



Strategic Management: Concept, Implementation, and Indicators of Success (Literature Review)

Primadi Candra Susanto^{1*}, Hapzi Ali², Ni Nyoman Sawitri³, Tri Widayastuti⁴

¹Institut Transportasi dan Logistik Trisakti, Indonesia, primadicandrasusanto89@gmail.com

²Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, hapzi@dsn.ubharajaya.ac.id

³Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, nyoman.sawitri@dsn.ubharajaya.ac.id

⁴Universitas Bhayangkara Jakarta Raya, Jakarta, Indonesia, tri.widyastuti@dsn.ubharajaya.ac.id

*Corresponding Author: primadicandrasusanto89@gmail.com¹

Abstract: The purpose of this study is to provide views and help prove the results of scientific articles by reviewing and providing perceptions from the author, The research method used is qualitative, by looking for library sources related to those used in this scientific article from reputable journals, google scholar, and others. The use of metric tables to help describe scientific articles that according to researchers are findings, the results of this study want to prove that there are references to concepts, implementations, and indicators that have not been proven directly by references to scientific articles or books, only from one article from (Ivančić, 2013) where the results of the research are The literature on strategy implementation and linking a number of critical points are important for reducing strategy implementation errors and improving organizational effectiveness, but all of that must be substantiated by follow-up research by other researchers. Researchers in the future, can sharpen and provide results in strategic management, especially with indicators specifically for both research and books.

Keyword: Strategic Management, Concepts, Implementation, Indicators of Success.

INTRODUCTION

An organization needs a strategy in carrying out management, please note that strategic management in the company is applied and can be in accordance with the wishes of the upper leadership, please note that in strategic management there is a concept used by the organization or company in developing and implementing which effective strategy will be implemented. Strategy management involves identifying the organization's resources, strengths, and weaknesses, and creating an action plan that enables the organization to achieve their long-term goals. Strategic management has become an essential part of business in today's dynamic and competitive environment. Strategic management consists of three separate processes that are interconnected and influence each other. This process includes - strategic planning, strategic execution and strategic control. Research conducted in companies has shown that the most important and underrated part is strategic execution (Mišanková & Kočíšová, 2014). Explanation of strategic management from the first of (Until, 2011a) Strategic management is

a system as a whole, connected to one of several existing components, influencing each other while moving together in one direction, (Lynch, 2019) Strategic management is a set of various activities that can lead to the formulation (formula) and implementation (implementation) of plans that aimed at achieving the goals of the company's organization, which then the understanding of strategic management from (Fred R. David, 2011), besides that he also spawned the concept of strategic management.

The concept is something that must be created and already exists and is used, also related to this strategic management, The concept of strategic management has several important components that must be considered by the organization. First, the organization must have a clear vision and mission. A clear vision and mission help organizations outline long-term goals that can be used as guidelines and guides for making business decisions. Second, companies must consider external environmental factors such as market trends, competition, and government regulations to understand existing business conditions and opportunities. In this case, SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) can be used to identify these factors. Thirdly, a business strategy should be created taking into account the resources of the organization. Such resources are not only financial resources, but also human, technological and infrastructure resources. A good business strategy is one that can use organizational resources effectively and efficiently. Fourth, the business strategy must be implemented correctly. Implementing a good business strategy requires coordination and synergy between all parts of the organization. In this regard, tactical and operational planning should be structured and systematic to ensure the successful execution of business strategies.

Fifth, evaluation and monitoring of business strategies must be carried out periodically. Evaluation assesses whether the business strategy implemented achieves the objectives that have been set. At the same time, the implementation of business strategies and improvements in case of deviations or changes in operating conditions are monitored. The concept of strategic management will at any time develop in accordance with the results of the development of this science itself, in addition to the concept of strategic management the need for implementation as a basis run by organizations and companies, strategy implementation is part of strategic management, whose success depends on its managers, employees, its organization, and changes in corporate culture. The main task of strategy implementation is to bring the strategy into the company's day-to-day decision-making process. It is important to find suitable indicators that describe the company's operations and measurement systems in order to eliminate the shortcomings of strategic implementation (Mišanková & Kočišová, 2014), With respect to strategic implementation, it is important to define strategy as a central part of the company's strategic management. Strategy becomes the operational policy that determines how resources are allocated and how business objectives are achieved (CISKO & KLIEŠTIK, 2009). But there is also a state in his research that the main reason for implementation failure, according to Alexander, is that practical managers, supervisors and managers do not have a practical model to base implementation. Without a proper model, they try to implement strategies without a good understanding of the many factors that often need to be considered simultaneously for successful implementation (Okumus, 2003).

Expectations for success in running well strategic management depends on human resources running in the organization or company, measurement in accordance with existing indicators in strategic management, the level of success depends on the existing industry, indicators that are often used in strategic management are: Sales growth: Increased sales can show the effectiveness of the strategy by increasing sales or increase market share. Survival: Increased profitability can indicate that the organization can generate more profits at lower costs or by increasing the selling price of the product or service. Customer satisfaction: A high level of customer satisfaction can be a sign that the organization has successfully met customer needs through the products or services offered. Functional efficiency: Increased operational

efficiency can indicate that the organization can reduce production costs or increase productivity. Innovation: The ability of an organization to develop new products or services that meet the needs of an evolving market can be a sign of success in strategic management. Staff performance: Good HR performance can show that the organization has successfully motivated and developed its employees to achieve the strategic goals that have been set.

Compliance with rules and regulations: Compliance with existing organizational rules and regulations can demonstrate that the organization is acting ethically and responsibly. Brand Reputation: A good brand reputation can show that the organization is successful in creating a positive image in the eyes of customers and society. The existence of this scientific article wants to see and prove the strategic management of various scientific articles, the purpose of this study is to provide views and help prove the results of scientific articles by review and provide perception from the author.

LITERATURE REVIEWS

Strategy Management

According to (Fred, 2017) strategic management is the process of formulating organizational goals, operating principles and objectives, as well as strategy and leadership for achieving organizational goals. In this definition, David emphasizes that strategic management is a process that involves several steps, namely the formulation of business goals, the formulation of policies and objectives, and the formulation of strategies to achieve goals and manage the organization, further according to (Barney & Hesterly, 2015) strategic management is a decision-making process that aims to create and maintain long-term competitive advantage, d In Barney's view, strategic management is a decision-making process, and its focus is on creating and maintaining long-term competitive advantage.

METHODS

The research method used is qualitative, by looking for literature sources related to those used in this scientific article from reputable journals, google scholars, and others. The use of metric tables to help describe scientific articles that researchers think are findings.

Tabel 1.1 Metrik Journal

Researcher, Title and Year	Purpose	Findings	Differences with this study
(Fred R. David, 2011) Strategy Management CONCEPTS AND CASES	This new edition offers a systematic and effective approach to Developing a Strategic Plan obviously, even in the worst of times. The changes made in this edition are intended to reflect the impact of new business concepts and techniques on strategic management theory and practice. Each page of this edition has been updated due to recent major changes affecting the company, culture, and country. The first edition of the text was published in 1986. Since then this textbook has become one of the most widely read, perhaps the most widely read strategic	Strategy management books with thoughts and Ideas about concepts and cases	Reference books that can be used in field Strategic management in relation to concepts and cases

	management books in the world. The text is now published in nine languages.	
(Wells, 2000) Strategic Management for Senior Leaders A Handbook for Implementation	Strategic management for executives: The Implementation Manual was developed as a supplement to the Handbook for Strategic Planning (Department of the Navy's Total Quality Leadership Office, Publication No. 94-02). This manual is designed to assist Department of the Navy (DON) administrators, komandan, koordinator Total Quality Leadership (TQL), and facilitator of strategic planning in managing the strategic leadership process. The Strategic Planning Handbook allows the top management team to do most of the planning work in developing the vision, mission, guiding principles, strategic objectives, strategies, and objectives of the organization. The next step is the completion of design work, publication of plans, implementation, implementation, measurement and evaluation. Strategic management for executives: The implementation guide continues this process and provides advice for these steps. This advice is based on experience gained in extensive work with client organizations in development, implementation, and implementation rencana strategis. This data is complemented by research that includes face-to-face interviews with DON and other government leaders who lead strategic management efforts in their organizations. Therefore, this manual should be considered as a guideline to assist managers in their decision making; It is not intended as a guide. Every organization has its own culture and mission. However, there are experiences and successful strategies that are the same for all. This handbook brings together these strategies and lessons for	Orang memiliki lebih banyak kepemilikan atas organisasi karena mereka berpartisipasi dalam rencana tersebut. Itu rencananya. Itu bukan rencana direktur pusat. Ini bukan rencana manajemen. Ini adalah bagan organisasi. Kamu memilikinya Leaders

	senior managers to apply in their own organizations. The ability to lead organizations into the future is a new skill for most managers. These are people who have a job to do and run a business. Bear such an answer leaves little time for reflection		
(Ingga, 2011b) MANAJEMEN STRATEGI (buku)	Business dynamics come from various sides, both external and internal, of course, the organization understands the need to conduct a comprehensive examination of various factors to reduce risk and increase competitiveness	Strategic Management is one of the courses that teaches how to analyze internal and external situations, conduct thorough research, find, prove, and evaluate these various factors to form a strategy	Book references on strategic management related to external and internal in this book
(Hussey, 2007) Strategic Management From Theory to Implementation	examine how the pieces fit together to help readers who may come to this book with different views	The limitation in describing strategic management is that the relationships between subthemes are not linear and resemble a plate of spaghetti with most threads connected to many others. Perhaps a can of worms would be a better analogy as the subject is constantly moving and evolving	Reference books are concerned with the application of theory and implementation in strategic management
(Vigfússon et al., 2021) Obstacles to strategy implementation and success factors: a review of empirical literature	To identify constraints and success factors affecting the implementation of empirical research strategies and to provide an overview of the empirical literature. Systematic literature review (SLR) used for Analyzed 35 peer-reviewed empirical articles	This paper complements theoretical and practical knowledge based on a systematic review of strategy implementation from 1980 to 2020. This paper enriches practical knowledge that relevant with the executor of the strategy as it captures and identifies the dualistic factors that influence the implementation of the strategy.	Review of articles in the field of strategic management regarding implementation and success factors in running strategy management
(Mišanková & Kočišová, 2014) Strategic implementation as a part of strategic management	This article is dedicated to strategic implementation in strategic management. The vision and mission of the company should be formulated in the business plan	Strategic management, strategy formulation and implementation are important tools for companies for future development and maintaining competitiveness. Effective implementation of the	

		established strategy is a fundamental factor for the future success of the company. The assessment of the effectiveness of the strategy is influenced by several decisions about its modification and implementation.
(Köseoglu et al., 2020) What are the key success factors for strategy formulation and implementation? Perspectives of managers in the hotel industry	The study examines how hotel managers describe strategies and identifies the most important success factors for their formulation and implementation	Hotel managers prioritize the analysis of competition and macroeconomic conditions over internal characteristics such as teamwork when formulating strategies. However, in the implementation phase, internal aspects such as employee participation and strategic consensus are in the foreground. The study makes an important contribution by examining how leading industry practitioners interpret success factors in their strategic management work, and highlighting areas that are largely overlooked in the hospitality industry literature.
(Miller, 1997) Implementing Strategic Decisions: Four Key Success Factors	report empirical studies aimed at examining the reasons for success or failure in the implementation of strategic decisions	highlights four factors that seem critical to successful implementation management: Support, objectives and clear planning as well as a supportive climate & m d a s h ; provided that accidents are not prevented. Perhaps surprisingly, other factors such as relevant experience, implementation priorities, abundant resources, appropriate structure, and flexible implementation seem to be less important.
(Poister & Streib, 1999)	Effective public management in the era of results-based management requires public	Effective strategic leadership is required to maintain or strengthen Public sector

Strategic Management In The Public Sector Concepts, Models, and Processes	authorities to develop strategic management skills, centralized management processes that integrate all essential functions and activities and direct them to drive the organization's strategic agenda. Strategic management aims to strengthen the long-term viability and effectiveness of public sector organization both in terms of policy, content and managerial skills. It integrates all other management processes to provide a systematic, consistent and effective approach to defining, achieving, monitoring and updating the strategic objectives of the institution. Strategic management is integrated in the sense that (a) attention is paid to common goals, problems and problems between different functional departments and levels of the organization; b) linking internal management processes and programme initiatives to desired outcomes in the external environment; and (c) linking operational, tactical, and day-to-day decisions with long-term strategic objectives	alignment between the organization and external stakeholders and deliver results in a clear mission and scope for managing the mandate. , values and vision.
(Poister et al., 2010) Strategic Management Research in the Public Sector: A Review, Synthesis, and Future Directions	The authors review public sector strategic planning and management research to understand what has been learned to date and kesenjangan pengetahuan apa yang ada.	The authors find extensive empirical testing of the impact of environmental and institutional/organizational drivers on strategic management, but also an attempt to understand the relationship between the evaluation of the strategic planning process and the organization. results or slight performance improvements. Comprehensive quantitative N analysis and comparative case studies can enhance knowledge in this critical area
(Ivančić, 2013)	The strategic management process requires managers to have at least three	reviews the literature on strategy implementation and connects a number of

The biggest failures in managing strategy implementation	responsibilities. implementing and evaluating the strategies	defining, implemented	critical points that are important to reduce strategy implementation errors and increase organizational effectiveness
--	--	-----------------------	---

According to the methodological presumptions of qualitative research, a literature review should be used. This means that it must be applied deductively to avoid influencing the researcher's line of inquiry. Exploratory research is one of the most crucial justifications for undertaking qualitative research (Ali and Limakrisna, 2013).

RESULTS AND DISCUSSION

Existing findings from scientific articles and books found by researchers who want to prove related to those used in this study, will be described as follows:

1. Strategy Management Concept

Studies from (Fred R. David, 2011) aim a systematic and effective approach to developing a clear strategic plan, even in the worst of times. The changes made in this edition are intended to reflect the impact of new business concepts and techniques on strategic management theory and practice. Each page of this edition has been updated due to recent major changes affecting the company, culture, and country. The first edition of the text was published in 1986. Since then this textbook has become one of the most widely read, perhaps the most widely read strategic management books in the world. This text is now published in nine languages, the author of this book produces strategy management with thoughts and ideas about concepts and cases, further studies from (Ingga, 2011b) where the purpose of this book is business dynamics come from various sides, both external and internal, of course organizations understand the need to conduct a thorough / comprehensive examination of various factors to reduce risk and increase competitiveness, with the results of writing Strategic Management is one of the courses that teaches how to analyze internal and external situations, conduct thorough research, find, prove, and evaluate these various factors to form strategies.

Subsequent studies (Poister & Streib, 1999) aim of this book Effective public management in the era of results-based management requires public authorities to develop strategic management skills, centralized management processes that integrate all functions and important activities and direct them to drive the strategic agenda of the organization. Effective strategic leadership is required to maintain or strengthen alignment between the organization and external stakeholders and deliver results in a clear mission and scope for managing mandates, values and vision.

From several findings of books and articles, the concept of strategic management has existed for a long time, and continues to grow until now the results of these findings also include distinguishing variables such as leaders used in one of the strategic management books, so researchers see this as evidenced by the results of literature studies that strengthen the writing of this scientific article.

2. Strategy Management Implementation

The results of the description of the findings in the metric table above regarding implementation in strategic management, will be proven and described as follows:

Studies from (Wells, 2000) with objectives Strategic management for executives: The Implementation Guidelines were developed as a supplement to the Handbook for Strategic Planning (Department of the Navy's Total Quality Leadership Office, Publication No. 94-02). This manual is designed to assist Department of the Navy (DON)

administrators, commanders, Total Quality Leadership (TQL) coordinators, and strategic planning facilitators in managing the strategic leadership process. The Strategic Planning Handbook allows the top management team to do most of the planning work in developing the vision, mission, guiding principles, strategic objectives, strategies, and objectives of the organization. The next step is the completion of design work, publication of plans, implementation, implementation, measurement and evaluation. Strategic management for executives: The implementation guide continues this process and provides advice for these steps. This advice is based on experience gained in extensive work with client organizations in the development, implementation, and implementation of strategic plans. This data is complemented by research that includes face-to-face interviews with DONs and other government leaders leading strategic management efforts in their organizations. Therefore, this manual should be considered as a guideline to assist managers in their decision making; It is not intended as a guide. Every organization has its own culture and mission. However, there are experiences and successful strategies that are the same for all. This handbook brings together these strategies and lessons for senior managers to apply in their own organizations. The ability to lead organizations into the future is a new skill for most managers. These are people who have a job to do and run a business. Such responsibilities leave little time for reflection. The result of this book is that People have more ownership over the organization because they participate in the plan, Regarding the plan.

A later study from (Miller, 1997) with the aim of the study was to report on empirical studies aimed at examining the reasons for success or failure in the implementation of strategic decisions, the results of the study were to highlight four factors that seemed to be important for successful implementation management: Support, clear goals and planning as well as a supportive climate — provided accidents were not prevented. Perhaps surprisingly, other factors such as relevant experience, implementation priorities, abundant resources, appropriate structure, and flexible implementation seem to be less important. Subsequent studies of (Ivančić, 2013) with the aim of research the strategic management process require managers to have at least three responsibilities: defining, implementing and evaluating the strategies applied, with the results of the study reviewing the literature on strategy implementation and connecting a number of dots critical that is important to reduce strategy implementation errors and improve organizational effectiveness, subsequent studies from (Köseoglu et al., 2020) with research objectives This study examines how hotel managers describe strategies and identifies The most important success factors for their formulation and implementation and results rather than internal characteristics such as teamwork when formulating strategies. However, on fase Implementation, internal aspects such as employee participation and strategic consensus are in the foreground. The study makes an important contribution by examining how leading industry practitioners interpret success factors in their strategic management work, and highlighting areas that are largely overlooked in the hospitality industry literature.

Subsequent studies of (Mišanková & Kočíšová, 2014) with the aim of being dedicated to strategic implementation in strategic management. The company's vision and mission must be formulated in the business plan, with the results of strategic management research, strategy formulation, and implementation are important tools for the company for future development and maintaining competitiveness. Effective implementation of the established strategy is a fundamental factor for the future success of the company. The assessment of the effectiveness of the strategy is influenced by several decisions about its modification and implementation. The results of this elaboration and proof are indeed references from books and scientific articles on strategic management related to implementation, so for implementation in strategic management, researchers strengthen and prove from the results.

3. Success Indicators

Indeed, there is no direct reference that states that this is an indicator of success in strategic management, so this explanation has been described in the introduction.

CONCLUSION

In accordance with the purpose of this scientific article or this research by wanting to prove that there are references to concepts, implementations and indicators that have not been proven directly by reference to scientific articles or books, it's just from one article from (Ivančić, 2013) where the results of the research are literature on strategy implementation and connect a number of critical points that are important to reduce strategy implementation errors and Improve organizational effectiveness, but all of that must be proven by further research by other researchers.

For researchers in the future, they can sharpen and provide results in strategic management, especially with indicators specifically for both research and books.

REFERENCES

- Barney, J. B., & Hesterly, W. S. (2015). *Strategic management and competitive advantage: Concepts and cases*. Pearson.
- CISKO, Š., & KLIŠTIK, T. (2009). *Finančný manažment podniku I*, Vydavateľstvo EDIS Žilina, 511 str.
- Fred, D. (2017). *Strategic Management concepts and cases*. Pearson Education.
- Fred R. David. (n.d.). *Strategic Management CONCEPTS AND CASES*.
- Hussey, D. E. (2007). Strategic Management: From Theory to Implementation. *Strategic Management: From Theory to Implementation*. <https://doi.org/10.4324/9780080498287>
- Ingga, D. I. (2011a). Manajemen Strategi. In *Paper Knowledge . Toward a Media History of Documents* (Vol. 7, Issue 2).
- Ingga, D. I. (2011b). Manajemen Strategi. *Paper Knowledge . Toward a Media History of Documents*, 7(2), 2.
- Ivančić, V. (2013). *Strategy Implementation obstacles*.
- Köseoglu, M. A., Altin, M., Chan, E., & Aladag, O. F. (2020). What are the key success factors for strategy formulation and implementation? Perspectives of managers in the hotel industry. *International Journal of Hospitality Management*, 89(June), 102574. <https://doi.org/10.1016/j.ijhm.2020.102574>
- Lynch, R. (2019). Towards an innovation link between dynamic capabilities and sustainability strategy: options for emerging market companies. *International Journal of Innovation and Technology Management*, 16(04), 1940003.
- Miller, S. (1997). Implementing strategic decisions: Four key success factors. *Organization Studies*, 18(4), 577–602. <https://doi.org/10.1177/017084069701800402>
- Mišanková, M., & Kočišová, K. (2014). Strategic Implementation as a Part of Strategic Management. *Procedia - Social and Behavioral Sciences*, 110, 861–870. <https://doi.org/10.1016/j.sbspro.2013.12.931>
- Okumus, F. (2003). A framework to implement strategies in organizations. *Management Decision*, 41(9), 871–882.
- Poister, T. H., Pitts, D. W., & Edwards, L. H. (2010). Strategic management research in the public sector: A review, synthesis, and future directions. *American Review of Public Administration*, 40(5), 522–545. <https://doi.org/10.1177/0275074010370617>
- Poister, T. H., & Streib, G. D. (1999). STRATEGIC MANAGEMENT and Processes. *Public Productivity & Management Review*, 22(3), 308–325.
- Vigfússon, K., Jóhannsdóttir, L., & Ólafsson, S. (2021). Obstacles to strategy implementation and success factors: A review of empirical literature. *Strategic Management*, 26(2), 12–30. <https://doi.org/10.5937/straman2102012v>

Wells, D. L. (2000). *Strategic Management for Senior Leaders: A Handbook for Implementation of TQL Office TQL*. 173.