

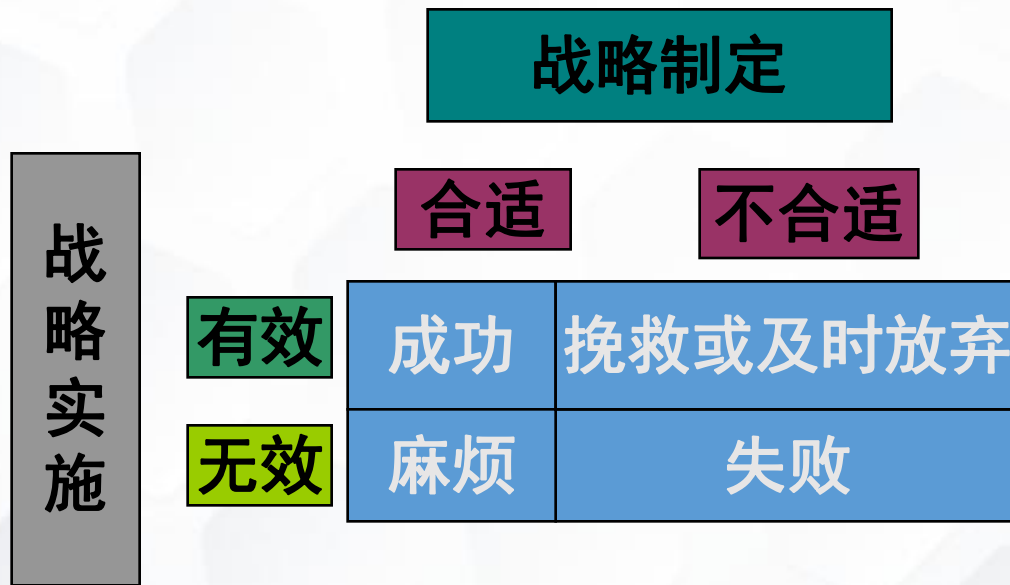
## Chapter 9

# The evaluation and control of enterprise strategy

## 企业战略的评价与控制



• 一、The relationship between strategy formulation and strategy implementation 战略制定与战略实施的关系



# 战略实施过程中会遇到9个方面的问题

- 战略实施的时间总是超过原来的计划
- 各种活动之间的协调不力
- 企业内外的日常事物总是分散战略管理者的注意力，干扰战略的实施。
- 职工和管理者的能力不足。
- 超出管理者控制之外的各种环境因素发生不利变化
- 职能部门领导的领导方式不当
- 低层人员的培训和管理不当
- 关键活动和任务的缺乏明确的说明
- 管理信息系统对企业内外的活动监控不够。

# 9 problems in the implementation of the strategy

- The strategy always takes longer to implement than the original plan
- Poor coordination of activities
- The daily things inside and outside the enterprise always distract the attention of the strategic manager and interfere with the implementation of the strategy.
- Employees and managers are incompetent.
- Adverse changes occur in various environmental factors beyond the control of management
- Improper leadership style of functional department head
- Poor training and management of lower level personnel
- Lack of clarity on key activities and tasks
- The management information system is not enough to monitor the activities inside and outside the enterprise

# ***Strategic Evaluation & Control Systems***

- ✓ ***Always check the rationale or foundation of the business strategy***
- ✓ ***Frequently compare the expected and actual progress or results of strategy implementation***
- ✓ ***Take corrective action or emergency action in time***
- ✓ ***经常检查企业战略的根据或基础***
- ✓ ***经常比较战略实施的预期和实际进度或结果***
- ✓ ***及时采取纠正行动或应急措施***

# An enterprise strategy evaluation

## **1. Review the basis of the enterprise strategy**

- Are internal strengths still strengths?
- Does the company have new internal strengths? If so, which ones?
- Are internal weaknesses still weaknesses?
- Do companies have new weaknesses? If so, which ones?
- Are external opportunities still opportunities?
- Are companies facing new opportunities? If so, what is it?
- Is the external threat to the enterprise still a threat?
- Have external threats to the enterprise increased, and if so, what are they?

# 一、企业战略评价

## 1、审查企业战略的根据

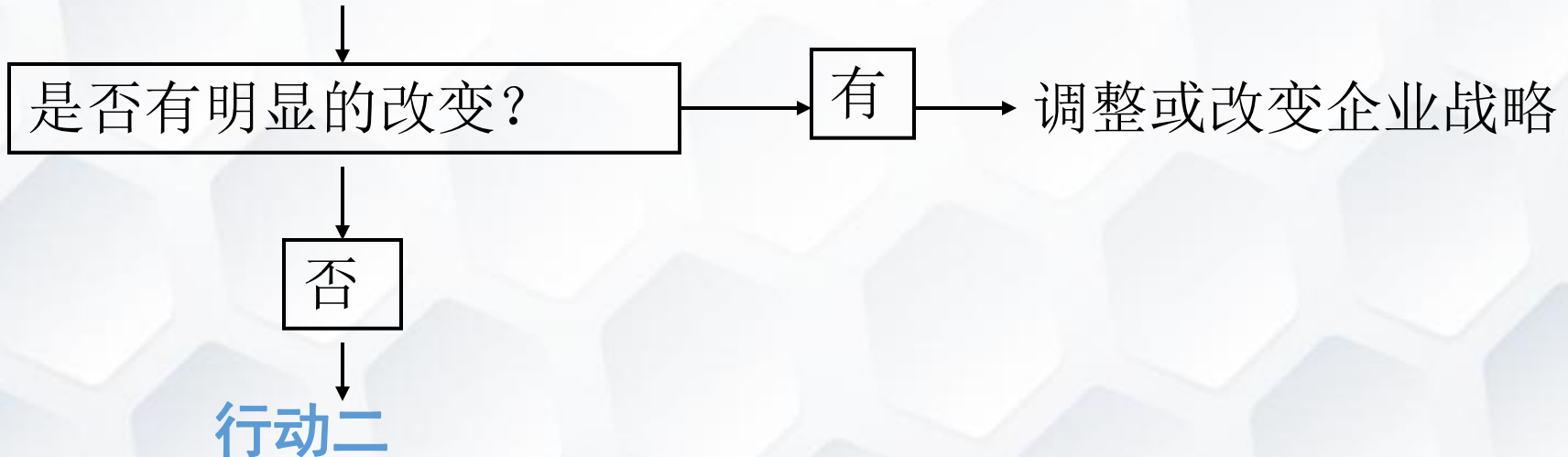
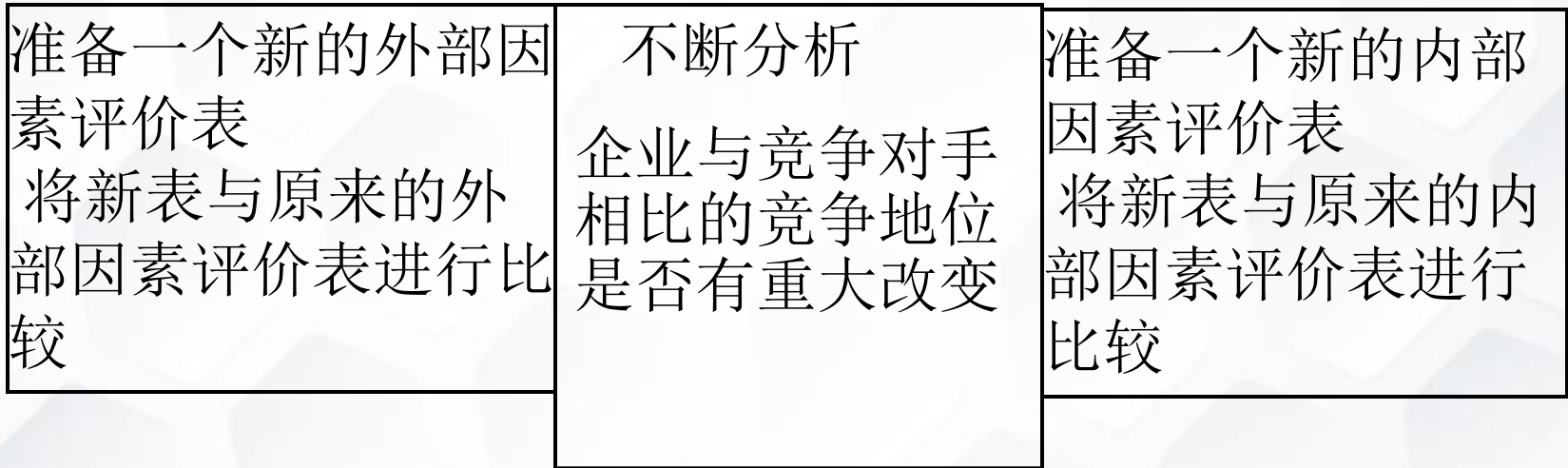
- 企业内部的长处是否仍然是长处？
- 企业是否有了新的内部长处？如果有，那么是哪一些？
- 企业内部的弱点是否仍然是弱点？
- 企业是否有了新的弱点？如果有，那么是哪一些？
- 企业的外部机会是否仍然是机会？
- 企业是否面临新的机会？如果有，那么是什么？
- 企业的外部威胁是否仍然是威胁？
- 企业的外部威胁是否增加了，如果是，它们是什么？





# 战略评价模型

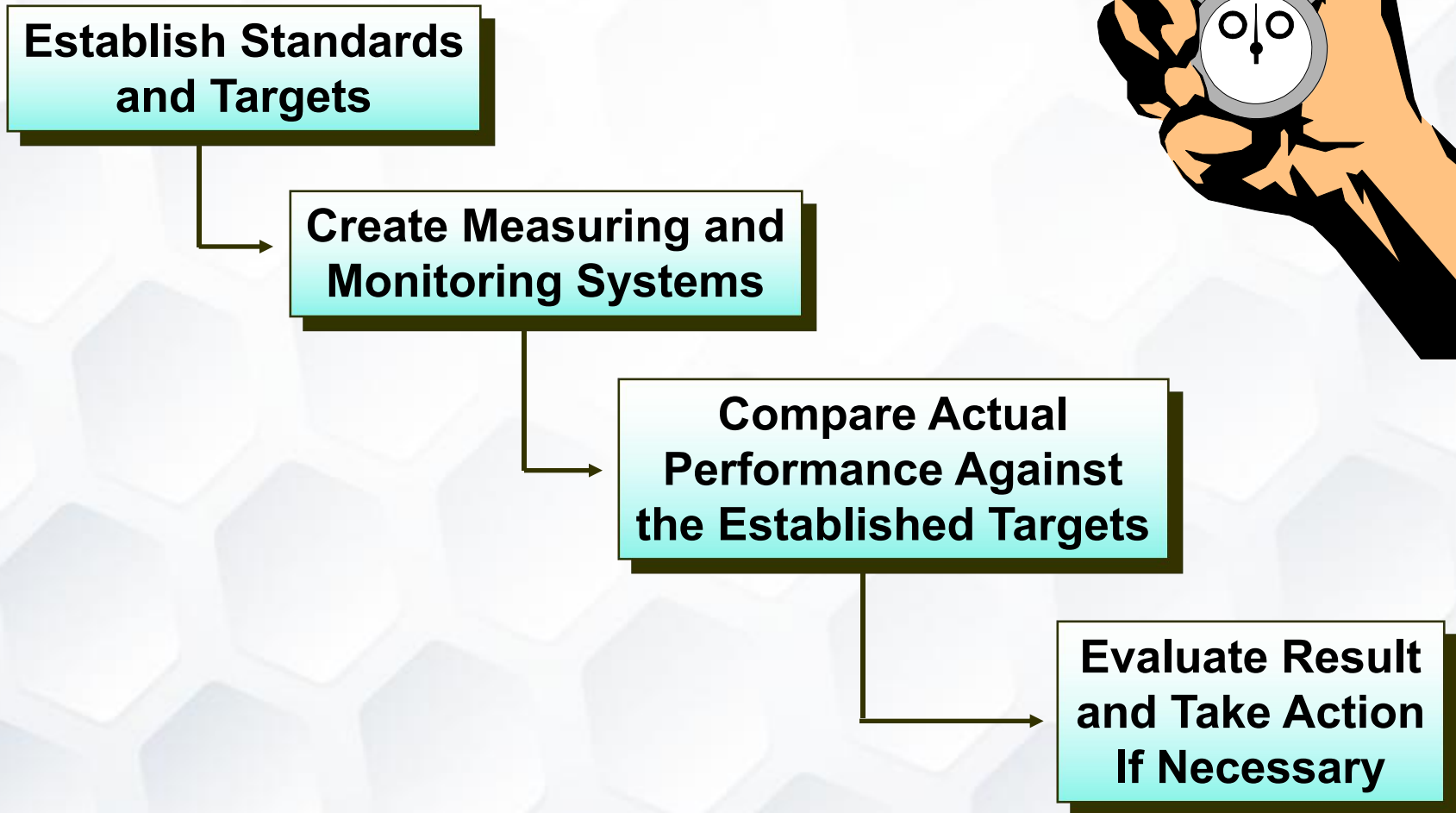
## 行动一：重审企业战略的根据



# 例：雷切霍德化学公司的新旧内部因素评价

| 2012年评价 |      |    |      | 2013年评价 |    |      |
|---------|------|----|------|---------|----|------|
| 关键因素    | 权数   | 分数 | 加权   | 权数      | 分数 | 加权   |
| 生产率     | 0.10 | 1  | 0.10 | 0.10    | 2  | 0.20 |
| 管 理     | 0.20 | 1  | 0.20 | 0.20    | 4  | 0.80 |
| 每股溢利    | 0.10 | 2  | 0.20 | 0.10    | 2  | 0.20 |
| 投资利润率   | 0.05 | 2  | 0.10 | 0.05    | 3  | 0.15 |
| 原有资本利润率 | 0.10 | 2  | 0.20 | 0.10    | 2  | 0.20 |
| 研究和开发   | 0.15 | 4  | 0.60 | 0.15    | 4  | 0.60 |
| 顾客服务    | 0.05 | 4  | 0.20 | 0.05    | 4  | 0.20 |
| 技术水平    | 0.10 | 4  | 0.40 | 0.10    | 3  | 0.30 |
| 产品质量    | 0.05 | 3  | 0.15 | 0.05    | 3  | 0.15 |
| 分红政策    | 0.05 | 3  | 0.15 | 0.05    | 2  | 0.10 |
| 债务/自有资本 | 0.05 | 3  | 0.15 | 0.05    | 4  | 0.20 |
| 总 分     | 1.00 |    | 2.45 | 1.00    |    | 3.10 |

## 2、 Evaluate the performance of strategy implementation 评价战略实施的表现



# Establish evaluation criteria and compare them

- **Qualitative evaluation criteria:**

- whether the content of each part of the strategy has unity;
- Can the strategy and the environment maintain the balance, the adaptability;
- Whether to evaluate the risk in strategy execution;
- Whether the strategy can maintain relative stability in time;
- Whether the strategy and resource conditions can keep matching;
- The feasibility and maneuverability of the strategy.

- **Quantitative evaluation criteria:**

- 1. Strategic target system:
- 2. Specific indicators:
  - Product quality, new product development, market share, output value, realized profit, cost, main business revenue, economic benefits, labor productivity, return on investment, profit margin, sales margin, etc.

# 建立评价标准并比较

- **定性评价标准：** 战略内部各部分内容是否具有统一性；战略与环境能否保持平衡性、适应性；战略执行中是否注重评估其风险性；战略在时间上能否保持相对稳定性；战略与资源条件能否保持匹配性；战略的可行性和可操作性如何。
  - **定量评价标准：**
    - 1.战略的目标体系：
    - 2.具体指标：
      - 产品质量、新产品开发、市场占有率、产量产值、实现利润、成本费用、主营业务收入、经济效益、劳动生产率、投资报酬率、资金利润率、销售利润率等。

## II. Strategic control

### 1. Characteristics of strategic control

- Strategic control faces the entire enterprise system
- Strategic control is dominated by senior managers
- Strategic control is open
- Strategic control is based on the overall goal of the enterprise, which is uncertain and not specific
- Strategic control mainly solves the problem of enterprise efficiency rather than efficiency
- Strategic control should not only maintain the relative stability of strategy, but also pay attention to the flexibility and adaptability of strategy

# 二、战略控制

## 1、战略控制的特点

- ✓ 战略控制面向整个企业系统
- ✓ 战略控制以高层管理者为主体
- ✓ 战略控制具有开放性
- ✓ 战略控制以企业的总体目标为依据，具有不确定、不具体的特点
- ✓ 战略控制主要解决企业的效能问题而不是效率问题
- ✓ 战略控制既要保持战略的相对稳定性，又要注意战略的灵活性和适应性



## 2. Basic tasks of strategic control

### 战略控制的基本任务

- Monitor changes in environmental factors to ensure the suitability, feasibility and acceptability of the strategy itself
- Avoid short-term behavior orientation
- Prevent the target from being replaced
- 监控环境因素的变化，确保战略本身的适宜性、可行性和可接受性
- 要防止短期行为导向
- 防止目标被替换



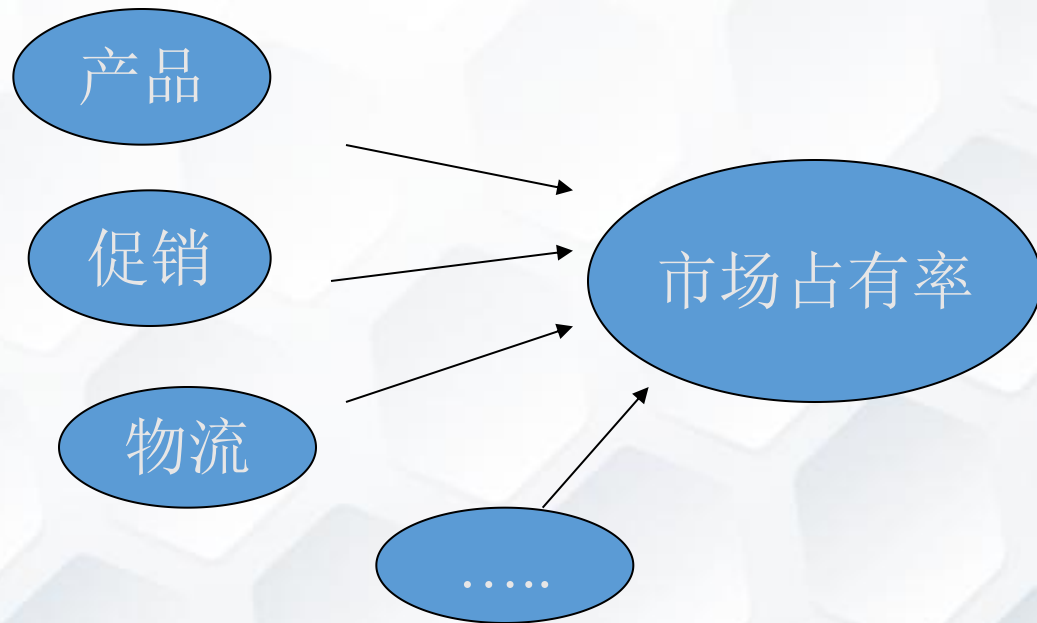
### 3. Monitor environmental factors and key points points 监控环境因素及关键点

(1) key points: key factors and indicator system

• 关键点：关键因素，指标体系

(2) find out the direct influencing factors of indicators

找出指标的直接影响因素



## 4、 Strategic control approach – prevent short – term behavior 战略控制的方法-防止短期行为

- (1) strategic stimulus plan
- Objective: to overcome the short-term behavior in the process of strategy implementation.
- Basic idea: the evaluation standard and reward system of enterprise managers should be related not only to the short-term performance of the enterprise (including annual sales and profits), but also to the long-term performance of the enterprise (such as return on investment, market share, etc.).
- The performance evaluation of the branch and branch company should not only look at its own performance, but also link the performance with the strategic goal of the whole enterprise.

## 4、 Strategic control approach – prevent short – term behavior 战略控制的方法-防止短期行为

### (1) 战略刺激计划

**目的:** 克服战略实施过程中的短期行为。

**基本思想:** 企业管理者的评价标准和奖励制度不但要与企业的短期表现（包括年销售和利润）相联系，而且要和企业的长期表现（如投资收益率、市场占有率等）联系起来；企业分厂和分公司的表现评价不仅要看它本身的表现，而且要将这些表现与整个企业的战略目标联系起来。(our case)

## 👉 加权因素法

### 战略刺激管理的因素加权法

| 战略经营单位的类型 | 因素       | 权数  |
|-----------|----------|-----|
| 高增长型      | 投资利润率    | 10% |
|           | 现金收入     | 0%  |
|           | 战略投资计划   | 45% |
|           | 市场占有率的增加 | 45% |
| 中增长型      | 投资利润率    | 25% |
|           | 现金收入     | 25% |
|           | 战略投资计划   | 25% |
|           | 市场占有率的增加 | 25% |
| 低增长型      | 投资利润率    | 50% |
|           | 现金收入     | 50% |
|           | 战略投资计划   | 0%  |
|           | 市场占有率的增加 | 0%  |

## 👉 长期评价方法 (Long-term evaluation method)

Long-term incentives, such as stock or options, are given to managers based on long-term performance. 根据企业长期表现分给管理者一定数量的股票或期权等其他长期激励。



## 👉 战略基金方法 (Strategic-fund method)

The strategic fund is listed separately in the profit statement or income statement of each branch factory or strategic operation unit to distinguish the fund input used by the branch to generate current income from that used to generate future sales.

在各分厂或战略经营单位的利润表或损益表中将战略基金加以单列，将分厂用于产生现在收入的资金投入和产生未来销售的投入区别开来。

## **(2) corrective actions in the implementation process**

The strategy implementation process is divided into several coherent and distinct stages, which are controlled by stage analysis or goal realization degree.

Timely and accurate understanding of relevant information to avoid major deviations.

Notes for correction:

Whether the evaluation method is correct

Whether the original goal is appropriate

The purpose of the enterprise is correct

Whether the approach, method or strategic choice to achieve the goal is appropriate

## (2) 实施过程中的纠正活动

- 将战略实施过程划分为若干个既互相连贯又明显区别的  
阶段，通过阶段分析或目标实现程度进行控制。
- 及时准确地了解有关信息，避免重大偏差。
- 纠正注意事项：
  - 👉 评价方法是否正确
  - 👉 原定目标是否恰当
  - 👉 企业宗旨是否正确
  - 👉 实现目标的途径、方法或战略选择是否得当



# ●案例：波音公司的“超音速客机”



## 战略实施两大阶段

- 飞机的研制阶段
- 飞机的大规模制造阶段



- 先设计出飞机，然后再进行评审，在设计阶段，他们运用PERT网络图进行控制。设计工作进行两年把飞机设计出来了。这时，要根据新的情况，对提出的假设进行评审，决定是否投产。
- 1. 投产后，需求量。
- 乘机人数趋于平缓，究竟将来人们对于飞机的需求是否是速度越快越好，原先预想的需求量能否实现？
- 2. 居民、政策认同：超音速收音机会产生极大的声响，有些地区限制这种飞机

- 3.成本

- 制造这种波音机的成本也是原先估计的2~3倍，飞机的容量却是60多人，而不是原先设想的100多人，另外，燃料价格不断升涨，因此，今后的运行费用会相当高。

- 

通过以上分析，发现除非公司批量很大，否则，就要赔本。又因乘坐飞机人数并未上升，因此对飞机的需求量不会很大。另外，由于飞机以制造成本及运行费用都很高。所以，公司决定这种超音速飞机暂不投入生产。

## (3) contingency planning

- Alternative plan for when certain critical events do not occur as expected.
- Steps to develop a contingency plan:
  - Identify favorable or unfavorable events or variables that may affect the enterprise strategy;
  - Specifying the conditions under which contingency plans should be used;
  - Assess the likely impact of each emergency and predict its advantages or disadvantages;
  - Making contingency plans;
  - Evaluate the interaction of various contingency plans.

### (3) 应急计划

在某些关键事件没有按预期发生时可以采用的替换计划。

#### **制定应急计划的步骤：**

- 找出可能影响企业战略的有利或不利事件或变量；
- 规定在什么条件下应该采用应急计划；
- 评价每一突发事件可能产生的影响，预测其好处或坏处是什么；
- 制定应急计划；
- 评价各种应急计划之间的相互影响。

## 5、战略控制过程中可能出现的障碍

- 第一，战略评价和控制活动可能导致对短期效益而不是长期效益的过分重视；
- 第二，战略评价和控制活动可能增加工作压力和对工作的厌恶，降低职工士气；
- 第三，战略评价和控制活动可能会鼓励下级弄虚作假，欺骗上级；
- 第四，战略评价和控制活动会限制企业管理者的视野和选择；
- 第五，评价和控制活动可能人被当成目的而不是采取纠正行动的手段；
- 第六，行为替代；
- 第七，次优化。（高校评估）

# Possible obstacles in the process of strategic control

- 1. strategic evaluation and control activities may lead to an excessive emphasis on short-term rather than long-term benefits;
- 2. strategic evaluation and control activities may increase work pressure and work aversion, reduce staff morale;
- 3. the strategic evaluation and control activities may encourage the subordinate to practice fraud and deceive the superior;
- 4. strategic evaluation and control activities will limit the vision and choice of enterprise managers;
- 5. evaluation and control activities may see people as an end rather than a means to corrective action;
- 6. behavior substitution;
- 7. secondary optimization.

## 6、战略控制过程中克服障碍的方法

- 第一，评价和控制的标准一定要具体；
- 第二，评价和控制活动要经济；
- 第三，评价和控制活动一定要有意义；
- 第四，评价和控制活动要及时；
- 第五，战略评价活动一定要能够反映真实的情况；
- 第六，战略评价中得到的信息要能直接反馈到应该采取纠正行动的部门或岗位；
- 第七，战略评价和控制机制要为所有涉及的人所理解和信任；
- 第八，注意大企业和小企业的差异性；
- 第九，长期和短期的评价与控制活动相互结合；
- 第十，奖励和惩罚要同时使用，但偏重于奖励。

## 6. Methods of overcoming obstacles in the process of strategic control

- First, the evaluation and control criteria must be specific;
- Second, evaluation and control of economic activities;
- Third, evaluation and control activities must be meaningful;
- Fourth, evaluation and control activities should be timely;
- Fifth, strategic evaluation activities must reflect the real situation;
- Sixth, the information obtained in the strategic evaluation should be directly fed back to the department or post that should take corrective action.
- Seventh, strategic evaluation and control mechanisms should be understood and trusted by all involved;
- Eighth, pay attention to the differences between large and small enterprises;
- Ninth, the long-term and the short-term evaluation and the control activity mutually unifies;
- Tenth, reward and punishment should be used together, but in favor of reward.