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Abstract

Establishing a strong brand identity allows business to set differentiation, personality, consistency, awareness, and loyalty among customers. An organization's brand is its identity, and this image will be portrayed to all employees and customers-therefore making it one of the business' most valuable assets. It is also paramount to note that, business identity is an essential reason why many companies stand out from their competition. A strong business identity helps an organization set itself apart from its competitors and maintain a personality that the public can easily associate the brand. It is however important to note that business identity is not the same as a business's image. The process of strategic management includes analysis of the internal and external environment, formation of strategy, implementation of strategy, and evaluation of strategy. The theory of strategic management is analyzed within an integrated model of context, content and process. The study established that there are two strategic management approaches to strategic management being employed by businesses in Italy to achieve business identity: The Prescriptive Approach which works best in a stable environment and Emergent Approach which is used in an unpredictable fashion. These approaches are the widely known strategic models and must be examined thoroughly within the context of the fast paced, highly competitive and increasingly dynamic business environment. The prescriptive approach, also known as deliberate strategy is a deterministic and systematic plan of action designed to achieve a specific goal for the long term. It is usually the responsibility of the top management to establish lucid strategic directions through analysis and evaluation and then implement them through the successive layers of the organization. On the other hand, the study established that an emergent strategy approach increases flexibility in times of turbulence and allows the business to respond to opportunities and make the most of the threats. The study recommends that business managers in Italy should strive to adopt the two approaches to strategic management if they were to realize business identity.

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Keywords: *Strategic management, Strategic approaches, Business identity, Brand image.*

1.0 Background to the Study

Business identity is an essential reason why many companies stand out from their competition (Rop, 2022). A business owner can easily leverage the benefits of great branding to win more customers and retain them. According to Black, Megehee and Fabian (2022), Business identity likewise aids to grow faster than various other organizations on the same degree. The longitudinal timeframe shown by the equally influential connection displays a really informal or common partnership between company identity as well as administration strategy (Xiao-ting, 2022). The adjustment of an organization can materially affect change by avoiding, shaping or facilitating efforts that are set for the improvement of business performance. According to Tam, Kim, Grunig, Hall as well as Swerling (2022), the equally reliant partnership between the strategic monitoring as well as firm identity is non-longitudinal, as well as the partnership displayed does not have a laid-back effect. The two phenomena associate with each other in regards to reasoning, rationalization, and also acknowledgment. The connections of both phenomena cannot be marked as the same, and also are dyad. The equally prominent partnership between firm approach and identification discloses the facet of connection and also symbiotic web link (Achmad & Yulianah, 2022).

Strategic management entails a future-oriented procedure of developing as well as executing Human Resources programs that attend to and solve business troubles and straight add to significant lasting service goals (Hamid, Muzamil & Shah, 2020). Human Resources surveillance was when mainly an administration attribute focused on day-to-day duties such as employee recruiting as well as choice along with taking care of fringe benefit. Changing labor market troubles as well as new organization thinking require Human Resources organization methods that include hiring as well as keeping the right people, in addition to supplying honest and also social management. Strategic planning provides wonderful difficulties along with chances for Human Resources professionals. Mostly all leaders in the most significant worldwide companies are connected with calculated decision-making as well as additionally take part on the organization's method group, in addition to a mass of Human Resources professionals report that tactical planning enters into their feature. On the other hand, human resources specialists in great deals of device as well as little companies are hardly ever connected with organization or practical vital preparation. Subsequently, to achieve resilient critical HR goals along with to be a principal in the firm's essential prep work procedure, some Human Resources divisions may need to persuade elderly monitoring of the worth in addition to repayment Human Resources can supply.

The mutual relationship between company identity and strategic management reveals that the nature of a company strategy depends on the state of corporate identity. The company image also determines how decisions are being made, in an effort to ensure that customer trust is maintained (Harfield, 2011). Organizational strategy examine the business identification as well as also serves as a reinforcement. The form of the firm is formed by the corporate identity- during the development of any type of approach, the company identity need to be taken into consideration. For instance, the possession of the company can be vested on the financiers and debtors. The image of an organization, as specified by the culture specifies the means the management formulates policies and also execute them. As an example, the Barclays Financial institution PLC's business approach on the improvement of financing generation relies on just how consumers have actually evaluated the company in terms of degrees of service as well as the series of products used.

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Financing approaches such as establishing rate of interest and the optimum car loan restriction are established by the willingness of the customers to borrow at the prices or ahead for various other monetary services at the proposed or existing rates (Barclays Bank PLC, 2018).

The attributes of the market in which the companies are to be evaluated and its competitive advantage requirement to be identified for creating a human resources strategy. Personnel monitoring is required, likewise critical for the efficiency of your organization. Any practical company needs personnel, or ability, to progress the enterprise mission, values and also principles. In addition to naturally, to do the work. Strategic workers administration makes it possible for alignment in between the Human Resources or Human Resources attribute as well as your company's business objectives. Worker approach differs from standard HR in a number of important ways. HR technique is lasting and likewise concentrates on labor force planning along with growth from a forward-thinking point of view. Normal Human Resources, or workers as it was once described as, is concentrated extra on the transactional nature of workers, such as assessing applications, maintaining a census of FTEs (full time equivalents) and also signing up with talent for insurance coverage advantages. Strategic workers monitoring, on the other hand, concentrates on lining up staff member credentials with the organization's manpower needs. This kind of HR management provides staff member training along with development to prepare the workforce for solid growth, in addition to the employee's professional development.

According to Sarasvuo (2022), corporate identity and company strategy act as checks for each other. In most instances, senior managers explicitly and implicitly refer to the societal views about a firm, before any corporate decisions are made (Elms, 2020). Consultations are made to the stakeholders, especially those involved in the actual transaction of stock. The direct stakeholders give information regarding the nature of the market and through the decisions, the management can formulate or implement policies that are corresponding to the prevailing market conditions. In 2016, Barclays Bank PLC realized that the germane for a good company image is maintaining the ethos of familiarity and being fair to the clients. The company codes of conduct were made strict to conserve and improve the public image of the company, through the use of customer relations seminars and notices. The sales promotion activities were done in accordance with societal standards, to protect the company's corporate identity.

Furthermore, companies require employees approach to continue to be on the same level with your rivals as well as unavoidably to go beyond those rivals' capabilities if you mean to wind up being best-in-class in the market or in your market (Kostova, 2022). Since personnel strategy concentrates on specific in addition to business growth, you additionally require a strategic plan for maintaining work gratification as well as participation throughout your labor force (Gabr, 2022). The key to making your personnel approach much better is to be favorable, not reactive. And also when you broaden your employees approach, record it yet do not enable that strategic plan simply continue to be on the back-burner. Include your personnel employees in the growth of a method. Both Human Resources surveillance and likewise staff member have to be related to interaction regarding tactical activities because everybody in the division will have crucial input (Speckemeier & Tsvirikos, 2022). While the manager or director will absolutely be the person in top-level conversations with executive management, they ought to provide ideas from all individuals associated with the communication. The supervisor ought to also give credit report where financial obligation schedules, especially if HR team include suggestions that function to the firm's benefit.

Nair, Khobdeh, Oksoy, Guldiken as well as Willis (2022) say that the awareness of vital fit within business architecture is a necessary challenge for companies. Research study in the field of business modeling has actually resulted in the advancement of a wide array of modeling approaches that offer graphs to enhance the understanding and likewise communication relating to business design. As these strategies simply provide partial services for the trouble of recognizing tactical fit, the Process-Goal Positioning technique is presented in this paper. This strategy incorporates the visual expressiveness of warmth mapping techniques with the logical capacities of effectiveness measurement as well as additionally Strategic Monitoring structures to provide an understandable and also educated modeling language for the realization of calculated fit within a business's organization style (Döngül & Cavaliere, 2022). Organizational actions and also its effect on success is determined by the approach with which it handles to maintain as well as drive the offered sources successfully during technique implementation. The favored results from a strategy experience the level of synchronization of organization environment to the needs of technique's application. Intentional layout for every technique differs with the function for which it is established as well as problems for its implementation. As a result, the forecast of method's result might become different in each special circumstance.

Method visualization as well as remedy, as well as its implementation aided with strategic fit come across some difficulties producing an area between (Konjkav & Monfared, 2022). It is a vital element to introspect beforehand to ensure boost in business efficiency. Keeping an eye on the weaknesses and also risks throughout tactical implementation in addition to thinking of the toughness and also opportunities acknowledged throughout technique formula might lead to a successful and also well-handled calculated fit. Doorperson asserts that a fit drives both, competitive advantages as well as sustainability. Expectancy to find a method accomplished as regular with its visualization & remedy is driven by number of mandates (Zinchenko, Privarnikova & Samoilenko, 2022). The individual oriented reasoning of technique formula is affected by the environments in which approach is imagined. The scenarios throughout strategy formula could change during strategy application because of company and also environmental contingencies. The core trouble in such problems is managing a scenic view of unpredictability underlying each step of strategy application as well as solving the functions to satisfy the business purpose. Recommending a crucial fit to resolve this area requires a mix of organization values, settlement power in addition to behavior projecting for temporary objectives in addition to the perseverance to apply it (Zinchenko, et al., 2022).

According to Çark (2022), tactical administration is the framework of a strong service since, when successfully utilized, it makes sure that the firm in its totality is interacting to reach its goals. This gives the business a better chance to do well. Reliable determined workers monitoring can take care of these record low participation levels with innovative initiatives. Software Application Firm Intuit, as an example, presented its Spotlight program which beams a light on staff members that have actually attracted attention in some way performance, devotion, technology. The employee is granted with existing cards or philanthropic payments in their name. Considerably, a research conducted by the Stanford Graduate School of Organization showed that 93% of employees felt that obtaining Limelight honors assisted to inspire them to maintain a high degree of performance (Akbar, 2021). In great deals of techniques, calculated employees keeping track of can provide a considerable competitive advantage to an organization. Demand-driven employment, a gender-balanced office, high staff member inspiration, as well as likewise a solid management group all integrate to produce a business that prepares to welcome modification.

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Strategic implementation is fretted about lining up the organization framework, systems as well as treatments with the picked technique (Păun, 2021). It involves selecting when it involves matching approach as well as likewise organizational framework and also giving business management essential to the method and monitoring the efficiency of the method in obtaining the organization's goals. Strategic administration is the treatment of creating, performing along with examining company approaches to accomplish company purposes. Cunningham' has defined calculated hand-lament as a means whereby firms prepare to handle the various facets of administration like difficulty understanding, various reasoning, considerable sources, decisions making, innovations, taking threats and additionally encountering changeability.

According to Bourgeois (2020), crucial monitoring is a means whereby tracking in an organization creates function as well as seeks that purpose using the co-alignment of service sources with environmental possibilities and likewise restrictions. Because the terms technique in addition to tactical administration are presently specified, we prepare to define the term 'Strategic Human Resource Surveillance. Strategic human resource monitoring is to make sure that employees' management is entirely incorporated right into determined preparation that HRM intends cohere both across strategy locations as well as throughout hierarchies which HRM strategies are authorized as well as used by line supervisors as part of their everyday job, believes Visitor (Rajnoha & Lorincová, 2020). The success of a company depends on people therein; this suggests just how they are a/c established, as well as motivated along with kept in the company play a crucial role in the organizational success (Williams et al., 2020). Then this thinks a necessary approach towards employees' functions and additionally basic service attributes of a company.

Consequently, crucial HRM recommends an essential check out human resources attributes according to service functions of a company. We have already specified that critical service plan is developed to achieve competitive advantage. From this certain technique for every as well as every helpful area viz., advertising and marketing, money, manufacturing treatments as well as likewise personnels require to be reeled in positioning with tactical company technique to execute business plan. To put it simply, the remedy of service method is integrative with the formula of beneficial strategies (Dang, Le, & Pham, 2021). Right here, personnel approach assumes much more significance since it provides human resources for various other practical places similarly. Strategic service entails elderly managers reviewing the interaction in between critical elements as well as making vital options that route supervisors to fulfill the organization's objectives. Some strategies are established at the corporate, firm as well as details practical degrees.

The principle of critical selection likewise accentuates tactical management as a 'political process' where decisions as well as also activities on issues are taken by a 'power-dominant' group of supervisors within the firm. Method execution is a place of job that concentrates on the strategies utilized by managers to implement their methods. In particular, it refers to tasks that manage management style, the framework of the company, the information as well as control systems, as well as the surveillance of human resources. Prominent tracking specialists and also academics (for example Champy, 2019; Kotter, 2019) emphasize that management is one of the most essential in addition to tough part of the critical implementation treatment. Method evaluation is a task that identifies to what level the actual adjustment along with efficiency match the desired modification along with performance. The determined administration style highlights the 5 considerable tasks as developing a reasonable as well as also straight procedure. It is, however, essential to keep in mind that it is a normative variation, that is, it demonstrates just how calculated management ought to be done rather than describing what is in truth done by elderly managers (Wheelen & Appetite,

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2020). As we have actually already born in mind, the suggestion that tactical decision-making is a political treatment implies a possible room in between the theoretical layout as well as truth.

1.1 Statement of the Problem

Doing business in Italy is rewarding indeed. This Mediterranean country is the 8th largest economy in the world and the 4th largest in Europe in terms of GDP. It has a large highly educated population as well as a strategic location and modern developed infrastructure. The most active industry sectors are information & communication technologies, consumer goods, life science, renewable energy, engineering products and high-tech design. However, despite all the above benefits, Italy ranks only 58th out of 180 countries regarding ease of doing business. Regrettably, Italy was badly struck by the 2008 credit scores crisis, causing limited funding streams for businesses. Therefore, obtaining credit history in Italy is harder than in many various other European countries. According to International Finance Corporation and the World Financial institution, the country places only 119 by the ease of obtaining debt. Recognizing organization identity in Italy can be testing at times due to several delays and complex administration. In Italy, business competitors not just contribute to cost stress as well as identity complexity, but likewise make it more difficult to obtain and also hold a position. They leave fewer holes out there to make use of as well as less application automobiles to have. Power structure is necessary in Italian company society and also Condition is commonly based on age as well as placement. Every person consisting of those who hold lower conditions is typically offered the chance to speak during meetings; nonetheless, credit report for decisions is generally given to the person of the greatest condition. This makes it extremely tough to develop business identity.

2.1 Empirical Review

Italy has been in financial decrease considering that the late 1980's. They are experiencing a shrinking economy, falling short stocks, increasing unemployment, and also task cuts. Without reforms, the economic climate is just anticipated to grow at only 0.8% yearly from 2006 to 2010 according to nation experts Lorange & Turpin (2014). Impressive business strategy teacher in addition to specialist Michael Doorperson contends Italy's company method has been at least partly responsible for the absence of ability of Italy to reclaim their position of globally business dominance experienced in the early 1980's (Concierge & Takeuchi, 2019). Porter contends his generic methods of cost leadership, distinction in addition to focus require to be utilized if companies anticipate to obtain a competitive advantage and undoubtedly complete in the global economic climate. Eventually, Concierge believes nationwide policy needs to aid with using the generic strategies so as to get as well as protect an affordable economic benefit. As necessary, the Italy's government has set up the Doorperson Prize to encourage Italy's solutions to make a shift to the common approaches upheld by Porter.

Doorperson's generic method of cost management concentrates on getting competitive advantage by having the most inexpensive expenses and also expenditure structure on the market. To attain a low-cost benefit, a business should have a cost-effective management mindset, cost-effective manufacturing with quick circulation and additionally replenishment, and also a workforce dedicated to the affordable approach. The organization has to agree to discontinue any sort of tasks in which they do not have a cost benefit as well as could contract out tasks to various other companies having a cost advantage. There are numerous ways business accomplish expenditure monitoring including mass production, mass distribution, economies of scale, technology, product style, input cost, capacity use resources, as well as additionally accessibility to resources. Expense

<https://doi.org/10.53819/81018102t4088>

leaders work to have the lowest service or product system costs and additionally can withstand competitors with their lowered cost structure.

Italy uses this approach a great deal much less frequently than various other nations. Simply 7.6% of the business checked had approaches looking like Concierge's differentiation technique. Horiba's Engine Dimension Instruments and also Equipment department, otherwise referred to as the Engine Division, is a good example of a Italy's firm making use of the distinction technique to obtain a competitive advantage. This division supplies analyzers and turnkey systems for engine development, discharges qualifications, in addition to R & D. Although there are a series of various things marketed around, the Engine

Department's essential product is exhaust gas analyzers, which represent 90% of department sales (Concierge Prize Organizing Board, 2015). These analyzers stand out because of the fact that they abide by tidy air legislations along with their rivals' products do not. Their items are likewise important to automakers developing fuel-efficient crossbreeds and also diesels. The boosting globalization of markets as well as likewise markets has actually drastically changed companies' inexpensive problems. It has actually stepped up international competitors and the range of relationships in between companies in various countries (Wiersema and Bowen, 2018), developing worldwide as well as additionally international networks of calculated web links. Note that networks of affiliations are from this point forward called simply networks. By affiliations, we indicate alliances, combining and likewise procurements, setups as well as also contracts (Nohria and Garcia-Pont, 2019).

The transforming service ambience lays a difficult system for any kind of type of strategy to be carried out as left its components of solution. Among the considerable factors for such issues is the multidimensional nature of strategic fit. Common strategies of approach solution prevent the strategists from conceptualizing the calculated fit exactly. Environmental in addition to organizational backups influence the training course of computed fit's application. Consequently, the predicted actions of a critical fit wanders as well as quitting working to supply on the notes of its unique expertise. Basing themselves on empirical examinations of countless other scholars in this field, Gulati, Nohria and Zaheer (2000) used additional attributes for the dimensions moot and additionally demonstrated how they have tactical effects, creating possibilities as well as risks at market level, and durability as well as weak points at corporate level. They also unconditionally suggested that network administration could be considered another key dimension, at business level.

For operationalizing tactical network evaluation, Knoke's (2016) principle of egocentric network influenced the principle of firm 'vanity web': network developed by the focal firm and its main calculated buddies and likewise collaborations within the context of its worth web. Brandenburger as well as Nalebuff (2017) define the last as a network that includes all calculated actors both buddies as well as also non-partners in its budget-friendly sector, as well as likewise their interdependencies, that contribute to tape-recording and likewise producing worth that is considerable for the competitive advantage of the focal company. Where relational logical frameworks were concerned, just a few suggestions were uncovered in the literature, substantially those developed by Expert, Wasserman and likewise Faust (2006), Gnyawali and also Madhavan (2001), Madhavan, Koka and Prescott (2018) in addition to McEvily as well as Zaheer (2019).

Confronted with an unpredictable calculated landscape abroad and likewise major monetary as well as political constraints in your home, Italy is undertaking a lengthy treatment of 'adjustment'

<https://doi.org/10.53819/81018102t4088>

in order to seek its diplomacy purposes properly (Berger et al., 2017). This adjustment has required a much more substantial technique towards security as well as protection connections throughout the location. In order to 'form' the regional security atmosphere in a way that is kindly to its very own national passions, adjustments in Italy's total placing policy both the recalibration of its US-alliance partnership as well as additionally its varied tactical cooperation cannot be divided from the bigger inquiry of international as well as additionally safety policy change which has actually taken place since completion of the Cold War (Berger et al., 2022). While analysts are split over whether to identify this change in Italy's international position as 'supporting' (Oros, 2008), or 'remilitarizing' (Tanter, 2019).

3.0 Methodology

This was a purely desktop literature based study in which relevant studies were reviewed comprehensively to come up with study themes.

4.0 Findings and Discussion

Based on the reviewed literature, strategic management is extremely important in the realization of business identity because it can provide managers with a systematic and comprehensive means to analyze the organization's internal and external environment, assess strengths and weaknesses, both internally and externally, and identify opportunities through which they can develop and exploit competitive advantage. The research has established that the strategy execution procedure consists of 6 fundamental actions, which are: strategy mapping, technique positioning, technique cascade, personal & process positioning, method refinement and also approach development support. Hence, we can claim that the primary duty of any kind of tactical supervisor will be generally in developing, applying, as well as managing the long-term service approach. In the current years, increasingly more relevance has been put on brand and brand name identity. Agencies are worrying themselves with proposing branding options to organizations, as well as whole groups are devoted to guaranteeing success in this area. Needless to say, investing in brand name identity can consequently demand substantial effort and also budget plan. You might be questioning what the value of brand name identification is, as well as if it actually benefits your organization. In this post, we will be discovering the term and also its importance to modern companies.

Moreover, the mutual relationship between company identity and strategic management reveals that the nature of a company strategy depends on the state of corporate identity. The firm photo likewise establishes exactly how choices are being made, in an effort to make sure that client depend on is maintained. Business approach checks on the firm identity and likewise serves as a reinforcement. The shape of the business is shaped by the company identification- during the formation of any type of strategy, the company identification should be considered. For instance, the possession of the business can be vested on the capitalists and also customers. The image of a company, as defined by the society specifies the method the administration develops policies as well as apply them. For instance, the Barclays Bank PLC's business strategy on the renovation of money generation depends on exactly how customers have assessed the firm in regards to degrees of service and the range of products supplied. Lending techniques such as establishing rate of interest and also the optimum lending restriction are identified by the determination of the clients to obtain at the rates or ahead for various other financial solutions at the recommended or existing rates.

Some of the strategic approaches being used in Italy to realize business identity includes; the first approach is collaborative strategy (Corporate Strategy), which is thought about one of the highest levels in making a great approach in any company as it cares a lot about the whole development of the business especially within the organization as well as it also supplies direction for the organization particular to the kind of service in which it need to spend. The 2nd one is business method which is a technique that can be quickly implemented on the ground for organizations especially that have various companies, and also each of them needs collaborating with a separate approach. The goal of this method technique is usually to winning the competitive advantage in fixed markets. The 3rd approach is useful approach, which is the execution of organizations and company approaches. These methods are the steps considered the reliable implementation of the highest level of methods as they take care of a somewhat limiting plan which supplies objectives for a particular function. Additionally, the study established that an additional vital technique approach is operational technique. Operational strategy includes identify the organization's organization strategy and also improving the tactical led and also operational plans, with the function of allowing organizations to effectively execute the whole method of their business.

5.0 Conclusion

Based on the findings from the reviewed literature, it can be concluded that the implementation of the strategy to realize business identity is about transforming the desired plans that were formulated in the previous step into reality to reach the desired goals. The success of any business depends on its ability to implement and implement decisions efficiently and productively and to build a long lasting identity. The study also concludes that strategic alignment is what guarantee the functioning of a distinct structure for the organization in addition to the use of all resources that upholding the strategy. Effective outcomes additionally call for sensibility of the wider atmosphere. It enhances efficiency through organization renovation. With it the concept of planning on its own without using any type of control would obviously have little practical value; for that reason, intending constantly needs a functional control process. The strategic procedure modifications at all times, yet not at a constant rate. Hence, there have to be constant adjustment as well as re-evaluation. After applying the steps of the tactical monitoring procedure, it is important to continue with it regularly to keep pace with the external and also internal difficulties that appear periodically.

6.0 Recommendations

The study concludes that, since overall objectives will be set to achieve the organization's mission and vision, business managers should be encouraged to consider the impact of their decisions, action and inactions on the organization's long-term performance. Businesses in Italy should adopt these two approaches to strategic management since every member of the organization (ideally) understands the organization's goals and processes. The company hierarchy is clear to all members of the organization. Because goals are clearly defined, success can easily be measured.

The study has found out that decision making and levels of motivation improve when people have a clear understanding of what the organization is trying to achieve. This is because they are able to focus on its future. These advantages are amplified when the key people in the organization are given the opportunity to contribute to the strategy development process. This includes giving their thoughts, ideas and concerns about where the future direction of the organization and what needs to change in order to get there. The result is a coherent strategic plan that everyone is committed to which, greatly increases the chances of it succeeding. The prescriptive approach can result in

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unintended consequences when activities are based on incorrect assumptions. This tends to happen when people stick to the strategic plan too religiously and refuse to make changes when they see it is not working. It is also true that the organization can miss opportunities that present themselves either in the internal or external environment if they are too focused on executing their strategic plan to the exclusion of everything else.

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