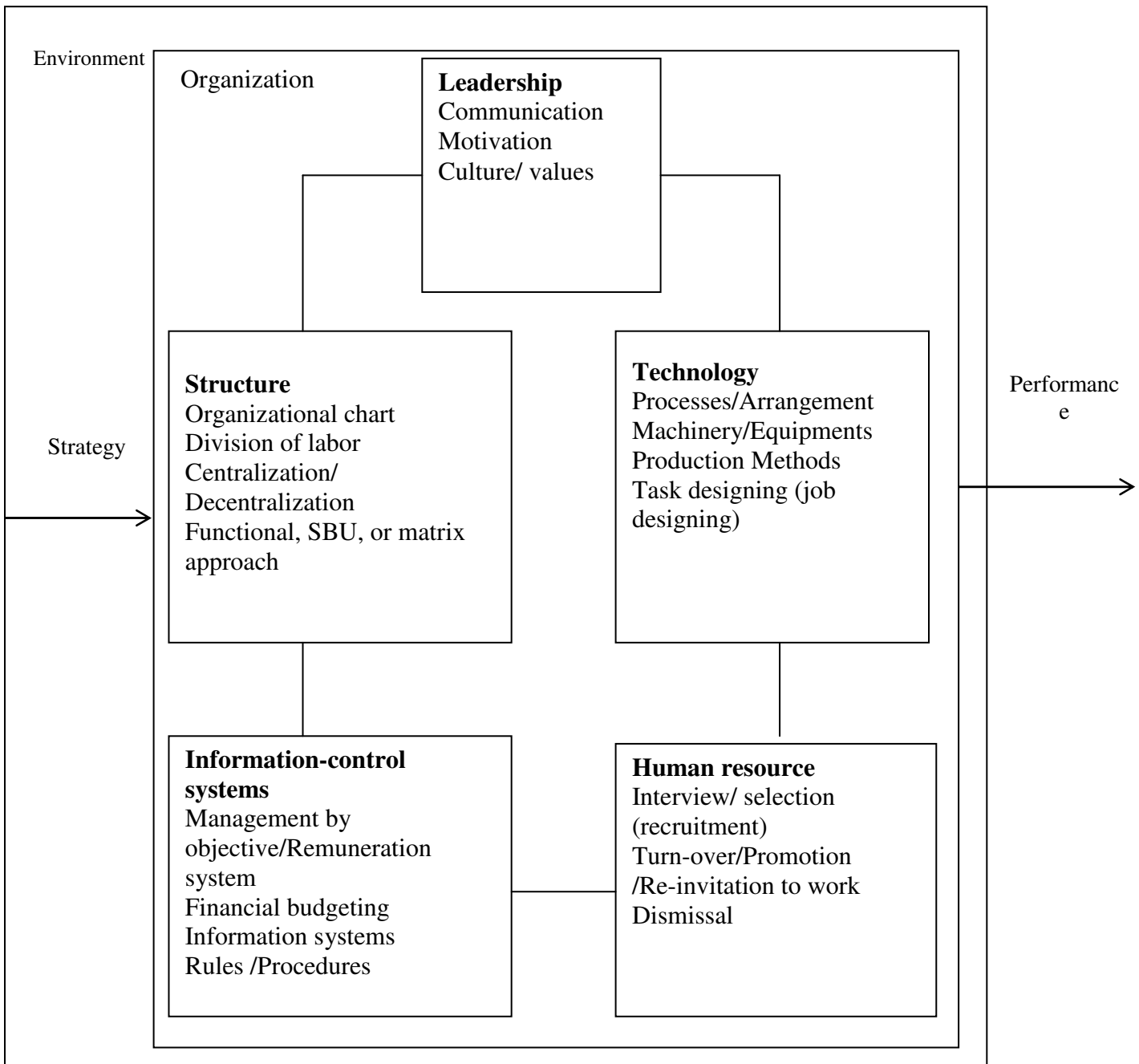
Environment

Organization

Leadership
Communication
Motivation
Culture/ values

Strategy

Structure
Organizational chart
Division of labor
Centralization/
Decentralization
Functional, SBU, or matrix
approach

Technology
Processes/Arrangement
Machinery/Equipments
Production Methods
Task designing (job
designing)

Performance

**Information-control
systems**
Management by
objective/Remuneration
system
Financial budgeting
Information systems
Rules /Procedures

Human resource
Interview/ selection
(recruitment)
Turn-over/Promotion
/Re-invitation to work
Dismissal

Figure 2- Ricky Griffin's Model (the main model of research)

The Strategy – Structure Relationship

In strategy-structure studies, Alfred D. Chandler suggests that the organizational structure has been influenced by its strategies (Structure follows Strategy). To distinguish between strategy and structure, setting long & short-term goals, finding the path to obtain goals and allocating resources are the strategy components and the formation of these elements to implementing strategies is called structure. So structure consists of corporate hierarchy, division of labour, delegating and communications. Besides initial information and organization's current issues are included.

Strategy implementing is a process in which all planning and budgeting activities, policies and procedures follows the defined strategy. It may involve some changes in organization's culture, structure and managerial system or even a wide general change in all these mentioned fields.

Middle managers specifically operate the strategy after it is approved by top managers, unless a wide range of changes were essential to be done in organization. Strategy implementation, sometimes referred to "operational planning" covers all daily decisions about allocating resources. Strategic planning and implementing could be considered as two sides of a coin.

To start the implementing process, strategy should respond following three questions:
  1- Who will implement the strategic plan?
  2- What should they do?
  3- How will they perform it?

Some direct effects of primary structure of organization may have probable impact on initial operational structure. General basic policies can influence developed operational level of organization too. Similarly, a decision about a desired use of a particular design (for example divisional) will often have different outcome in another type of design(functional design) . Therefore, to gain more advantages for an organization, one particular type of departmentalization is used.

In order to set an adaptive and conforming relationship between structure and strategy, following points should be considered:
  1- measuring the adaptability level of structure
  2- centralization & decentralization
  3- strategy and structure relationship
  4- corresponding to gain and share information all through the organization
  5- clarifying responsibilities

Human resource & Implementation of Strategy

The reason that a strategic planning became a traditional one, is converting its process to long-term mechanistic chain of activities. People are pushed to margin in such kind of planning. Now a days programming realities and strategy implementation and so strategic planning duties have changed. Strategic planners should consider such different approaches as below:
-   taking knowledge as an axis in organization
-   required interaction between strategic planners and human resource managers
-   developing networking organizations
-   changing the nature of strategic planning

In most successful organizations, it is difficult to distinguish between strategic planning and human resource management. These two cooperate as a team.

At present time, the role of coordinators of formal strategic programs has been decreased or even dismissed. Instead, a series of new planning have been replaced that affect human resource and project manager's interactions. This new team's job is to help project managers providing essential operating staff (required human resources) at each stage.

For implementing strategies successfully, managers should have high interpersonal and human skills. All activities being done for implementation of strategy influence both managers and personnel.

Every division of an organization should try to answer such questions:
-   what we should do for implementing organization's strategies properly

Implementation of strategies is also called practical strategic management. The purpose of implementing strategies is that managers and employees collaborate to perform formulated strategic planning. In other words implementing is the most difficult step in strategic management process and need a kind of self controlling too. Implementation success depends to motivating employees which is the art of managers. It is wasteful job if formulated strategies could never been implemented.

Managers should notice to skilled employees as the most important strategic resources and the secret of organization's growth. Generally, on the basis of experiences in some big companies, four dimensions should be considered as below:
-   Finding new ideas among world wide key managers via overcoming irregular problem against innovation.
-   using knowledge for inventing new products and empowering organization in competitive environment
-   using modern technology for distribution channels
-   changing attitudes towards reducing customers costs trough modern technology and value chain consideration

This approach is called "growth on the basis of interior potentials"

Implementation of Strategy and Leadership

Today, the role of strategic planners is an effective leadership in such a way to lead the organization to use growth opportunities. In fact they contribute an important role in growing inner capabilities and promoting entrepreneurship. Therefore motivating people and developing key employees' skills are their priorities. If we believe strategy is a choice, then creating opportunities for employees to participate effectively, is the basic challenge of managers and should not to be under the other duties coverage.

In performing their role as growth conductor, strategic planners should
1- How to concentrate on commercial opportunities which are neglected by others.
2- How to utilize effectively the opportunities along with emphasis on sensitivity and empowering human resources, which require flexibility , flatting hierarchical structure of organization, frequently changing and the habit of working with a certain amount of ambiguity and complication in roles. Organizing tasks and roles accurately is the key element of the matter and as a result close coordinating to human resource managers is unavoidable.

Chief executives and board of directors are responsible for strategic decisions, but their main strategic task is leading subordinates .obviously three functions have been taking into account for general managers:
1- Managing strategic process
2- Managing relationships
3- Managing managers' training

Information Systems and Implementation of Strategy

Information is the same of blood which streams into the organization's vessels and brings it to life. Information systems' function in implementing process is mainly concern with internal circulation of information and appears on environmental uncertainty phenomenon. Information ambiguity is a situation in which problems couldn't empirically and explicitly be understood or analyzed and gathering more data about them is not possible.

Another important matter that displays the role of information systems in implementing strategy is managers' need to reciprocal exchange of information. It means a system that transmits information up and downward.

Management information system is one of instruments can collect and organize data for managers in order to do their tasks.

In every information system, an executive information system has been recognized, which provides a fair possibility for planners and even for formulators.

One considerable point in information discussions is the role of applicable factors to promote effectiveness and efficiency of information systems. These factors are as follows:
1- The quality of information
2- Time appropriateness of information
3- Quantity of information

4- Relevancy of information

Imagine strategic management as a process, suggests these two points:
1- The information fluency and affecting directions are often reciprocal
2- Planning and implementing are segmented

Some guidelines for strengthening information systems in implementing strategies:
1- Soft & hard wares should help global compatibility (a kind of stable procedure for all the world)
2- Common channels of processing system should be available
3- All the pats should be self-sufficient and well matched to information system's capabilities

Technology and Implementation of Strategy

Technology has had a great impact on human development and civilization expansion all through the history.

Technology can be defined as knowledge, products, processes, instruments, procedures and systems which helps producing goods and services.

Technology is at the center of systems designed for finding customers needs and satisfaction.

Successful implementing of strategies results from integrating and coordination of technologic innovations, production processes, marketing, financing and personnel. By this means defined goals are achieved.

Mitchell (1992) emphasizes on the importance of relationship between main goals and operational targets of organization and its technological strategy. There should be a wide consensus of opinion among technical, commercial, and official departments of any organization. Mitchell presents a few questions which both technical and commercial strategic planners should respond:
1- How much is the relationship between technology and business?
2- Which commercial strategies need technology?
3- How it (technology) can be gained?
4- Researches should be focused on what kind of technologies?
5- What are our main technologies for business?
6- Which new strategic options designate technologies?

Research Methodology

Statistical Population:
Statistical population in this research includes the branch presidents, their deputies and executive managers of Pasargad Bank in Tehran who were 300 people at the time of research.

Statistical Sampling:
Samples or sample group include some statistical population members. In a closer meaning, samples are those sections which are representatives of the population. Samples in this survey are 192 people of population were chosen by simple random sampling.

Data collecting instruments
In this survey data collecting instrument is questionnaire. A kind of researchist assembled questionnaire is used.

Statistical data analysis approaches & test of hypotheses
With attention to our purposes and existing information, interpreting frequencies results, ratio test of frequencies and weighted mean of all sextet factors for every question have been computing separately and signed one sample test has been used for investigating the impact amount of every factor on implementation of strategies. Test of hypotheses defined for each factor are as follows:
H0 = statistical population believes that the factor … has no effect on successful implementation of strategies
H1 = statistical population believes that the factor … has a meaningful effect on successful implementation of strategies
 The reason for applying signed rank test is that it is adapted well to our survey's purposes, based on definition, in this test; an observed (empirical) distribution is used along with a theoretical one.
For examining if the factors differentiate, Friedman's test has been used. This test is based on rank sum of observations. It is similar to analysis of variance with the exception that it doesn't need the population normality hypothesis and it uses the ranks instead of data itself. Its equation is as below.
If there are meaningful differences between factors, then we will use Wilcoxon test for ranking factors and every two factors are comparing to each other.

Test of hypotheses
Signed one sample test has been used for testing hypotheses in research; its equation is as below:
Signed one sample testing formula:

$$Z = \frac{X - \frac{n}{2}}{\sqrt{\frac{n}{4}}}$$

Analysis results

technology	Information systems	Organizational culture	Human resource	Organizational structure	leadership	Factor explanation
10/1	10/1	10/2	9/75	8/65	9/67	Test number
1/645	1/645	1/645	1/645	1/645	1/645	Z
Accepted H1	Accepted H1	Accepted H1	Accepted H1	Accepted H1	Accepted H1	result

Ranking factors:

In order to appropriate and exact ranking of questioned factors, initially Friedman's test has been used for determining if the factors differentiate? In that case differences exist, by the Wilcoxon test each two pair of factors is compared until they can finally be ranked.

Friedman ranking test:

This test is based on rank sum of observations. It is similar to analysis of variance with the exception that it doesn't need the population normality hypothesis and it uses the ranks instead of data itself. Its equation is as below.

$$\chi^2 = \frac{12}{n(n+1)} \sum_{i=1}^{k} \frac{R_i^2}{n_i} - 3(n+1)$$

K= population number

N= $n_1 + n_2 + \ldots + n_k$

Hypothesis considering in this research for Friedman test is:

H0 = there are no differences among sextet factors

H1 = there are differences at least among two factors

Testing data by SPSS software has shown these results:

Rank	
	Mean Rank
leadership	3.789
Organizational structure	5.203
Human resource	4.998
Organizational culture	2.805
Information systems	1.714
technology	4.083

Test Statistics	
number	192
Statistic test	4187.9
Freedom rate	5
Meaningful level of test	.000

Friedman test

Considering the above information, we see that there are differences and H1 hypothesis is accepted. For ranking, Wilcoxon test has been used and each two pair of factors is compared.

Wilcoxon test:

In this test, for big values of n, n>15, distribution of T^+ is approximately normal and for doing the test we need Variance and Expected Value. So in the case of null hypothesis Variance and Expected Value of T^+ are:

$$E(T^+) = \frac{n(n+1)}{4}$$

$$V(T^+) = \frac{n(n+1)(2n+1)}{24}$$

$$Z = \frac{T^+ - E(T^+)}{\sqrt{V(T^+)}}$$

The results of sextet factors ranking in this research are:
In this section, comparing factors are summarized into a matrix table; preferred factors are distinguished with number 1 and others with zero.

technology	Information systems		Human resource	Organizational structure	leadership	Factor explanation
0	1	0	1	1	* * *	leadership
1	1	1	1	* * *	0	Organizational structure
0	1	1	* * *	0	0	Human resource
0	1	* * *	0	0	1	Organizational culture
1	* * *	0	0	0	0	Information systems
* * *	0	1	1	0	1	technology

General ranking factors:
Final ranking of factors concerning to study of test results are as follows:
1- Organizational structure
2- Leadership

3- Human resource
4- Organizational culture
5- Information systems
6- Organizational technology

Introducing Pasargad Bank:

Pasargad bank is known as "*the third millennium bank*" and with this belief that *"customer is bank's substance"*. It established in accordance with the Single Article of *"Permission for the Establishment of Non-Government Banks"* ratified on April 10th 2000 and Article 98 of the "Third Economical, Social and Cultural Development Plan of the Islamic Republic of Iran" , under framework of "Monetary and Banking Act" ratified on March 1972, "The Law of usury (interest) Free Banking" and with observation of commerce law modifications enacted on March 1968, and observation of other current laws and regulations of charter in order to facilitating and providing national-wide cooperation in overall fields of constructing and justifiable economic plans, and was registered on September 4th 2005 and known as fifth private bank in Iran which has paid-up highest rate of capital and launched to work at the beginning of 3th millennium. The main activity of bank according to the article no.3 of its charter is all kind of banking operations and contracts that are permitted by law.

Data analysis:

    After analyzing data relating to each factor, results suggest that successful implementation of strategies in Pasargad Bank are influenced by all sextet factors of leadership, organizational structure, human resource, culture of organization, information systems and technology. These results were achieved after testing hypotheses by Signe one sample test.

Based on responses to questionnaires, in *leadership* issues, priorities are as follows:

1- Explicit (straight forward) goal setting by leader
2- Supporting employees perception of goals and strategies by leader
3- Consulting and using intellectual abilities of employees by leader
4- Presenting a scheduled program of organizational activities and imaging horizon of implementation of strategies by leader
5- The ability of leader to create changes in organization
6- Presenting effective solutions and ideas by leader
7- Encouraging and justifying subordinates to perform commands
8- Considering subordinates' opinions and their participation in decision making

Based on responses to questionnaires, in *organizational structure* issues, priorities are as follows:
1- Creating appropriate structure for steady and continuous relation with customers
2- Creating defined organizational rules and instructions
3- Creating appropriate space for employees to reveal their creativities and competencies

4- Creating an independent department for planning and strategic management
5- Command hierarchies
6- Creating self-managed expert teams
7- The flexibility of organizational structure
8- Organization's past experiences in implementation of strategies
9- Creating various paths of communication in organization (horizontal, vertical and…)
10- Decentralization of decision making at top levels of organization

Considering the above information, preferences and attentions of response-makers are focused on customer-based structure which is both coherent in construction and flexible for noticing on customer's desires. And so considering employees opinions about customers issues is required. Meanwhile, creating an independent department for strategic planning and a space of creativity and team working are essential and recommended.

Based on responses to questionnaires, in *human resource* issues, priorities are as follows:
1- A systematic regular training program in relation with strategic goals for staff
2- A system of remuneration – punishment and promotions for staff
3- An explicit and efficient wage system and payments
4- A organized recruiting and staffing system
5- A precise system of evaluating performance
6- A planned job description for all occupational titles in organization
7- Motivated staff who are directly at customers service
8- Creative employees who find right solutions and will act when it requires

Based on responses to questionnaires, in *culture of organization* issues, priorities are as follows:
1- A culture (belief) of validating customers
2- A culture of achieving customer satisfaction
3- A culture of considering quality of services in accordance with customers values
4- Encouraging characteristics like organization commitment, self-management, self-commitment and socialization of staff
5- Creating common belief concerning organizational goals
6- Creating a collaborative environment for people in organization
7- Creating a culture of team and group working
8- Explicitly of organization values and employees openness to these values
9- A culture of changing and flexibility in organization
10- Creating a competitive environment among people in organization

Based on responses to questionnaires, in *information systems* issues, priorities are as follows:

1- Updating inter organizational information
2- Gathering and monitoring external information about competitors and customers
3- Sharing information by different units of organization
4- Measuring and controlling quality and quantity of information and the amount of its usage
5- Creating various reports appropriate to different levels in organization

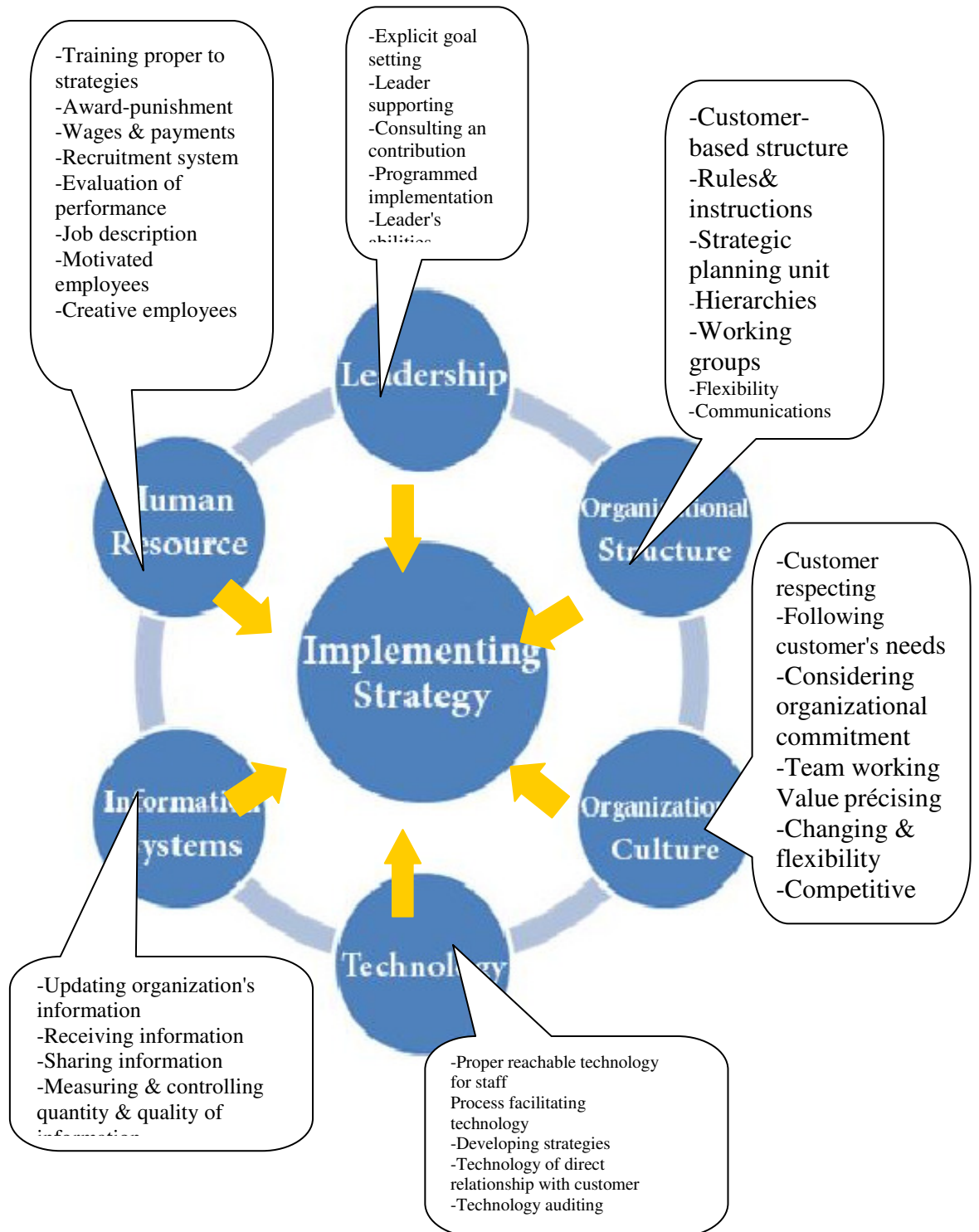Based on responses to questionnaires, in *organizational technology* issues, priorities are as follows:

1- Existence of proper technology reachable for employees
2- Considering technologies which are as facilitators for process of works
3- R&D efforts for developing technologies needed for organization
4- Creating communication technologies for customer-staff relationships
5- Creating organization technology auditing system and updating service technologies
6- Considering complicated technologies with various servicing capabilities

Considering the mentioned results, it can be expected that Pasargad Bank managers should compensate weaknesses and shortages of their strategic plans with applying such factors as we said.

Proposed pattern and implications for managers

For suggesting an appropriate pattern based on attained results, all information were investigated and it finally led to form the below model in which data matched with elements of the model. Based on this model, in order to focus on implementation of strategies, all the factors should specifically be noticed. In addition, every factor consists of sub-factors which should be noticed too, for defining the main factors substances and characteristics. Because the model is formed based on ranking sub-factors, it is essential to distinguish, analyze and evaluate them initially, and then making decision about the indexes for each main and sub-factors.

For implementation of strategies, it is important to plan a program in which job descriptions of all occupational titles are defined and appropriate implementation tools such as technology and information are accessible for staff. In such a condition, with a proper structure of organization along with a strong leadership who has a predefined vision and explicit organizational culture, a successful implementing can be set going.

-Training proper to strategies
-Award-punishment
-Wages & payments
-Recruitment system
-Evaluation of performance
-Job description
-Motivated employees
-Creative employees

-Explicit goal setting
-Leader supporting
-Consulting an contribution
-Programmed implementation
-Leader's abilities

-Customer-based structure
-Rules& instructions
-Strategic planning unit
-Hierarchies
-Working groups
-Flexibility
-Communications

Leadership

Human Resource

Organizational Structure

Implementing Strategy

-Customer respecting
-Following customer's needs
-Considering organizational commitment
-Team working Value précising
-Changing & flexibility
-Competitive

Information Systems

Organization Culture

Technology

-Updating organization's information
-Receiving information
-Sharing information
-Measuring & controlling quantity & quality of information

-Proper reachable technology for staff
Process facilitating technology
-Developing strategies
-Technology of direct relationship with customer
-Technology auditing

20

The relation between planning and implementing of strategies are a considerable and important matter. Interaction of these two stages is basically definitive factor in an organization. In planning stage, it is required to take into consideration the sextet factors and organization's capacities and potentials for each kind of strategies, and so if the goals have been chosen in accordance with internal and external capacities and conditions of organization .

As a whole the secrets of success in third millennium are:

1- revolutionizing attitudes and viewpoints and foreseeing future prospects
2- comprehensive planning appropriate to condition
3- commitment for implementing programs accurately considering goals and elements of organization
4- controlling processes by efficient tools properly

References:

1 A.arabi , S. M. **" *Organizational Structure Design*"** , Institute for humanities & Cultural studies, Tehran,2002.

2-Ansoff H. Igor & Edward J. Mc Donnell 1990, *"Implanting Strategic Management*" Prentice Hall. 2nd Edition.

3- Azar ,Adel & Momeny. M, **"Statistics *and its Application in Management*"**, Samt published. Tehran,2001.

4- Daft. R.L, "*Organization Theory & Design*", Translated by:A. Parsayan & S. M. A.arabi, Institute for humanities & Cultural studies, Tehran,2003.

5-David, F.R," *Strategic Management*", Translated by:A. Parsayan & S. M. A.arabi, Institute for humanities & Cultural studies, Tehran,2003.

6- Davis, S, *"Management of Organization Culture*", Translated by: N. Mirsepasi, Morvarid Published, Tehran, 1997.

7- Fitzsimmons J. A. & Fitzsimmons M. J, "*Service Management*", Translated by: S. M. A.arabi & D. Izadi, Institute for humanities & Cultural studies, Tehran, 2003.

8- Griffin 1996 "*Management*" 5th Edition. Houghton Mifflin Company New Jersey

9- Harison.L, Hangtingtong. S, *"Culture Matters*"**, AmirKabir Published, Tehran, 2004.

10- Hrebiniak Lawrence G. & Joyce William F. 1984 " *Implementing Strategy*" Macmillan Publishing Company.

11- Horvits, J*," Seven Secrets of Service Strategy*", Translated by: A. Rezaeenejad, Rasa Published, Tehran, 2005.

12- Iran nejad Parizi, **"Research *Methods in the Social Sciences*"**, Managers Publish, Tehran, 2003.

13- Khalil, T, **"Management *of Technology*"**, Translated by: S. M. A.arabi & D. Izadi, Institute for humanities & Cultural studies, Tehran, 2007.

14- Klark, S, "Information *Systems Strategic Management*", Translated by: S. M. A.arabi & D. Izadi, Institute for humanities & Cultural studies, Tehran, 2007.

15- Okums Ferzi 2003 "A *Framework to Implementation Strategies in Organizations"* , Journal of Management Decision. No 41 . MCB University Press

16- Porter, M.E. *"Competitive Strategy"*, Translated by: J. Majidi & A. Mehrpooya , Rasa Published, Tehran,2005.

17- Pearce, John A. 1991 " Strategic Planning" Irwin Boston.

18- Shayne Gary M. *"Implementation Strategy and Performance Outcomes in Related Diversification"* Strategic Management Journal. J.26: 643-664 (2005)

19- Smit, M. E, Thorpe, R, Low, A. *"Management Research"*, Translated by: S. M. A.arabi & D. Izadi, Institute for humanities & Cultural studies, Tehran, 2004.

20- Rahmanseresht. H, *"Strategic Management from the Writers Views"*, Allame Tabataba'ee University, Tehran, 2004.

21- Stoner, J. A. F, Freeman, R. E, Gilbert. D *"Management"*, Translated by:A. Parsayan & S. M. A.arabi,Institute for humanities & Cultural studies, Tehran,2003.

22- Strauss, A & Corbin. J, *"Basics of Qualitative Research"*; Translated by:B.S. Mohammadi ,Institute for humanities & Cultural studies. Tehran 2006.

23- Strickland A.J. 2001 *"Case in Strategic Management"* Mc Graw Hill .

24- " The effect of board size and diversity on strategic change" Strategic Management Journal Vol:15, No 3 : 241-250

25- Zakeri, B, *"Methods of Analysis & Design Information Systems"*, IMI, Published, Tehran, 2001.

26- Wells Denise Lindsey *"Strategic "Management for Senior leaders"* A hand book for Implementation 5-2- www. emerald_ library.com

26 www. Emeraldinsinght.com/research register

27-www.ISN_ Journal.com

28- www.strategies.ic.gc.ca

10116

29- www. en.wikipedia.org visited on 02/98/2008.