

# Analysis of the Factors Affecting the Execution of Strategy in Enterprise Management

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**Abstract:** As the market economy system becomes more and more perfect, the competition among enterprises becomes more and more intense, which also puts forward serious challenges to the operation and development of enterprises. Scientific management is the inexhaustible power of enterprise development, and enterprise development strategy, as an important component of the enterprise management system, directly affects the overall quality of the enterprise's operation, which in turn is related to the improvement of the enterprise's comprehensive strength. Only by continuously growing its comprehensive strength can an enterprise stand out among many other enterprises and seize more shares in the market. Therefore, when developing business and managing internal work, enterprises should analyze the influencing factors of strategy execution and take effective measures to improve strategy execution on this basis, so as to better play the role of strategic decisions to promote the development of enterprises.

**Keywords:** Enterprise management, Strategy implementation, Strategic implementation power, Organization.

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## 1. Introduction

In today's increasingly competitive market, the important role of enterprise management for the survival and development of enterprises is becoming more and more obvious. If enterprises want to obtain long-term development, they need to strengthen the management with their own actual situation and improve the execution of strategy in enterprise management. Therefore, enterprises must ensure the quality of each detail of management to ensure the full implementation of enterprise strategic decisions, in order to further promote the healthy and stable development of enterprises.

Strategy implementation is the process of putting into practice and transforming the strategies and decisions that have been made into results. Enterprise strategy execution mainly refers to the ability to execute the strategic development decisions made by the enterprise for its own development expectation. In the process of executing the strategy, the enterprise continuously feeds back and accumulates experience, which eventually forms the strategic execution of the enterprise. The formulation of strategic decisions is based on the actual development of the enterprise, future development expectations and full interpretation of the market, while the ability to implement strategic decisions is based on a comprehensive understanding and grasp of the development strategy of the enterprise and strong practical transformation ability. The formation and application of enterprise strategy execution requires the joint efforts of all the staffs of the enterprise, and more importantly, the managers of the enterprise need to give full play to their functions of organization, coordination and control, so as to comprehensively and deeply implement the strategic development decisions made by the top leadership of the enterprise.

## 2. The Important Role of Strategy Implementation for Enterprise Management

If enterprises want to keep their development space in the current fierce market competition, they need to combine their own development needs and market development trends to make scientific development strategy decisions, and after making strategic decisions, adjust and arrange the internal work organization with this as the core. However, sometimes the enterprise has made a perfect plan but did not receive the desired effect, which involves the problem of execution, that is, the strategy implementation problems, resulting in even if there is a perfect plan can not receive good results. The important role of strategy implementation for business management can be divided into the following aspects.

### 2.1. Corporate strategy is about implementation

The managers of the enterprise need to make the relevant enterprise strategy according to the current market development needs and the actual situation of the enterprise, so that the strategy can make systematic arrangements for the long-term survival of the enterprise. The strategic decision is a matter of adaptation to the prevailing market environment, while the execution is a matter of internal coordination and efficiency. Only when the decisions are fully implemented can the actual effectiveness of the strategic decisions be fully realized. From another point of view, after making strategic development decisions, if the level of execution is not enough, it will directly affect the strategic decisions on the development of the enterprise boost, and even bring risks and threats to the development of enterprises.

## **2.2. The development of strategic implementation of the formation of executive power**

After the enterprise has developed a good strategic plan to start the implementation of the strategy, and in the whole process of strategy implementation, the management needs to continuously learn from experience and lessons learned, and finally form the strategy execution. Strategy execution is to translate the strategic decisions made by the managers from the relevant theory into practice, and to achieve the strategic goals through the relevant practical role. In today's competitive market, the key to success or failure of an enterprise lies in whether the strategy can be well executed, which has become the consensus of most enterprise managers nowadays.

## **2.3. Low implementation will lead to strategy failure**

Even if the managers of a company have formulated a very perfect corporate strategy, if it is not implemented or the implementation is very low, this will lead to the failure of the implementation of the corporate strategy, and then the survival and development of the company will face a great threat. There are various reasons why strategies are not effectively implemented, which are summarized in the following four categories.

### **2.3.1. Strategic initiatives are unclear or missing**

This means that the enterprise only has strategic goals, lacking clear paths to achieve and action initiatives; the responsible body is not clear enough or not authorized enough.

### **2.3.2. Mismatch of strategic resources**

There are no resources such as human, financial, material, and information systems prepared to match the strategy, which will prevent the enterprise from executing the strategy effectively.

### **2.3.3. Lack of institutional system to effectively support the realization of strategy**

The task monitoring, feedback and adjustment mechanisms are not sound or sensitive, the assessment and incentive system is not strategically related, and the "performance result-oriented" culture does not "take root", all of which will make the strategy not effectively implemented.

### **2.3.4. Lack of synergy**

There are invisible "walls" between departments, teams, and projects, which will bring negative impact to the overall efficiency and overall success or failure.

## **3. Influencing Factors of Strategy Execution in Business Management**

The environment of strategy formulation, the influence of organizational structure, management communication, corporate culture and strategic management system are the five factors that have a greater impact on the execution of corporate strategy and are also the main components that form the execution of corporate execution.

### **3.1. Environment of strategy formulation**

The formulation of enterprise development strategy requires enterprises to fully combine the external environment of the market and the actual situation of the enterprise itself. Only a comprehensive analysis of the

internal and external factors of the enterprise can ensure that the enterprise development strategy is scientific and feasible. In the stage of strategy execution, the execution environment and strategy formulation make the internal and external environment of the enterprise obviously different, the established strategy execution strategy cannot be effectively implemented, and then affect the strategy execution effect. Therefore, enterprises must pay full attention to the influence of environmental factors on strategy execution, and pay attention to the observation and analysis of the actual situation and development trend of the internal and external environment during the strategy formulation process in order to make flexible adjustments to the strategy content, so as to ensure the efficient implementation of the strategy [1]. Apart from that, the strategic plan should be specific, clear and realistic to pave the way for effective interpretation and implementation of the strategy.

## **3.2. Influence of Organizational Structure**

Another important factor that affects the execution of enterprise strategy is the organizational structure of the enterprise. The organizational structure should be scientific and reasonable, the execution of corporate strategy will be strong. The influence of the organizational structure is mainly in the following aspects.

### **3.2.1. Degree of team integration**

Enterprises should design their organizational structure with both a clear division of labor to ensure that each department and team work to remain independent so as to better accomplish their assigned tasks and, of course, to integrate these departments and teams so that they have a clear division of labor, coordinate with each other, and cooperate with each other to achieve the overall strategic goals of the enterprise. Only when the whole team works together, can we really do a good job in implementing the corporate strategy.

### **3.2.2. Optimization of organizational process**

If the organization process can be optimized, it will be very beneficial to the strategy implementation. Therefore, it is very important to arrange and optimize each business and each process of the enterprise. By developing and improving multi-faceted and multi-level processes, the entire organizational structure can achieve better results in the key processes, so that the entire strategy execution can be effectively improved.

### **3.2.3. Ideas for Organizational Change**

The strategy formulated by the enterprise is combined with the external environment of the current market development and the actual situation inside the enterprise to make a comprehensive strategy. The strategy developed by the enterprise is a comprehensive strategy that combines the external environment of the current market development and the actual situation within the enterprise. With such rapid changes in the market economy, the leaders of the enterprise must make adjustments to the ideas of organizational change and changes in the organizational structure of the enterprise to reflect the whole strategy of the enterprise, otherwise it will be difficult to be implemented.

## **3.3. Communication efficiency between departments and personnel**

Effective communication within the enterprise can help the management to grasp the strategy execution of each employee more accurately and quickly. With better communication

within the enterprise, the sharing of relevant work experience and knowledge between departments and positions can be better realized to promote the construction and improvement of the overall enterprise mechanism[2]. At the same time, the effectiveness of communication between the enterprise and the external environment also affects the level of strategy execution. In the process of information intercommunication with the outside, enterprises can obtain more information about market development trends and various risks, so as to better grasp the changes in the market environment and provide a reliable basis for the adjustment and implementation of strategic decisions for enterprise development.

### **3.4. Enterprise Culture**

Corporate culture is the cornerstone of the growth and development of an enterprise, and is a value commonly recognized by all employees within the entire enterprise. A good corporate culture is conducive to the formation of a sense of belonging of employees to the enterprise, which is conducive to the improvement of the overall team cohesion, and the behavior of all employees within the enterprise through the guidance of such a common value as corporate culture is more conducive to the realization of the overall goals of the enterprise. The corporate culture is conducive to motivating employees to consciously practice the corporate culture in their ordinary work, to inculcate and require themselves with the corporate culture, and to create a good environment for strategy execution. The influence of corporate culture on strategy execution is mainly in the following aspects.

#### **3.4.1. The influence of leaders in corporate culture on execution**

Corporate culture is mostly dominated by the leaders of the company, and the values and styles of the leaders of the company will have a great influence on the culture of the company. Once the corporate culture is formed, it will influence the formulation of corporate strategy and the execution of corporate strategy. Therefore, if you want to better develop corporate strategy and better implement the relevant strategy, then you must improve the quality of the company's upper leadership, so as to improve the strategy implementation.

#### **3.4.2. Rigidity of corporate culture and the implementation of new strategies**

In today's very competitive market economy, the market is also changing particularly fast, sometimes even if the enterprise has formulated the relevant strategy, then in the implementation of the time may face the market environment has changed, then in the time of corporate strategy adjustment is also bound to have a conflict on corporate culture and so on, because its strategy in the development of the time is in line with the corporate culture, and if its adjustment, then it will certainly affect the The change of corporate culture. Therefore, if Enterprises want to better carry out the corporate strategy execution, then it is necessary to combine the corporate strategy execution with the corporate culture, which in turn can reduce the resistance of strategy execution and more in line with the corporate cultural identity[3].

### **3.5. Strategic management system**

Management system is the guiding scheme of management practice, and on the basis of the correct implementation of management system, it can link various departments and

drive the enthusiasm of employees and enhance the implementation of strategy. The enterprise should establish and improve the soft and hard management system of strategy implementation, including the system of rewards and punishments, the division of authority and responsibility and other institutional norms, and provide effective management methods for strategy implementation with the improvement of the system.

## **4. Effective Strategies to Improve Strategic Execution in Enterprise Management**

### **4.1. Combine with the reality, pay attention to management and innovation execution**

If enterprises want to further improve their adaptability to the development of the current market economy, they need to strengthen the accumulation and application of experience in the process of operation and development of enterprise mechanisms, learn advanced management concepts and master diversified management methods in the process of groping, and effectively improve the flexibility, efficiency and ability to resist various risks of strategic execution and the overall operation mechanism of the enterprise in combination with the actual situation of the enterprise itself. In the process of learning advanced management concepts and mastering diversified management methods, we can effectively improve the flexibility, efficiency and ability to resist various risks of the strategic execution and the overall operation mechanism of the enterprise, so as to strengthen the comprehensive development strength of the enterprise and gain more benefit space in the market. However, the execution of corporate strategy does not only rely on past experience, but also on the implementation and execution of strategic decisions by staff in each position, and the implementation of related work in strict accordance with the relevant requirements. Therefore, the leadership of the enterprise must learn to employ people rationally, ensure the scientific and reasonable organization of each job, and give full play to the advantages of the technical application of each post staff, so as to continuously improve the enterprise strategy execution.

### **4.2. Leaders should set an example**

After the relevant strategic system of the enterprise is formulated, then the leader must set an example and take the lead in order to improve the execution. If the leader can carry out the implementation in an orderly manner, the staff will also follow the footsteps of the leader to carry out. That is, the implementation and execution of the leadership will play an exemplary role for the staff. On the contrary, if the leaders of the company do not care about the corporate strategy, the ordinary employees will not be responsible for the implementation of the strategy.

### **4.3. Pay attention to the supplement of staff motivation in the process of strategy implementation**

The executors of development strategy decisions are employees at all levels and employees are the main body of strategy implementation in enterprise management. The leadership of the enterprise will share the profit of accomplishing the goal with the staff in the management of

the enterprise in time,so as to make up for the motivation of the staff in the execution process and better execute the enterprise strategy.

#### 4.4. Scientific refinement of the overall goal

The most important point in the process of formulating the strategy is that the enterprise must fully integrate the current development of the enterprise, and decompose the goals in stages and levels when the strategy is implemented, so that the enterprise strategy can be implemented. First of all, the overall goal should be divided, and then divided into smaller goals, and only after the gradual completion of each goal, can be closer to the overall goal of the enterprise. In the process of implementing each small goal, the job responsibilities of each department and each position in the enterprise will be clearer, which is conducive to the employees to be clearer in which direction they should work, so that through the effective cooperation of employees to jointly implement the strategic decisions of the enterprise and continuously improve the comprehensive strength of the enterprise[4].

### 5. Conclusion

The market economy system is becoming more and more mature in today's diversified economy, but there are a lot of risk factors in the market and the competition among enterprises is also more intense. Under such circumstances, if

enterprises want to gain a place in the market and gain more space for their own development, they must continuously improve the level of strategic execution in enterprise management, so as to more effectively promote the continuous improvement of the overall operation and management mechanism of enterprises, strengthen the ability of enterprises to resist risks and grow the comprehensive development strength of enterprises, and thus promote the long-term development of enterprises in a healthy, long-term and sustainable manner.

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