

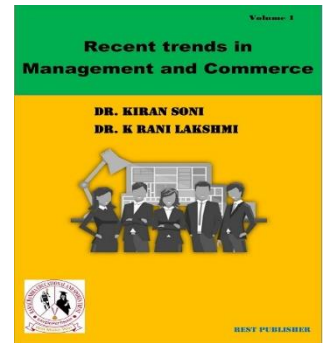


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Evaluation of Strategic Management using DEMATEL Method

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Abstract: Strategic Management. Setting goals, policies, and objectives to increase a company's or organization's competitiveness is known as strategic management. Generally speaking, strategic management entails the efficient use of persons and resources to accomplish these objectives. By developing new corporate goals, establishing reasonable and doable objectives, and reviewing, evaluating, and improving to help organizations recover competitiveness, strategic management techniques assist businesses in finding direction and expanding. As a broad management discipline, the strategy offers a comprehensive perspective of the most crucial internal and external aspects that a company needs to take into account. Such a perspective aids in the organization's compatibility with both its internal and external environments. Organizational action is governed by strategy. Setting organizational goals, examining competitor behavior, reviewing the internal organizational structure, assessing current tactics, and ensuring that strategies are executed across the board are all part of strategic management. You can use either prescriptive or descriptive strategic management. Planning, monitoring, analyzing, and evaluating all requirements continuously is what is meant by strategic management. Businesses must always review their success methods due to shifting business circumstances. DEMATEL (Decision-Making Trial and Evaluation Laboratory). They are divided into analyses using Strategic Management in Industry, Competitors, Customers, Suppliers, and Stakeholders in the value. Industry, Competitors, Customers, Suppliers, Stakeholders. Industry, Competitors, Customers, Suppliers, and Stakeholders. Industry got the first rank whereas Competitors, has the lowest rank.

Keywords: Strategic Implementation, Model, 7S", DEMATEL Method.

1. INTRODUCTION

Over the past ten years, the area of strategic management has developed and is now at a pivotal point in its evolution. This essay presents an integrated research and teaching agenda that motivates academics in our subject as a possible path for how the field may develop. There are significant obstacles and risks ahead. The fact that students at many of the best business schools currently do poorly in their strategic management courses is only the tip of the iceberg. In the 1980s and the early 1990s, these schools routinely obtained excellent teaching evaluations. In many institutions today, business students favor lectures on subjects like corporate finance, technology management, and entrepreneurship. Occasionally, strategic management-focused departments have disbanded. Even in institutions with outstanding strategic management programs, the course material might not be entirely current. Due to the reputational lag in younger journals, the number of strategy journals and other high-impact research institutions has not expanded as quickly as necessary, which means that strategy researchers are fighting for less space in research publications and promotion tenure outcomes. Content analysis is frequently used by strategic management academics to gather difficult-to-find data from more extensive research streams. The application of content analysis in the analysis of narrative texts, such as news releases, annual reports, mission statements, interview transcripts, or other archival materials, enables the seamless investigation of several assertions, beliefs, and more. Top executives who are typically difficult to find elsewhere. Despite its popularity, content analysis is challenging and necessitates more work from researchers to ensure accuracy in data coding and subsequent analysis. Researchers advise using computer-assisted content analysis for the coding of organizationally produced texts, such as annual reports and mission statements, in order to allay these worries. The Strategic Management Journal supports studies that address significant research issues and phenomena in order to produce fresh insights. We think that when it comes to critical issues in the field of strategic management,

qualitative research frequently offers a means of identifying common trends. Qualitative research has made significant contributions to strategic management across a wide range of disciplines. Topics covered include decision-making, organizational learning, dynamic capacities, strategy renewal, acquisitions, diversification, top management teams, internal organization, and collaboration across organizations. A level of precision and nuance that would be challenging or impossible to acquire using only quantitative approaches can be achieved by certain qualitative research that focuses on processes and other qualitative research that addresses structural phenomena. Each emphasis type offers a foundation for upcoming theoretical and empirical research. Managing the interface between the numerous (sometimes conflicting) expectations of an organization's many stakeholders in relation to its strategic goals is one of the most crucial responsibilities during the formation of a strategy. Despite the fact that there is a substantial body of literature on stakeholder management, the ideas have not always been developed in a way that is practical. In order for companies to manage their stakeholders in ways that achieve their strategic goals, this research aims to increase the practice's level of clarity. This has consequences for the advancement of stakeholder management principles. An internal memo from the Stanford Research Institute describes stakeholders as "those groups without whose support the organization would cease to exist" in early work on them. However, other authors have proposed including organizations or people impacted by the firm and those impacted by a firm's shareholder structure. Because of the variety of demands that different stakeholders might make on a company, it is important to understand who those stakeholders are.

2. STRATEGIC IMPLEMENTATION

In the past, strategic planning has been thought of as a successful method of putting strategy into practice. The development of a comprehensive strategic plan, which is a component of the implementation of the strategy, involves strategic planning in the formulation of the strategy. The process of creating strategic plans at lower hierarchical levels is integrated into strategic planning. Strategic planning is no longer an option for strategy execution in the modern era since new opportunities and insights for effective implementation have emerged over time. We can see the organizational components that provide the business plan with its fundamental and long-term institutionalization. The primary implementation tools are control, reward, and management tools. These elements stand in for company management, company culture, and organizational structure. Control is employed largely as a method of regulation with an emphasis on generating tangible results and responding to new circumstances, rather than just for performance review. The most successful management tool for coordinating staff activities with strategy is thought to be rewarding. Plans, budgets, policies, processes, and rules are all examples of management tools. We can state that if the plan is not carried out across the organization, it will not be successful. It is founded on a review of pertinent literature.

MODEL, 7S: The model has 7S "hard and soft" elements. Hard aspects are simple to describe and are directly impacted by management. The model's three rigid elements are:

Strategy: The way the company fulfils its mission and responds to external opportunities and dangers shows how it understands and applies the strategy to both internal and external factors.

Structure: Implementing strategy is aided by organizational structure, inferiority and superiority relations, and several other factors.

Systems: Information that supports planning, control and strategy implementation is concerned with both official and informal day-to-day actions and procedures carried out by personnel.

The soft components of the model, on the other hand, are more difficult to describe, less precise, and influenced by organizational culture. The soft factors are just as crucial to the company's success as the hard ones are. Soft model components:

Style: Implementing the plan is influenced by several critical aspects, including the company's leadership style and the choice of that style.

Staff: The appropriate people need to be in the proper positions in an organization since employees and their core competencies are crucial success factors.

Skills: Companies should concentrate on enhancing employees' current capabilities, broadening their knowledge, and obtaining experiences in the future.

Shared values: The company's work is founded on the values embodied in the strategy, which are an important component that impacts the performance of all other aspects. The company's culture also promotes the development and application of the strategy because it is built on shared values.

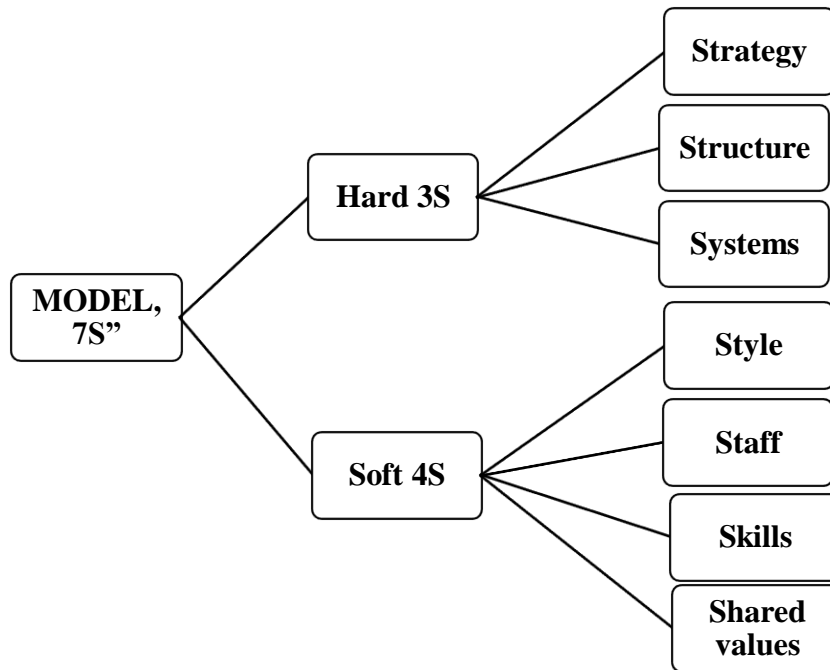


FIGURE 1. Model

3. DEMATEL METHOD

The DEMATEL technique can Specific hassle, pinup Bound troubles, and structural modelling strategies that may make contributions to figuring out solutions that could paint thru a hierarchical shape, identifying the interdependence among the additives of an organization for a purpose, and influencing the fundamental Concept of situational relations Due to the influence of the elements The chart uses loads of directional graphs. Built on the basic precept of DEMATEL, it executes Issues via visualization techniques Analyses and solutions. Modelling this structure Approach adopts the form of a driven diagram, which is a causal effect for presenting values of influence between interrelated relationships and factors. By analyzing the visual relationship of conditions between systemic Factors, all components of a causal group and the effect are divided into groups. It also provides researchers with Structure between system components Better understanding of the relationship and complexity for troubleshooting computer problems can find ways. The DEMATEL system is integrated with Emergency management together with Manage. In the manner proposed, it is not necessary to defuzzify obscure numbers before using the DEMATEL method. Therefore, this method is uncertain of whether evaluation Will truly reflect the character. Finally, to get the final results from different aspects Twice in each integrated PPA We use DEMATEL, which is ours. Decision Testing and Assessment Laboratory (DEMATEL). The DEMATEL method is a powerful method of gathering team knowledge to build a structured model and visualize the causal relationship of subsystems. But crisp values The ambiguity of the real world Is adequate reflection. DEMATEL explores the interdependence between equity The number of investment factors and factors and ANP to assess their dependencies Integrated. This section is, first of all, DEMATEL Establishes network relationships through, secondly, for each factor ANP to increase weight compared to Uses. Third, a systematic data collection process is provided. The DEMATEL method effectively calculates the consequences between criteria, which efficiently separates the set of complicated elements right into a sender organization and a recipient institution and transforms it right technique to choosing a management gadget Between alternate configurations Explicit Priority Weights come from in addition, the ZOGP model allows companies to make full use of limited resources for planning to implement optimal management systems. DEMATEL methods. This influence and causal Group barriers pro or Source for affected group barriers Can be considered due. Therefore, to effectively implement electronic waste management, barriers belonging to a causal or an influential group Should be considered on a priority basis. Therefore, decision-makers need to determine obstacles. The legal framework is strong. Make sure it is controllable to minimize impact or influence barriers. Therefore, derived from ISM and DEMATEL methods the results are somewhat consistent. Integrated ISM DEMATEL Results for e-waste management constraints determines not only the structure but also the structure and the interactions between these barriers.

4. RESULT AND DISCUSSION

TABLE 1. Strategic Management

	Industry	Competitors	Customers	Suppliers	Stakeholders	Sum
Industry	0	8	2	6	7	23
Competitors	11	0	1	4	8	24
Customers	25	2	5	3	1	36
Suppliers	7	5	8	0	9	29
Stakeholders	6	4	9	3	0	22

Table 1 shows that DEMATEL Decision making trail and evaluation laboratory in Strategic Management of the Industry, Competitors, Customers, Suppliers, Stakeholders sum of the pair in the value zero.

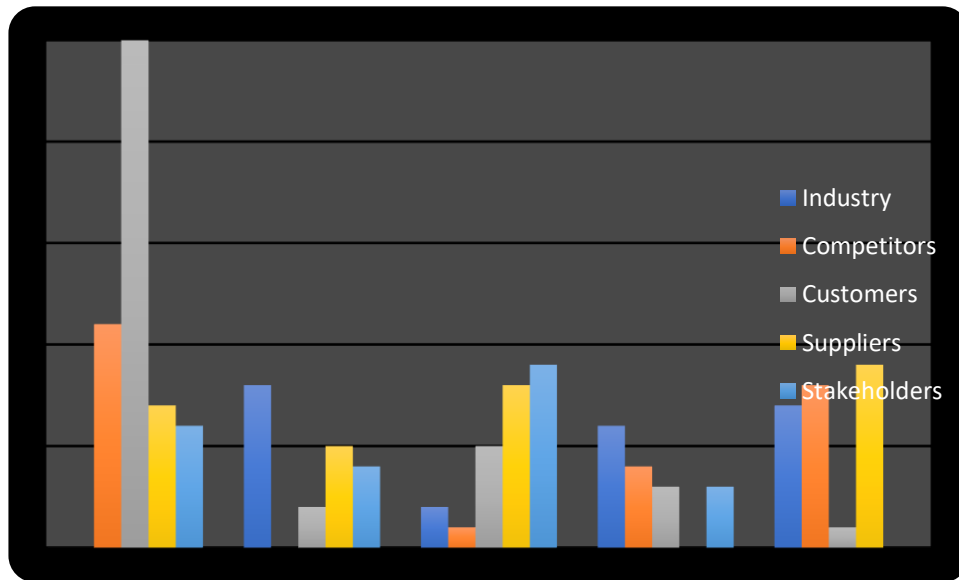


FIGURE 2. Strategic Management

Figure 2 shows that DEMATEL Decision making trail and evaluation laboratory in Strategic Management of the Industry, Competitors, Customers, Suppliers, Stakeholders sum of the pair in the value zero.

TABLE 2. Normalising Of Direct Relation Matrix

Normalising of direct relation matrix					
	Industry	Competitors	Customers	Suppliers	Stakeholders
Industry	0	0.22222222	0.05555556	0.16666667	0.19444444
Competitors	0.305556	0	0.02777778	0.11111111	0.22222222
Customers	0.694444	0.05555556	0.13888889	0.08333333	0.02777778
Suppliers	0.194444	0.13888889	0.22222222	0	0.25
Stakeholders	0.166667	0.11111111	0.25	0.08333333	0

Table 2 shows that the Normalising of direct relation matrix in Strategic Management of the Industry, Competitors, Customers, Suppliers, Stakeholders. The diagonal value of all the data set is zero.

TABLE 3. Calculate the total relation matrix

Calculate the total relation matrix					
	Industry	Competitors	Customers	Suppliers	Stakeholders
Industry	0	0.22222222	0.05555556	0.16666667	0.19444444
Competitors	0.30555556	0	0.02777778	0.11111111	0.22222222
Customers	0.69444444	0.05555556	0.13888889	0.08333333	0.02777778
Suppliers	0.19444444	0.13888889	0.22222222	0	0.25
Stakeholders	0.16666667	0.11111111	0.25	0.08333333	0

Table 3 Shows the Calculate the total relation matrix in Strategic Management of the Industry, Competitors, Customers, Suppliers, Stakeholders Calculate the Value.

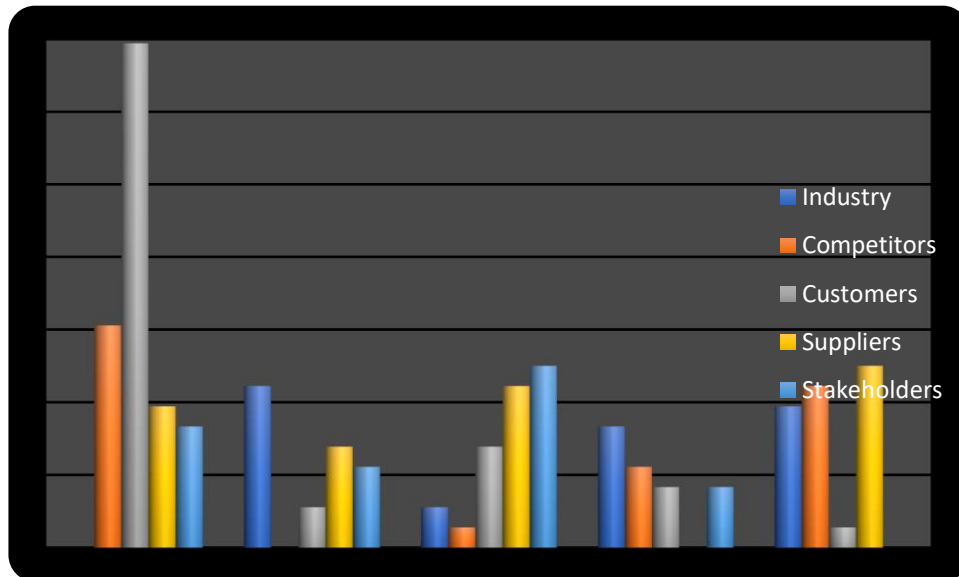


FIGURE 3. Normalising Of Direct Relation Matrix

Figure 3 shows that the Normalising of direct relation matrix in Strategic Management of the Industry, Competitors, Customers, Suppliers, Stakeholders. The diagonal value of all the data set is zero.

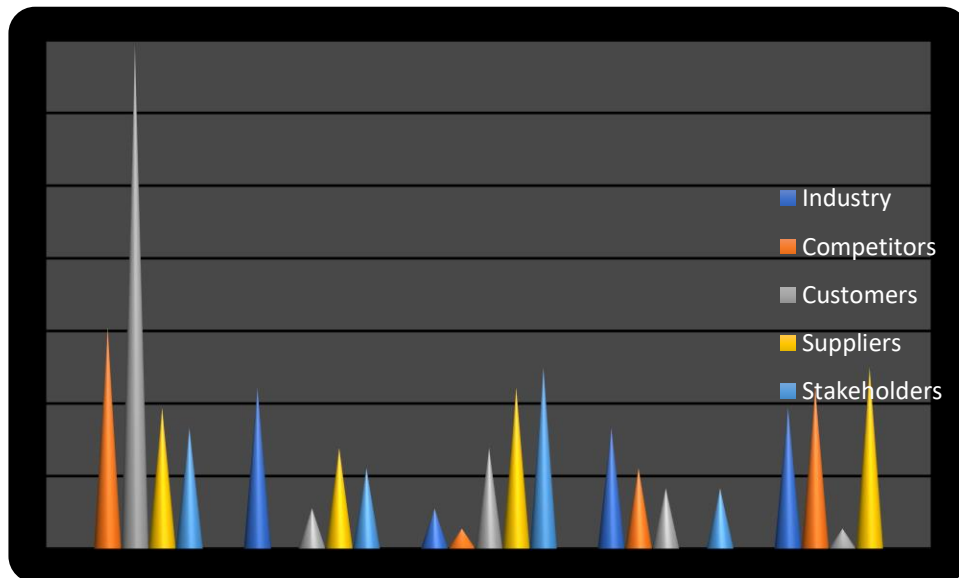


FIGURE 4. Calculate the total relation matrix

Figure 4 Shows the Calculate the total relation matrix in Strategic Management of the Industry, Competitors, Customers, Suppliers, Stakeholders Calculate the Value.

TABLE 4. $T = Y(I - Y)^{-1}$, I= Identity matrix

I				
1	0	0	0	0
0	1	0	0	0
0	0	1	0	0
0	0	0	1	0
0	0	0	0	1

Table 4 Shows the $T = Y(I - Y)^{-1}$, I= Identity matrix in Industry, Competitors, Customers, Suppliers, Stakeholders is the common Value.

TABLE 5. Y

Y				
0	0.22222222	0.05555556	0.16666667	0.194444
0.30555556	0	0.02777778	0.11111111	0.222222
0.69444444	0.05555556	0.13888889	0.08333333	0.027778
0.19444444	0.13888889	0.22222222	0	0.25
0.16666667	0.11111111	0.25	0.08333333	0

Table 5 Shows the Y Value in Industry, Competitors, Customers, Suppliers, Stakeholders is the Calculate the total relation matrix Value and Y Value is the same value.

TABLE 6. I-Y Value

I-Y				
1	-0.22222	-0.05556	-0.16667	-0.19444
-0.30556	1	-0.02778	-0.11111	-0.22222
-0.69444	-0.05556	0.86111	-0.08333	-0.02778
-0.19444	-0.13889	-0.22222	1	-0.25
-0.16667	-0.11111	-0.25	-0.08333	1

Table 6 Shows the I-Y Value Industry, Competitors, Customers, Suppliers, Stakeholders table 4 $T = Y(I - Y)^{-1}$, I= Identity matrix and table 5 Y Value Subtraction Value.

TABLE 7. (I-Y)-1 Value

(I-Y)-1				
1.562058	0.478692	0.366243	0.38714	0.517068
0.793645	1.304155	0.34092	0.350697	0.541276
1.425805	0.530615	1.553861	0.472449	0.556429
0.926351	0.491705	0.598175	1.311701	0.633933
0.782173	0.398317	0.537234	0.33091	1.338255

Table 7 shows the (I-Y)-1 Value Industry, Competitors, Customers, Suppliers, Stakeholders Table 6 shown the Min verse Value.

TABLE 8. Total Relation Matrix (T)

Total Relation matrix (T)				
0.562058	0.478692	0.366243	0.38714	0.517068
0.793645	0.304155	0.34092	0.350697	0.541276
1.425805	0.530615	0.553861	0.472449	0.556429
0.926351	0.491705	0.598175	0.311701	0.633933
0.782173	0.398317	0.537234	0.33091	0.338255

Table 8 shows the Total Relation Matrix the Industry, Competitors, Customers, Suppliers, Stakeholders direct relation matrix is multiplied with the inverse of the value that the direct relation matrix is subtracted from the identity matrix.

TABLE 9. Strategic Management Ri, Ci Value

	Ri	Ci
Industry	2.311202	4.490033
Competitors	2.330693	2.203485
Customers	3.539159	2.396432
Suppliers	2.961866	1.852898
Stakeholders	2.386889	2.586962

Table 9 shows the Strategic Management of the Industry, Competitors, Customers, Suppliers, Stakeholders Ri, Ci Value. Customers are showing the Highest Value for Ri and Industry is showing the lowest value. Industry is showing the Highest Value for Ci and Suppliers showing the lowest value.

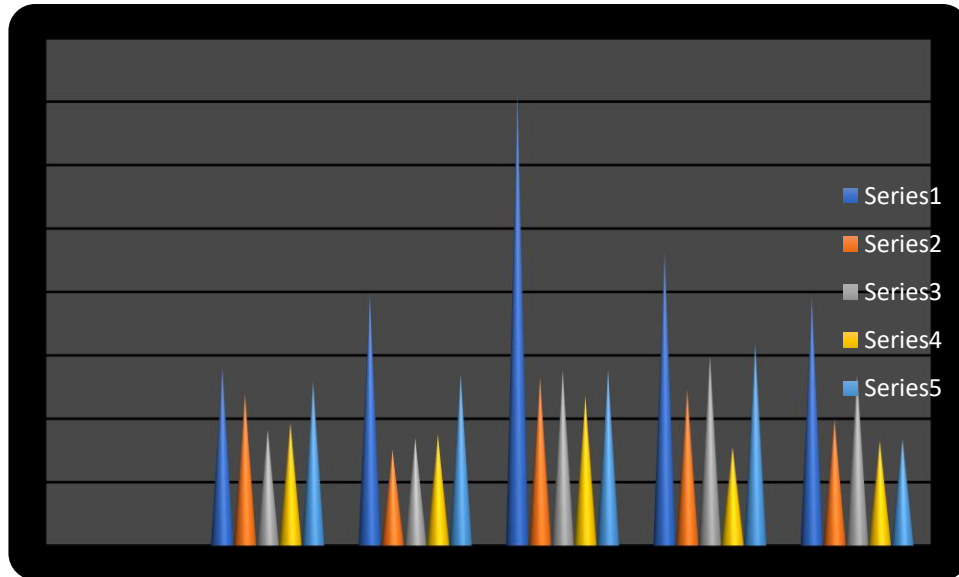


FIGURE 4. Total Relation Matrix (T)

Figure 4 shows the Total Relation Matrix the Industry, Competitors, Customers, Suppliers, Stakeholders direct relation matrix is multiplied with the inverse of the value that the direct relation matrix is subtracted from the identity matrix.

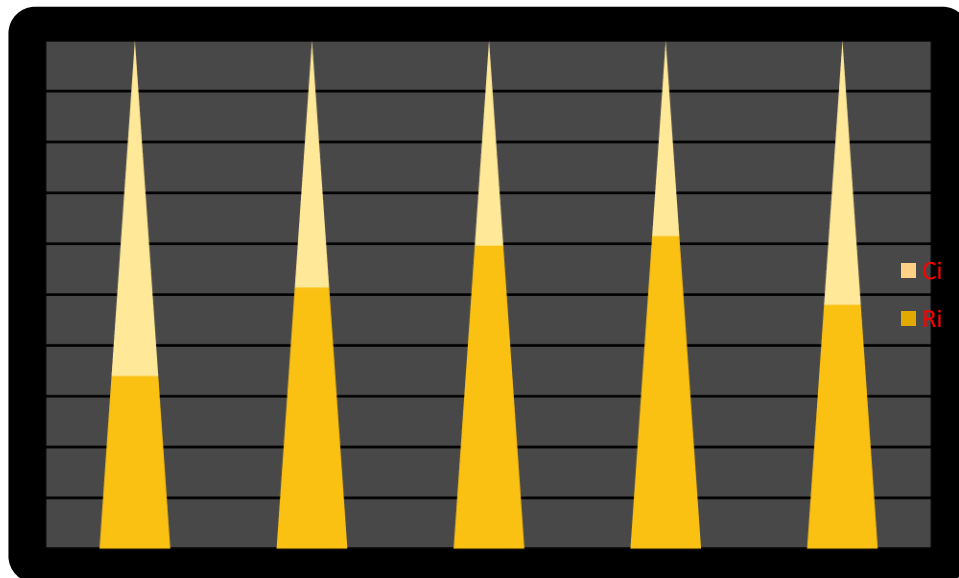


FIGURE 5. Strategic Management Ri, Ci Value

Figure 5 shows the Strategic Management of the Industry, Competitors, Customers, Suppliers, Stakeholders Ri, Ci Value. Customers are showing the Highest Value for Ri and Industry is showing the lowest value. Industry is showing the Highest Value for Ci and Suppliers showing the lowest value.

TABLE 10. Calculation of Ri+Ci and Ri-Ci to get the Cause and Effect

	Ri+Ci	Ri-Ci	Rank	Identity
Industry	6.801235	-2.17883	1	cause
Competitors	4.534178	0.127208	5	cause
Customers	5.935591	1.142727	2	effect
Suppliers	4.814763	1.108968	4	effect
Stakeholders	4.973851	-0.20007	3	effect

Table 10 shows the Calculation of Ri+Ci and Ri-Ci to Get the Cause and Effect. Strategic Management of the Industry, Competitors, Customers, Suppliers, Stakeholders. Industry got the first rank whereas Competitors, has the lowest rank.

TABLE 11. T Matrix Value

T matrix				
0.562058	0.478692	0.366243	0.38714	0.517068
0.793645	0.304155	0.34092	0.350697	0.541276
1.425805	0.530615	0.553861	0.472449	0.556429
0.926351	0.491705	0.598175	0.311701	0.633933
0.782173	0.398317	0.537234	0.33091	0.338255

Table 11 shows the T Matrix Value Calculate the Average of the Matrix and Its Threshold Value (Alpha) Alpha **0.541192** If the T matrix value is greater than threshold value then bolds it.

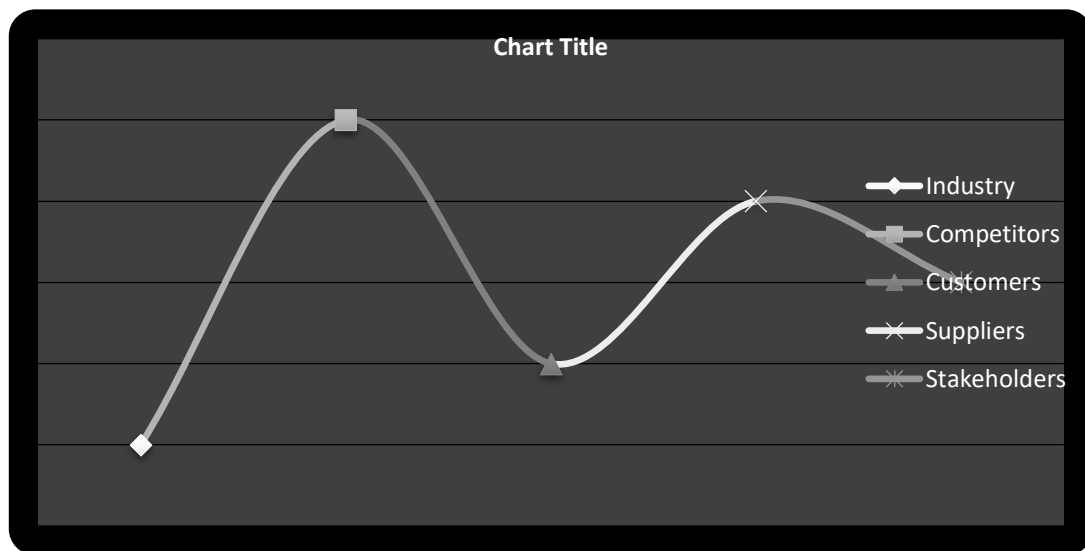


FIGURE 6. Shown the Rank

Figure 6 shows the Rank using the DEMATEL for Industry got the first rank whereas Competitors, has the lowest rank.

5. CONCLUSION

The achievement of prosperity and competitiveness depends heavily on strategy implementation, which is a component of the company's strategic management. The fundamental concepts of how the company's goals can be met are represented by strategy. It is difficult to define a good strategy. The process of defining a strategy and associated objectives is challenging, just like implementing strategic objectives in a business plan. The success and competitiveness of an organization are governed by flexible strategic management. Without strategic management, organizations cannot sustain long-term competitiveness, and strategic development will fail in the absence of a suitable strategy. Two strategies for strategy implementation are examined in the essay. 7S was the first model. Because managers have a substantial portion of responsibility for the quality of their work, strategies describe an organization's capacity to fulfill customer needs in order to achieve its goals. To successfully create and maintain a firm's competitive capacities over the long term, high-level learning skills are required. The top manager is in charge of making important decisions on the allocation of personnel and financial resources; these decisions frequently impact the future of entire industries across the nation. This research has some fascinating general implications, one of which is that legitimizing the activity is one of the hardest parts of taking stakeholders into account when developing a plan. TMT members frequently avoid being very analytical and sly with their stakeholders. The idea of controlling them in a disciplined and thoughtful way sounded "improper," even though they admitted to doing so informally, thus it could be challenging to start an analysis. Every TMT has knowledge about the stakeholders in its organization and (intuitively) how to manage them, but these resources are frequently ineffectively exploited. Using the final version of the approaches to produce an improved and structured understanding undoubtedly increases discussion.

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