



Session on Strategic Implementation failures	
Date: 21-07-2023	Venue: Conference Hall, RVIM, Bangalore.
Time: 11.30 am to 1.30 pm	Resource Person: Mr. Abhilash Nair, Infosys
No. of Participants: 85	Event Coordinators: Dr. Rashmi Shetty, Prof. Uma Sharma
<p>A session on Implementation Failures was organized for IV th semester MBA students to explore the key reasons why business strategies fail during implementation and to examine real-life case studies that highlight common pitfalls. This session was conducted by Mr. Abhilash Nair, Infosys, an expert in corporate governance and business ethics. The session aimed to enhance students' understanding of the practical challenges in executing strategies and provide insights into how these challenges can be overcome. The session featured a detailed analysis of several high-profile business failures, drawing lessons from these cases to help students learn from the mistakes of others.</p> <p>The primary objectives of the session were:</p> <ul style="list-style-type: none">• To understand the reasons behind implementation failures: Help students recognize the factors that contribute to the failure of strategy implementation in organizations.• To learn from real-life case studies: Examine actual instances of implementation failures to identify common patterns and key lessons.• To develop problem-solving skills: Equip students with tools and frameworks to address and prevent implementation failures in their own professional lives. <p>The session began by introducing the concept of strategy implementation and the common challenges organizations face during this phase:</p> <ul style="list-style-type: none">• Strategy vs. Execution: The facilitator explained that while many organizations develop robust strategies, the challenge lies in executing them effectively. Common causes of failure include lack of communication, insufficient resources, resistance to change, and failure to adapt to changing market conditions.• Key Factors for Success: Effective implementation requires clear objectives, strong leadership, alignment of resources, and continuous monitoring of progress. <p>The facilitator outlined several key reasons why business strategies fail during the implementation phase:</p> <ul style="list-style-type: none">• Lack of Clear Vision: Without a clear and communicated vision, teams may struggle to understand their roles and priorities, leading to poor execution.• Inadequate Leadership and Management: Weak leadership or a lack of management involvement can hinder the proper execution of a strategy.• Resistance to Change: Employees may resist new strategies or changes, especially when they feel threatened or unsure about the future.• Poor Resource Allocation: Failure to allocate sufficient resources (time, money, personnel) to a project can undermine its success.	



- **Failure to Monitor Progress:** Organizations often fail to track progress effectively, leading to the inability to make necessary adjustments during implementation.

The core of the session involved analyzing real-world case studies of high-profile implementation failures. The facilitator discussed several examples in detail, illustrating the key challenges and failures in each case:

- **Case 1: Nokia's Decline in the Smartphone Market**
- **Case 2: Target's Expansion into Canada**
- **Case 3: Coca-Cola's "New Coke" Launch**
- **Case 4: Microsoft's Failed Launch of Windows Vista**

The session concluded with a discussion of strategies to avoid implementation failures:

- **Clear Communication:** Ensuring that the strategy is clearly communicated to all stakeholders and aligning everyone around a common vision.
- **Strong Leadership and Commitment:** Leaders must be deeply involved in strategy execution, making decisions, allocating resources, and guiding teams through challenges.
- **Monitoring and Flexibility:** Regularly tracking progress and being flexible enough to adapt the strategy in response to changing conditions or unforeseen obstacles.
- **Building Organizational Buy-In:** Gaining support from employees and stakeholders by involving them early in the process and addressing their concerns.
- **Risk Management:** Identifying potential risks early in the process and preparing contingency plans.

Following the presentation, an interactive Q&A session was held where students shared their thoughts, asked questions, and engaged in discussions about the real-world application of the lessons learned. Some key discussion points included:

- **Challenges in Global Strategy Implementation:** Students asked about the additional complexities involved in implementing strategies across multiple countries and cultures. The facilitator emphasized the importance of understanding local markets and adapting strategies accordingly.
- **Balancing Innovation and Risk:** There was a discussion about how companies can balance the need for innovation with the risks associated with implementing new strategies. The speaker stressed the need for calculated risk-taking and scenario planning.
- **How to Recover from a Failed Strategy:** Students inquired about how companies can recover from an implementation failure. The facilitator provided examples of companies that successfully pivoted after an initial failure, focusing on the importance of resilience and agility.

Conclusion

The session on **Implementation Failures with Real Cases** provided MBA students with valuable insights into the common challenges businesses face when executing strategies. By analyzing real-world case studies and discussing practical solutions, students gained a deeper understanding of the complexities involved in implementation. The session emphasized the importance of leadership, planning, and adaptability in ensuring that business strategies are successfully brought to life.



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