

Title: Strategy Implementation Challenges for Nokia in Africa

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1. Introduction

All strategic management process has essentially three phases, planning or formulation, implementation and control (Darnall, 2008, 30-45). In this assignment, author will address the implementation of strategies for practical theoretical way, considering its importance to achieve sustained development of our businesses to the challenges they face in meeting the needs and demands of an increasingly competitive market.

Hooley (2012) discussed that implementation of strategies involves all functions and people in the company. The strategic apex corresponds, evaluates and assesses the three essential elements of this process: (a) the strategic change, (b) formal and informal structure and (c) organisational culture. The role of leadership is crucial at this stage of the strategic direction as positive or negative depends on it.

Hooley (2012) discussed that environment affects the development and implementation of strategies in organisations. The problems and opportunities of this relationship with the environment generated. Nokia is a global company with the executive offices in Eastern and Southern Africa, and Kenya. The rapidly changing business environment is very dynamic. Therefore, the implementation of the marketing strategy of Nokia is facing different challenges.

The assignment will focus on the strategy and how to respond to these challenges in the implementation of the challenges of Nokia. All companies have the fundamental relationship between supply and demand. Each department demand management due to the provision of short-term fixed level is particularly important. Nokia has been ensuring to maximize sales in each of the sales and revenue. To achieve this fundamental strategic objectives, process design and management of corporate strategy demand this means for the conversion of effective demand. Companies do well, obviously with a competitive advantage over those who do not.

A significant amount of research has been in the use of systems to support collaborative group work. Technical support collaborative group work is often regarded as groupware. Groupware affect the way we communicate with each other. Just the way we work, and eventually had an

impact on the effects of the impact of communication, organisation of the structure. Implementation strategies and issues discussed in detail.

Due to the importance of strategy and execution, companies today are increasingly searching the best strategy for the implementation of effective tools and methods. This assignment will discuss the challenges to strategy implementation.

2. Challenges in Strategy Implementation – Theories

The literature on the implementation of the strategy was examined to determine the potential application of strategic issues. Hill (2003) noted that most companies are trying to develop new organisational capabilities stumble organisational barriers to these areas: coordination ability and commitment. These barriers can lead to problems with implementation: effective coordination of the implementation is not sufficient staff training and mentoring skills are not enough to lower level employees is not enough, and the direction and guidance of the heads of department (Payne, 2008, 83-96).

Higgins (1985) clarified that most people obstacle for the implementation of the strategy has been formatted to meet one of the following categories of interrelated: too many conflicting and focus, the best team does not work well; conflict between functions; lack of vertical communication and poor management of the development of a management style from top to bottom. These categories can be translated to the following questions: Recipe competitive activities distract from the implementation of this decision, to change key employees and a clear definition of strategic decisions cannot be played is not performed within the specific conditions and problems; involvement of senior management does not imply an active role in early enough. Implementation of the proposed strategy researchers and other major challenges include: inadequate planning, changing market conditions, competitive strategy, management difficulties and challenges related business (O'Cass, 2010, 571-581).

Poor planning or lack of: manufacturing strategies do not like recipes, you can follow a recipe and expected results are very good. Needs and requirements of each company are different. If we put a universal solution for all types of industries, it is unlikely that the investment will be the best way to implement. For example, there is no single best strategy for the implementation of JIT. They are not a common specification of one size fits all. For example, the strategy and

tactics of a line initially identified a company cannot be applied to the second company (Troilo, 2009, 872-882).

The changing market conditions: the target company often change with time and market conditions. Market or plant status line selected may not be valid tactic. Depending on the market, companies and factories (process) at a certain timing conditions, the strategies and tactics of a line should be designed and dynamic performance. Course corrections are necessary if the assumptions on business objectives and market conditions are no longer valid (Hoovers, 2008).

Aspara (2011) argued that competition means more production strategy and tactics overlap. There are many possible in response to the same series of a number of conditions. A set of strategies and tactics might overlap a typical example can be demonstrated. There can be many situations, such as a set for the implementation of strategies and tactics is selected (Flint, 2011, 219-230). The adequacy of the chosen strategy and tactics of many factors, depending on the current production technology and culture are in place. Therefore, strategic and tactical line originally identified in the post-production process cannot be effective at the beginning of the production process. Nature of competition, an updated set of tactics may be more suitable, higher costs (Darnall, 2008, 30-45).

Management challenges include: lack of commitment from senior management, lack of technology to achieve the knowledge, technology, order execution, lack of participation achieved in the implementation of the lack of resources and lack of training for staff education (Helgesen, 2006, 245-266).

Challenges are relating to the operation, including volatile demand and product variety. There are many issues related to operations - the implementation strategy. These problems with suppliers, production control software necessary inventory is lost, for small batch operations or management strategies aimed at production and batch production without fear of the applicability of the final complacency, and conflict with ongoing projects (Kothandaraman, 2001, 379-389).

Core marketing: A key strategy of a marketing plan is a way to decide which items to order, what to keep and what to sell. Most marketing involves a series of disappointments and relationship side of the core strategy is a good way to solve some problems.

Drivers of strategy: The rise of the buyer in highly competitive markets need to be company closer to the customer to your business and create value-added solutions to capture more revenue from their customers. Oriented companies in the market based on market demand; build your

strategy with a long- term commitment to understanding customer needs and developing innovative solutions and uncover hidden needs and new customer markets. Product -oriented, focused product strategy can be used as internal company research strategy provides competitive of the art products with the best features concentrated, the advantage will be on their core competencies.

Core offer

- Create a new mobile ecosystem victory in collaboration with Microsoft.
- Take the next billion online in developing growth markets.
- Invest in technology production.
- Increase our focus on speed, results and accountability

Price and place decision: Nokia provides information on its website, including, but not the pricing and services, the network operator is presented, as the limits provided by Nokia to retail and / or the relevant network operators or other sites collected by the dealer and / or network operator Nokia. Promotion of frequent updating of information to retailers and / or network operator, Nokia uses reasonable efforts to ensure that the information displayed is always as accurate as possible in practice.

Communication: The Company will focus its sales and marketing activities, with fixed key markets; Streamlining of IT, business functions and support; Assets and not reduce - strategically. In this context, plans Nokia Vertu luxury business phones EQT VI European company to sell capital.

Competitive strategy: Nokia intends to improve its competitiveness and profitability. Nokia wants to develop his device further series 40 and series 30 , and invest in key technologies featured phone like the Nokia browser , the mobile browser world be more efficient the data. The first results of this innovation can be found in the latest features of Nokia Asha phones, with extensive experience at lower prices touch screen.

3. Strategy Implementation Issues in Nokia

This assignment aims to determine participation in the implementation process of the strategy of the people of Nokia. Executives, managers, executives, department heads and other lower-level employees are involved in the implementation process of the strategy of Nokia, but it plays a

central role in the creation of paintings. Implementing the strategy of the organisation's role is to ensure the implementation of the strategic plan at the end of the activities.

Cabinet members successfully implement the effect of early intervention strategies, Member of the Council of Ministers in the early stages of implementation of intervention strategies to help members understand the purpose of the ultra - rules tidy and cultural style, and therefore vital to the continued success of the business strategy (Collin, 2006).

Hooley (2012) discussed that employees involved in these processes in order to increase the sense of ownership changes and political confidence and contribute to their personal motivation and professional, successful strategy implementation also.

Alexander (1991) discussed that company uses the framework of the implementation of the strategy with a specific strategy for the implementation of the various components of the six tasks, including the construction organisation can be the strategy, establishing the budgetary strategy to support installation of internal management systems, support and reward are closely related to the objectives and strategies of development incentives, which form the corporate culture to adapt strategies and exercising strategic leadership (Lai, 2009, 980-986).

Karimi (2007) discussed that company uses a specific application, including adequate (human, operational support, time, technical and financial support) resources allocation and management; established chain of command or other structures, assign a specific task or a person or group doing the Balanced Scorecard and assess barriers to implementing enjoy secretarial services for the implementation of the strategy, accountability accounts, monitoring of results (comparison of benchmarks and best practices, the effectiveness and efficiency of the assessment process, control deficiencies, and make adjustments, if necessary, to process; including internal and external organisations; (Payne, 2008, 83-96).

When asked about the effective implementation of the strategy, the company of other factors, including the factors leading to a clear implementation and strategic planning objectives, and effective climate, so the implementation of the priorities of there a lot of resources, adequate facilities and a flexible organisational structure, management arrangements strategic consensus, leadership and positive attitude towards the success of the strategy (Scott, 2004).

4. Responses to Strategy Implementation at Nokia

When asked about some of the challenges in the process, it is not expected that the implementation of the strategy front, respondents said that political instability is the most important part of any implementation process. Other challenges are strategic decisions, leaving to run the organisation, changes in regulatory policy-oriented, system failures, distribution and commitment to underestimate the time supporter weak emotion or underestimate the budget to overcome organisational inertia and translate their plans into action the necessary energy (O'Cass, 2010, 571-581).

Other factors, the external environment of the company to implement the proportion of respondents believed that produce increasingly sophisticated customer management practices affect the strategy of increasing globalisation, wider and more subtle differences in the product, the credit crisis, the ' political environment, competition with other players stepped up.

Aspara (2011) argued that some agonistic activity, leading to inhibition of the implementation of the strategy has distracted many conflicting priorities, advertising / promotion, customers are familiar with, door to door sales efforts of the company to face the competition in the industry and thus lose sight of the corner of his strategy. Due to lack of implementation of the challenges of monitoring information system that presents the strategy employed, including agents do not know the implementation and the effectiveness of the strategy can result in lost opportunities, lack of timely information and false failure reports progress (Woodruff, 1997, 139-153).

Alexander (1991) discussed that strategy of monitoring and accountability are effectively implemented to meet the challenges of this strategy, and to ensure the implementation of the process followed in the letter. Support the planning and implementation of strategic planning strategic response to the challenges of the process, in order to ensure that all activities are underway to make this process to reduce the number of new activities to achieve even participate in the totality planning personnel to ensure that the application in cooperation (Morgan, 2006, 426-439).

In the strategic planning process in order to ensure effective implementation of the strategy of people like strategic analysis, including driving a scan or exam, environmental organisations, but also studied a number of strengths, weaknesses, opportunities and threats to the organisation (SWOT), setting the strategic direction for planners to think carefully about what the organisation must do the following key issues and action planning and organisation faces is how

attention to casting strategic objectives opportunities conclusion will be reached (Keiningham, 2007, 361-384).

Hooley (2012) discussed that challenges faced in the implementation of the strategy has not been processed Nokia Co. is the lack of support for example, the lack of participation of all stakeholders, lack of skills, critical step, lack of coordination, lack communication, not intentions clear strategy, competing priorities, ignorance or system resources, the concurrent strategic, organisational and non-aligned activities and environmental factors that are beyond the control of misunderstanding (Atul, 2001, 1-34).

5. Conclusion

The conclusions of the assignment implement the strategic role of the organisation. They ensure the implementation of the strategic plan at the end of the activities. Members of the government in the process of implementing an early intervention strategy to help members to coordinate, include goals super style and cultural norms, so it is essential to the continued successful implementation of the strategy business. The company used to implement the strategy and the work of the six aspects of the implementation of the strategic framework of specific components (Helgesen, 2006, 245-266).

The assignment also concluded that the effective implementation of the strategy adopted by the company has sufficient resources to establish a chain of command or the allocation and management of other structures; assign responsibility for specific tasks performed or specific persons or groups; monitoring results. These appear not expected to challenge the implementation of the strategy; political instability is the most important part of any implementation process. Some of the competitive business strategy implementation cause interference suppression has too many conflicting priorities (Kothandaraman, 2001, 379-389).

The assignment also concluded that due to the lack of monitoring of the implementation of information systems for the challenges of the strategy, including the implementation of the artists do not know the effectiveness of the strategy. Challenges posed by customers and employees are not understood in the strategic planning. Implementation review of the challenges, lack of cooperation, face failure and delay implementation strategy are major issues. Lack of communication, reducing the sense of belonging and commitment of staff, the sense of strategy implementation has led to the results of delays and wasted resources (Lai, 2009, 980-986).

The assignment also concluded that the implementation of the strategic plan to help meet the challenges posed by this strategy. The procedures used to ensure effective implementation of the strategy is to act as strategic analysis, management and strategic action planning. A unified and consistent in all aspects of the planning process is the cycle of planning, so the planning and management of management to build a certain level of complexity of the project.

Finally, the conclusions of the assignment are that through the use of Nokia, to ensure the effective implementation of the strategy. This is including strategic subsidiary planning, employee motivation, strategic initiatives, ongoing evaluation, training and personal development, and create a strategy map (or causal business model). Answers to these questions are very effective, and most difficulties encountered in previous years have been eradicated (Payne, 2008, 83-96).

6. Recommendations

Sir:

Subject: recommendations for strategy implementation in Nokia

I am a student of xxx and I have completed my assignment on strategy implementation issues in Nokia. I would like to suggest some recommendations for strategy implementation in Nokia.

Effective implementation requires continuous monitoring implementation of programs in the implementation of the competitive environment. Through this strategy companies generate financial returns. There is no control is meaningless if it is not accompanied by responsibility - change when change is needed.

The strategic analysis, formulation, implementation of the program strategy is including monitoring progress face obstacles very often. Some obstacles are usually associated with a particular stage of its attributes a strong bond. In contrast, equally important is the obstacle that can be found within the organisation, such as corporate culture. In addition, we must also take into account, overcoming obstacles, cannot determine, in general, to ensure proper implementation of strategic decisions or best strategy will be implemented. Most companies see the results, but there are many overlapping functions (e.g., creativity and capital resources of the learning organisation), but also influence the result ordering. Organisations must accept the fallacious argument that the strategic planning process is able to devise a strategy. However, there are obstacles to overcome and problems identified.

Based on the discussions and conclusions of this assignment, the assignment suggests that while Nokia has successfully met the challenges posed by the implementation of the strategy, in order to maintain profitability and competitiveness in the market, company should sustain an employee, such as strategy should be applied. Decisions are involving personnel and the use of effective communication systems in existing strategic information to all stakeholders. The assignment also suggests that the company should be involved in all members of the implementation of the Strategy.

Your response and feedback will be highly appreciated.

Thank you,

Yours Truly,

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