

Adele J. Huber

# **Effective Strategy Implementation**

Conceptualizing Firms'  
Strategy Implementation Capabilities  
and Assessing Their Impact  
on Firm Performance

With a foreword by Prof. Dr. Alexander Haas



**RESEARCH**

## Table of contents

<b>Foreword</b> .....	<b>VII</b>
<b>Acknowledgements</b> .....	<b>IX</b>
<b>List of figures</b> .....	<b>XV</b>
<b>List of tables</b> .....	<b>XVII</b>
<b>List of abbreviations and symbols</b> .....	<b>XIX</b>
<b>Preface</b> .....	<b>3</b>
References .....	6
<b>Paper I</b>	
<b>Effective Brand Strategy Implementation:</b>	
<b>Review of Literature and Avenues for Future Research</b> .....	<b>9</b>
Literature review .....	11
Brand strategy implementation characteristics .....	12
Determinants of brand strategy implementation .....	15
Outcomes of brand strategy implementation .....	17
Moderators .....	19
Conclusion .....	20
Conceptual framework and propositions .....	21
Implementation-related brand strategy formulation capabilities and the effectiveness of brand strategy implementation .....	23
Organizational learning capabilities as moderators of BSI effectiveness .....	29
Brand strategy implementation capabilities and firm performance .....	32
Conclusion .....	34
References .....	36
<b>Paper II</b>	
<b>The Strategy Implementation Capability (SIC) Scale: A Learning-Based Measure of How To Make Strategy Implementation Effective</b> .....	<b>43</b>
Conceptualization of construct .....	46
Strategy implementation as organizational learning .....	46
Strategy implementation capability .....	48

Scale development .....	52
Scale generation.....	53
Scale refinement.....	58
Scale validation .....	65
Scale reduction .....	70
Convergent and face validity of short SIC scales .....	73
Nomological validity of short SIC scales .....	73
Discussion and conclusion .....	75
References .....	80
Appendix .....	86

### **Paper III**

<b>How Innovative Marketing Strategies Translate into Firm Performance: The Key Role of Firms' Strategy Implementation Capabilities .....</b>	<b>91</b>
Strategy implementation as organizational learning.....	94
Strategy implementation capabilities .....	96
Conceptual model and hypotheses .....	98
The traditional perspective: The strategy innovativeness-strategy strength-strategy implementation effectiveness-firm performance relationship .....	100
The mediating role of firms' strategy implementation capabilities .....	102
The communication perspective: The strategy innovativeness- strategy clarity- implementation effectiveness relationship .....	102
Effects of strategy implementation capability on strategy clarity .....	103
Strategy implementation capability as a moderator of the strategy innovativeness-strategy clarity-strategy implementation effective- ness relationship.....	104
Method .....	105
Sample and data collection .....	105
Measures.....	107

---

Results .....	109
Assessment of construct reliability and validity .....	109
Tests of the hypothesized relationships .....	112
Discussion .....	116
Limitations and future research .....	120
References .....	122
Appendix .....	128