

# Projects Development and Management

## Chapter 12

Prof. Dr. Marcos Fava Neves

Faculdade de Administração (FEA/RP) – Universidade de São Paulo, desde 1995

Escola de Administração de Empresas (EAESP/FGV), desde 2018

Center for Agricultural Business - Purdue University (Indiana/USA), desde 2013

PAA – FAUBA – Universidade de Buenos Aires, desde 2006

Criador da Markestrat ([www.markestrat.com.br](http://www.markestrat.com.br)) em 2004

Especialista em planejamento estratégico no agronegócio

[www.doutoragro.com](http://www.doutoragro.com)

# What to do?

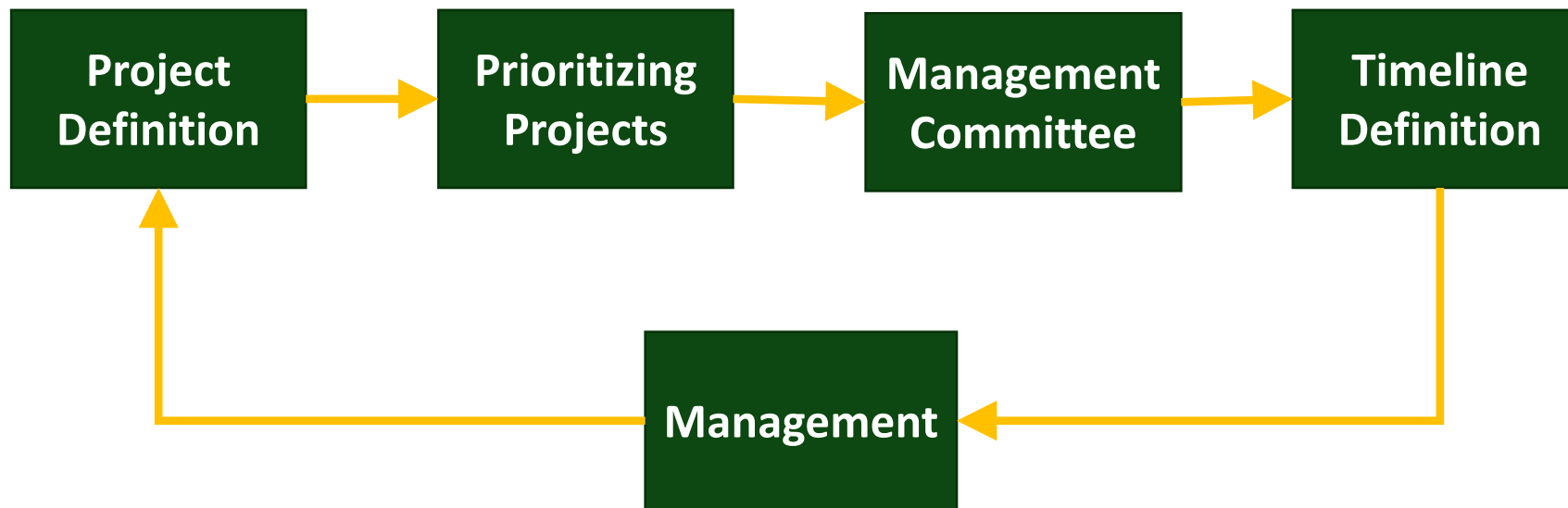


# Whats is the difference?

**Strategic Plan**  
**X**  
**Strategic Planning**  
**X**  
**Strategic Management**



# What are the Main Steps for Management and Control of Strategic Planning Process?



# Main Steps for Management and Control of Strategic Planning Process

- 1 – Identify the Strategic Projects
- 2 – Prioritize Strategic Projects
- 3 – Develop a Management Committee
- 4 – Define a Timeline for Action and Project Management
- 5 – Understand Possible Challenges and How to Mitigate It

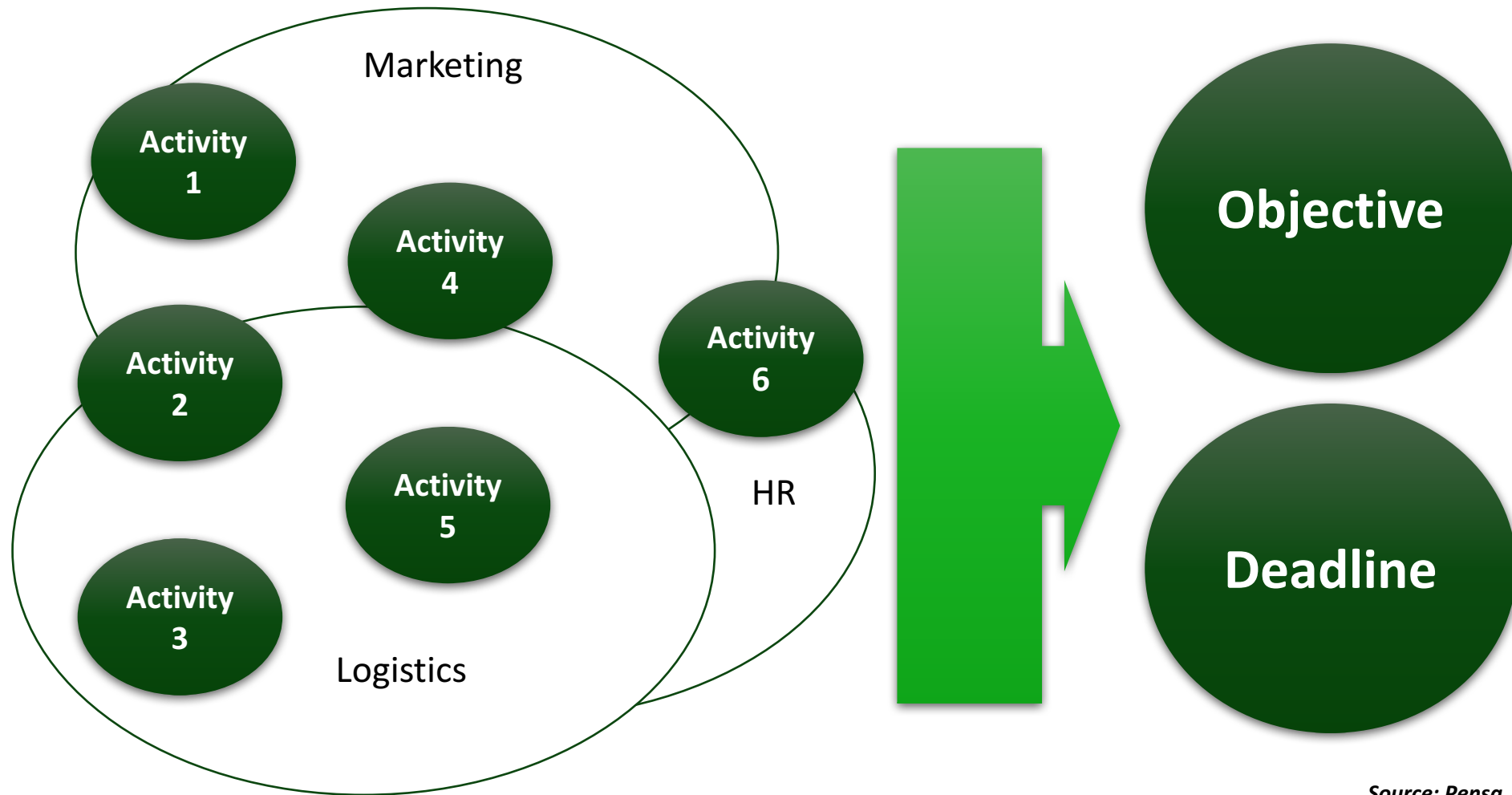
# Main Steps for Management and Control of Strategic Planning Process

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# 1. Projeto

A project is a set of coordinated **activities** with established **objectives and timeline**, with a finite and transient duration. The project involves **several functional areas** and **hierarchical levels** while extrapolates the routine.

# 1. Scheme for Structuring a Project



Source: Pensa.  
Figure 12.1 Scheme for structuring a project.



# 1. Fundamental Topics in Project Management

Detailed Description of the Plan Developed in the Concept Phase	
<b>Coordinator and team</b>	<p>Definition of a coordinator for the project.</p> <p>Appoint a team or someone committed to getting the project going.</p>
<b>Objectives</b>	<p>The project must have clear objectives. In the same way the objectives of the strategic plan were made, the project (operational) objectives must be defined.</p>
<b>Scope</b>	<p>Define the outline (project boundaries).</p> <p>List the actions that are part of the project.</p> <p>Clarify what is not a part of the project (in cases where boundaries are not very clear).</p>
<b>Results</b>	<p>The results expected from the actions to be developed must be clear and well defined; it is the expectation at the end of the project.</p>
<b>Expected Schedule</b>	<p>Make a time matrix scheduling the project's activities.</p> <p>Define activities in an analytical structure which successively decomposes the project's final result into stages and sub stages, until a level is reached where activities are sufficiently small for deadline estimates to be defined.</p>

*Table 12.3 Fundamental topics in project management.*

# 1. Fundamental Topics in Project Management

Detailed Description of the Plan Developed in the Concept Phase	
<b>Points of Control (indicators)</b>	<p>Indicate the important points for the committee to follow up on the project. For example, the end of an economical analysis, a technical essay, the opinion of a specialist, etc.</p> <p>Indicators: Point out items that will evaluate the efficacy of the project's result. For example:</p> <p>Cost: Reduce ABCD's production cost by x%</p> <p>Margin: Increase the EFGH's product line margin by y%</p> <p>Quality: Reduce the contamination index to z%</p> <p>Image: Change to w% the positive image evaluation index of products, according to perception research</p>
<b>Budget / Resource Balance</b>	A large percentage of all projects will involve expenses in order to implement defined actions. Therefore, the budget of what will be spent should be discussed by the committee and the expenses approved.
<b>Contingency Plan</b>	Actions to be taken can be highlighted, where there are unexpected or undesirable events.

*Table 12.3 Fundamental topics in project management.*

*Source: Developed by the author, based on Pensa Projects and contributions from Roberto Waack.*

# 1. First Steps

- Develop a governance structure and an implementation process;
- Evaluate and adapt the resources;
- Involve different levels and agents in the execution process to gain align across agents in the chain;
- Build and motivate the teams for the strategic projects;
- Define goals and objectives for people;
- Build a committee to discuss specific issues and solve problems;
- Seek public-private partnerships;
- Communicate the plan to the different organizations and agents involved;

# Project X

## Objectives

XXXX

## Actions

- X
- X
- X
- X
- X
- X
- X

## TEAM

**Coordinator:**  
Fulano

**Participants:**  
Ciclano  
Beltrano

## RESULTS

**Main KPIs**

## 8. Strategic Intelligence

### Objectives

Develop a strategic intelligence system, incorporating strategic issues for the development of the industry as well as improvements in monitoring systems.

### Actions

- Map international NGOs that attacks GMOs and create a dialogue.
- Constant update AgroBio's database (IT).
- Include in AgroBio's database information and tracking of laws and IP decisions.
- Strategic management of data to generate information and support decision making.
- Create an environment in which associated organizations may share trends and information about new technologies being developed.
- Monitor possible topics impacting the industry.
- Work together with CIB to avoid
- Trabalhar integrado com o CIB para evitar duplicity.
- Catalyst position in partnerships with research companies and funding organizations.

Source: elaborated by Markestrat.

**Example**

## 8. Strategic Intelligence

Indicators	KPIs	Unity	Goals
Map NGOs against GMOs	NGOs mapped	%	100%
Relationship with these NGOs	Meetings and communications with NGOs	number	2 per year
Improvements in AgroBio's database	Tracking of laws and IP decisions	-	-
Proximity with CIB	# of meetings with CIB	number	Increase of 20%
Foster partnerships with research and funding companies	# of meetings	number	Increase of 20%
New technologies	Answering to tech changes	Time (days)	Reduce by 10%

### TEAM

**Coordinator:**

Mário

**Participants:**

Alessandra

Adriana

Eliane

Companies Representatives

### SINERGY

Legislative and Executive Issues (3)

Industry Representation and Relationship (4)

### PRIORITIZATION

**Final: 4th (7,2)**

Relevance: **7,4**

Urgency: **7,1**

Easiness: **7,1**

Source: elaborated by Markestrat.

# 1. Interrelationships Between the Projects

Projects	1	2	3	4	5	6	7	8	9	10
1	O	X					X			
2	X	O			X		X	X	X	
3		X	O			X	X		X	X
4		X		O	X	X	X		X	
5	X	X		X	O		X	X	X	
6	X		X			O	X		X	X
7	X	X	X	X	X	X	O	X	X	X
8	X	X			X		X	O		
9		X		X	X	X	X		O	
10		X	X			X	X		X	O

*Source: Developed by the author.*  
**Table 12.4 Interrelationships between the projects.**

# Main Steps for Management and Control of Strategic Planning Process

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## 2. Project Prioritization Tool

Resources (time and money) are finite and limiting for an organization. Actions must be prioritized accordingly with the current objective and long term planning of organizations.

Project/Actions	Urgency (need for rapid Implementation)	Relevance (impact on company results)	Investment Needed (\$\$)	A x B x C
Project A	8	3	8	
Project B	9	7	7	
Project C	4	10	6	
Project D	5	1	9	
Project Z	7	7	3	

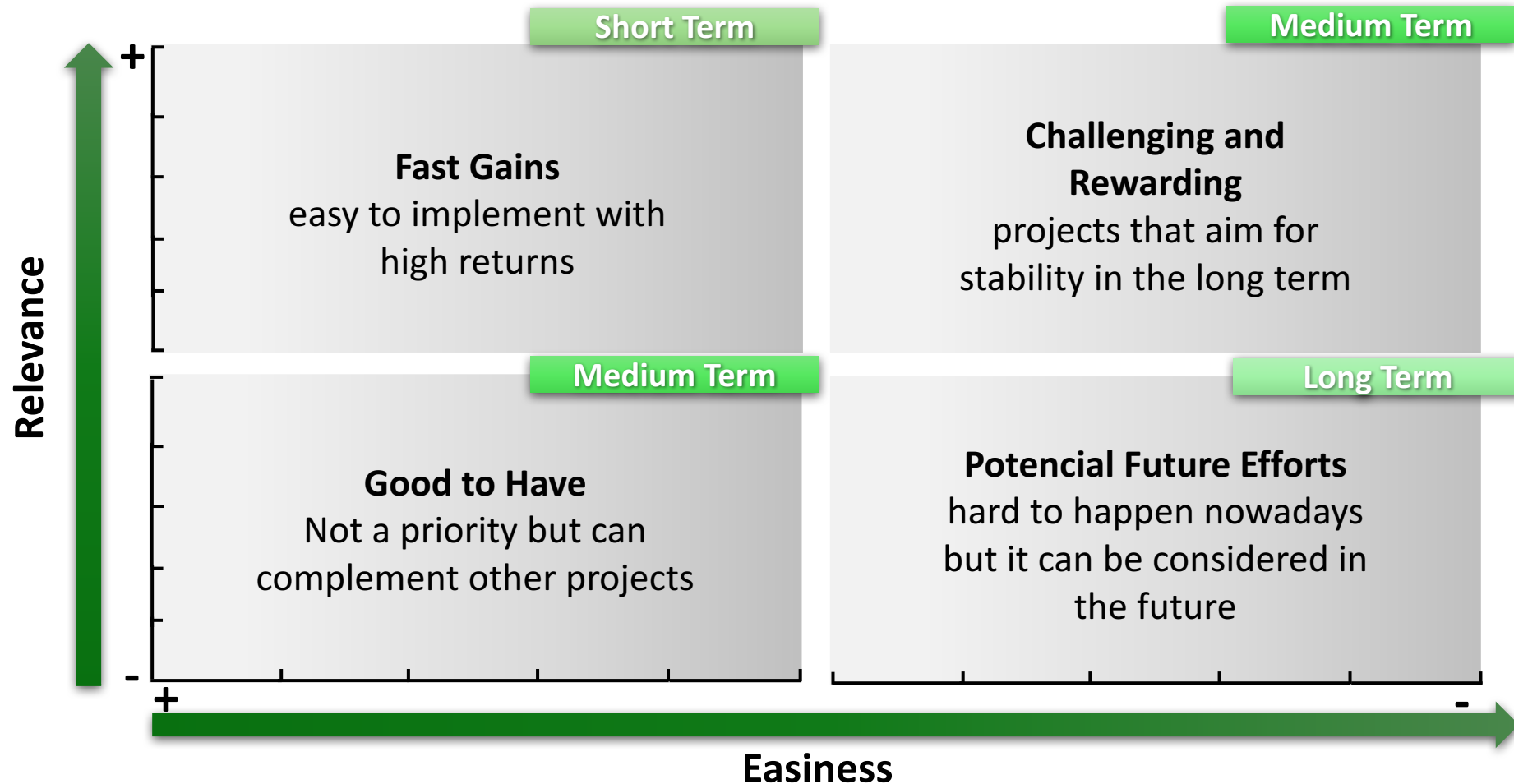
Source: Developed by the author.  
Table 12.2 Project priority tool.

Example

## 2. Prioritization of Projects

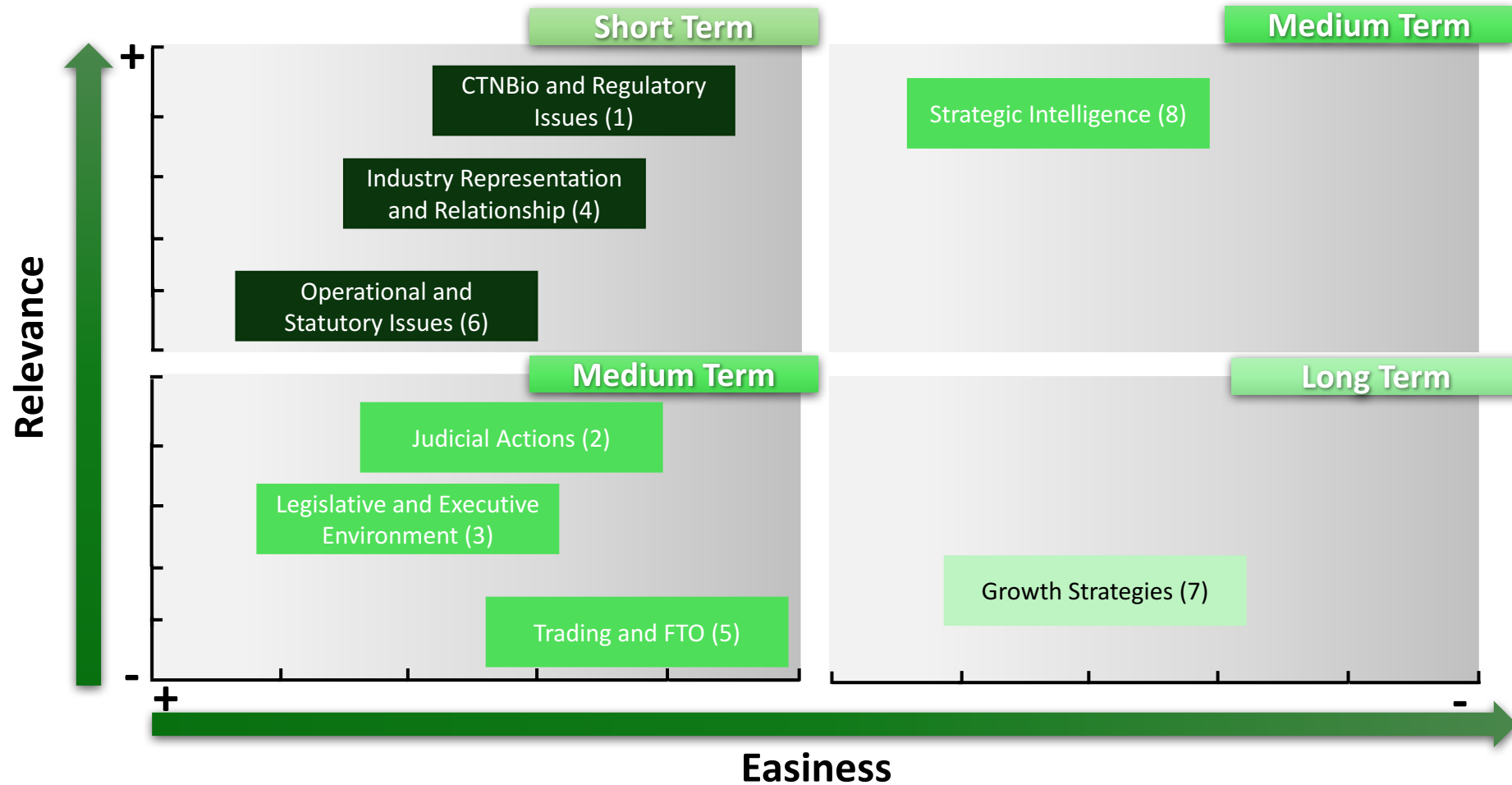
Projects	Relevance (0 to 10)	Urgency (0 to 10)	Easiness (0 to 10)	Final Score	Prioritization
CTNBio e Questões Regulatórias	10,0	10,0	7,6	9,2	Short Term
Questões Operacionais e Estatutárias	8,0	9,4	8,6	8,7	Short Term
Representação Setorial e Relacionamento	8,8	8,4	8,1	8,4	Short Term
Inteligência Estratégica	7,4	7,1	7,1	7,2	Medium Term
Ações judiciais	8,0	7,5	5,4	7,0	Medium Term
Ambiente Legislativo e Executivo	7,4	7,1	5,9	6,8	Medium Term
Trading e FTO	7,0	7,9	5,1	6,7	Medium Term
Estratégia de Fortalecimento	6,8	6,0	6,1	6,3	Long Term

## 2. Prioritization of Projects Matrix



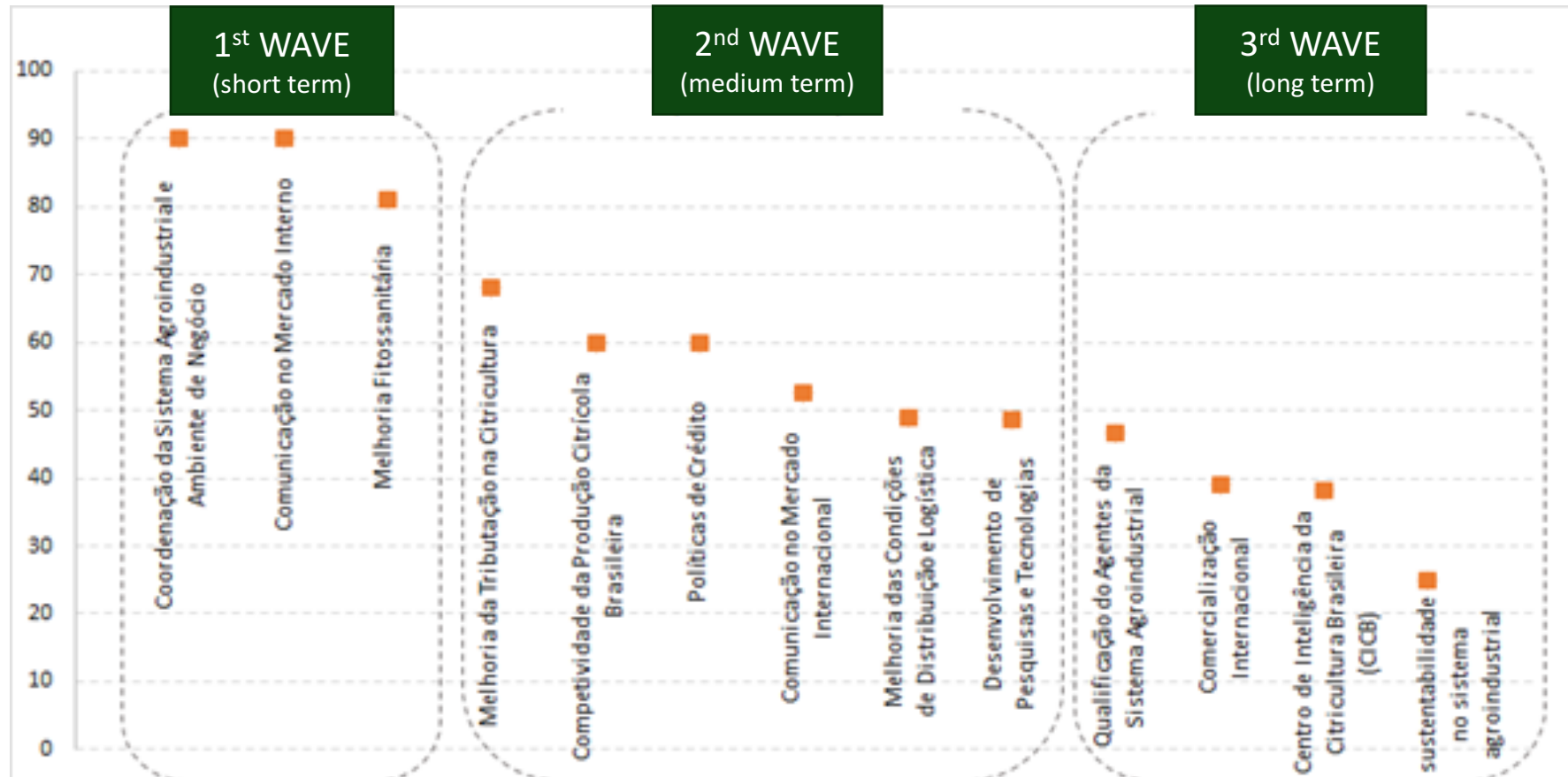
Example

## 2. Prioritization of Projects Matrix



Example

## 2. Prioritization of Projects



**COPLANA**

COPLANA - Cooperativa Agroindustrial

Highly Selected Peanuts

[Início](#) [Contato](#) [Coplana](#) [Coopecredi](#) [Credicoplana](#) [Socicana](#)

**Empresa**

**Filiais**

**Serviços**

**Trabalhe conosco**

**Acesso**

Apoio ao Cooperado/Cliente

Invoice Tracking

Cotações B2B

Caderno de campo

**Plano de Negócios • Contabilidade • Contas a Pagar, a Receber, Tesouraria**  
**Administração do Tempo • Gestão da Mudança**  
**Custos e Orçamento • Negociação • Liderança • Inteligência Emocional**

**AMENDOIM COPLANA**

BRC FOOD CERTIFICATED

**Produtores de amendoim, soja e milho**

**COMUNICADO IMPORTANTE**

[Clique Aqui](#)

Coplana - Cooperativa Agroindustrial

Cooperado, seus créditos de ICMS valem produtos na Coplana!

INSUMOS COPLANA

Eventos

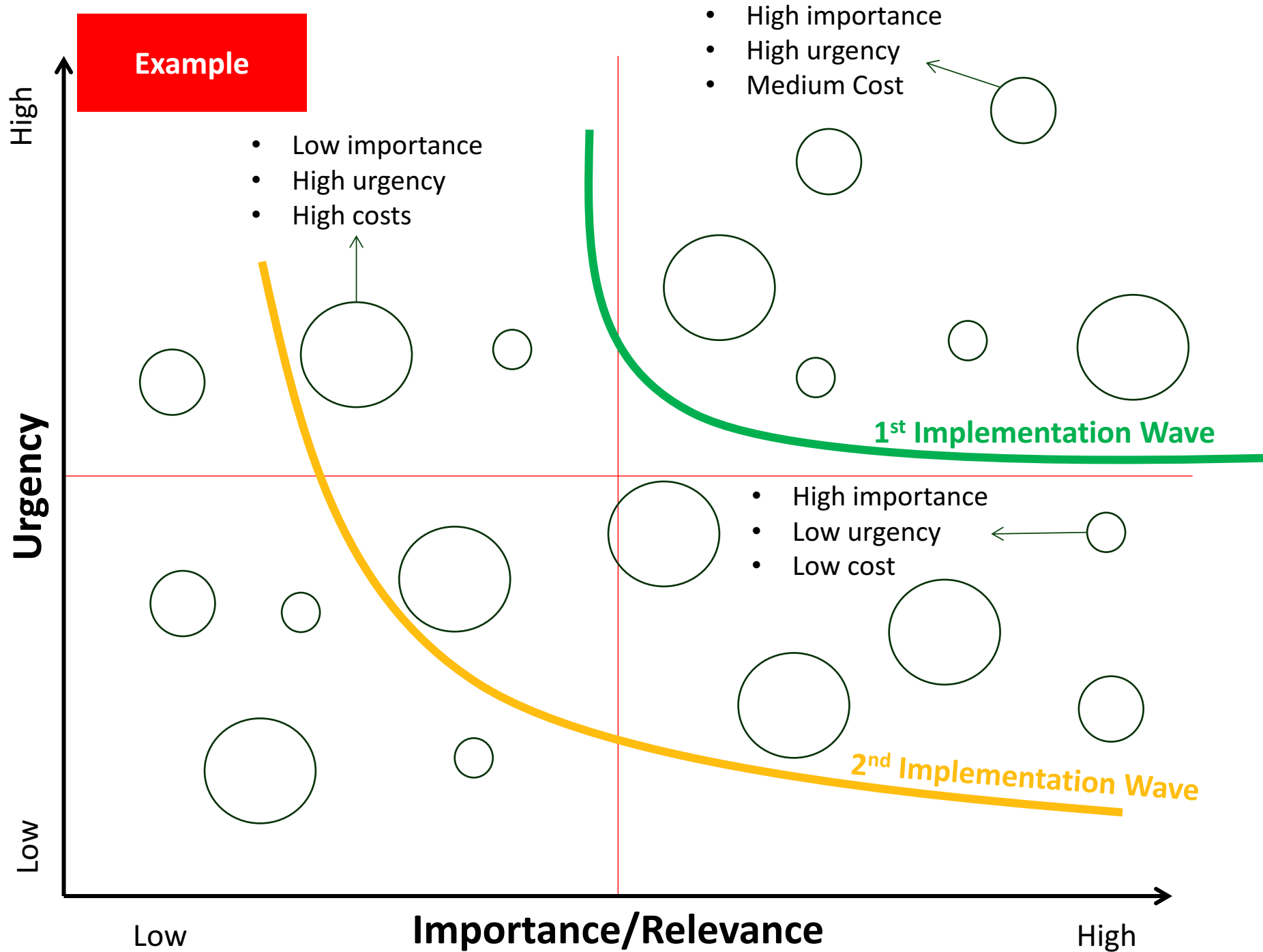


LISTA DE PROJETOS ESTRATÉGICOS COPLANA 2017									
TOTAL	MEDIA					LIDER	EQUIPE		
200	10.00	GRÃOS 01 - Aumento da Capacidade de Pré-Limpeza (TIR)				Paulo Bortolin	Vicente, Mineiro e Matheus		
200	10.00	GRÃOS 02- Sistema de Armazenamento para Produto Acabado (TIR)				Paulo Bortolin	Vicente, Mineiro, Faverton, Jarbas		
189.5	9.48	GRÃOS 04- Nova Unidade de Tratamento de Sementes (TIR)				Mineiro	Paulo, Paulo, Anselmo, Ednel		
187.4	9.37	GRÃOS 09 - Planta de Extração de Óleo (TIR)				Paulo Bortolin	Vicente, Mineiro e Anselmo		
182	9.10	GRÃOS 07- Fomento de Áreas de Produção de Amendoim				Paulo Henn	Marta, Ednel, Dedé		
180.5	9.03	GRÃOS 08- Programa de Pesquisa de Amendoim (Estação Exp.)				Paulo Henn	Marta, Amauri, Pablo		
177	8.85	GRÃOS 12- Projeto de Redução de Custos de Produção no Campo				Amauri	Paulo Henn, Ednel e Guilherme		
167	8.35	GRÃOS 03 - Novo Armazem a Granel para Amendoim Casca (TIR)				Vicente	Mineiro, Paulo Bortolin, Jarbas e Matheus		
151.5	7.58	GRÃOS 06- Adequação do Regime de Trabalho (TIR)				Gustavo	Marta, Mineiro, Mirela, Fernando e Almir		
106.5	5.33	GRÃOS 05- Aumento da Capacidade de Blanqueamento (TIR)				**Chico	Cesar, Vicente, Rafael Peixinho, Mineiro e Paulo Bortolin		
100.5	5.03	GRÃOS 11 - Fabricação de Pasta de Amendoim (TIR)				**Chico	Cesar, Vicente, Rafael Peixinho, Mineiro e Paulo Bortolin		
70	3.50	GRÃOS 10 - Projeto de Geração de Energia com a Casca (TIR)				**Paulo Bortolin	Vicente, Mineiro e Anselmo		
TOTAL	MEDIA					LIDER	EQUIPE		
200	10.00	SILOS 02 - Troca do Secador de Soja por Novo com Capacidade 60t/h				Vicente	Paulo Bortolin, Paulo Henn, Dedé		
200	10.00	SILOS 03- Reforma Geral do Secador de Milho com Peças da Soja				Vicente	Paulo Bortolin, Paulo Henn, Dedé		
199	9.95	SILOS 01 - Prospecção de Novos Produtores, Tradings e Armazenadores				Paulo Henn	Fernando e Dedé		
TOTAL	MEDIA					LIDER	EQUIPE		
194.5	9.73	COMERCIAL 05 - Projeto Nova Loja da Filial de Jaboticabal (TIR)				Luiz Torquato	Ednel, Mirela, Cesar e Dagmar		
183.5	9.18	COMERCIAL 01 - Projeto Filial de Minas Gerais (TIR)				Ricardo	Luiz Torquato, Ednel, Mirela e Marcos Minari		
180.5	9.03	COMERCIAL 07 - Projeto de Segmentação Estratégica				Luciana	Juliana, Ednel e Marcelo, Fião e Mirela		
180.5	9.03	COMERCIAL 08 - Projeto de Grandes Grupos e Empresas de Insumos				Ednel	Rodolfo, Luciana e Marcelo		
180.5	9.03	COMERCIAL 09 - Projeto Conhecimento de Fidelização de Cooperados				Juliana	Marta, Luciana, Regiane, Fião, Mirela e Ednel		
180	9.00	COMERCIAL 04 - Projeto Filial de Insumos Pecuários (TIR)				Gustavo Vilela	Luciano, Luiz Torquato, Cesar		
178	8.90	COMERCIAL 06 - Projeto Centro de Educação Socio Ambiental				Amauri	Igor, Marta, Regiane e Pedro Sgarbosa		
176.5	8.83	COMERCIAL 02 - Projeto Filial de Monte Aprazível (TIR)				João Lourenção	Ednel, Luiz Torquato e Eduardo Pacifico		
159.4	7.97	COMERCIAL 03 - Projeto Filial de Batatais (TIR)				Marcelo	Edvaldo, Marquinhos		
TOTAL	MEDIA					LIDER	EQUIPE		
200	10.00	ADMFIN 02 - Programa de Desenvolvimento de Lideranças, Sucessão				Gustavo Chioda	Mirela, Tamiris		
200	10.00	ADMFIN 03 - Melhoria da Gestão Orçamentária				Dirson	Rafael, Mirela e Stella		
199	9.95	ADMFIN 04 - Escrever Normas e Procedimentos, Políticas e Manual				Rafael	Dirson e Comitê Gestor		
178.5	8.93	ADMFIN 05 - Inteligência Analítica de Informações				Flávio	Fião, Junior, Mirela, Chico e Ednel		
177	8.85	ADMFIN 01 - Programa de Adequação do Site Coplana				Juliano Morato	Dedé, Regiane, Fião e Mirela		









# Main Steps for Management and Control of Strategic Planning Process

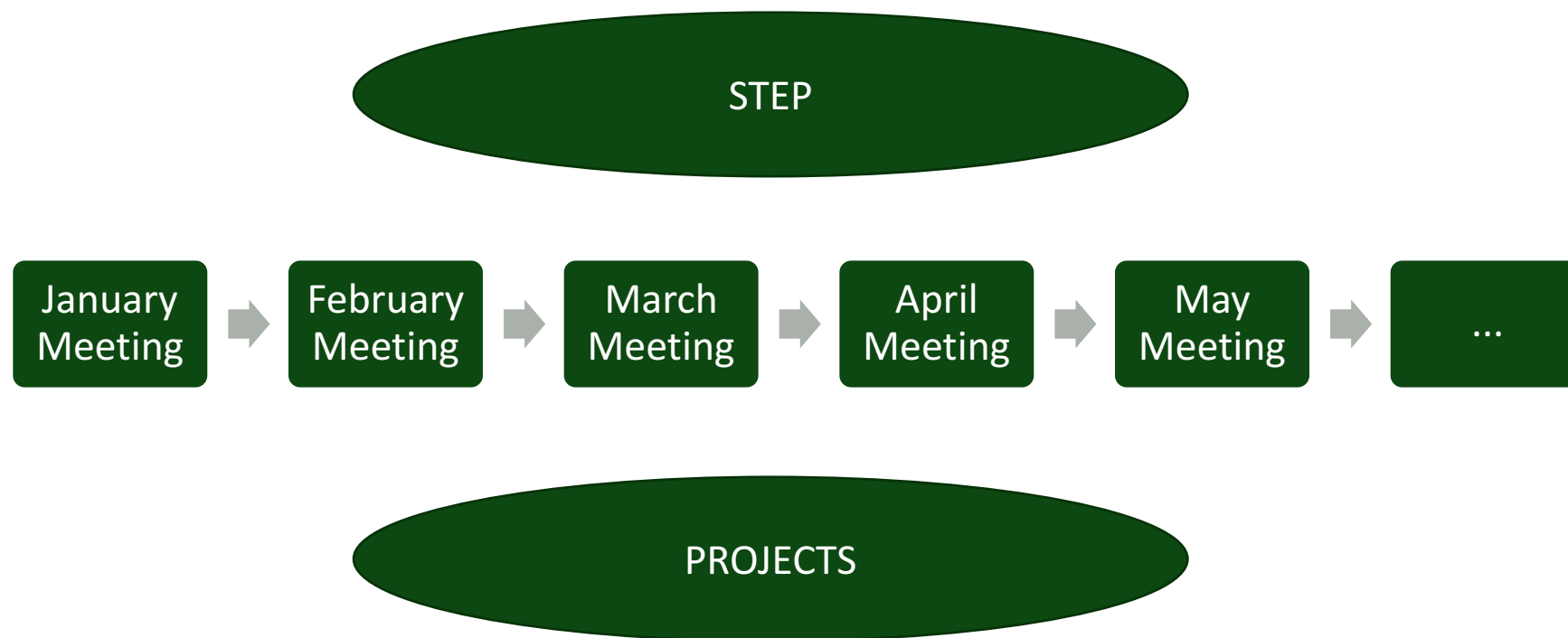
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### 3. Implementation Method: Committee

- Who are they: organization members and possible external agents
- Definition of responsibilities of the Steering Committee and of the Project Coordinator.
- **Management/Steering Committee:**
  - Defined by the controllers
  - Small decision-maker group
  - Project's evaluation and adjustment forum
  - Monthly meetings
  - Company management routine



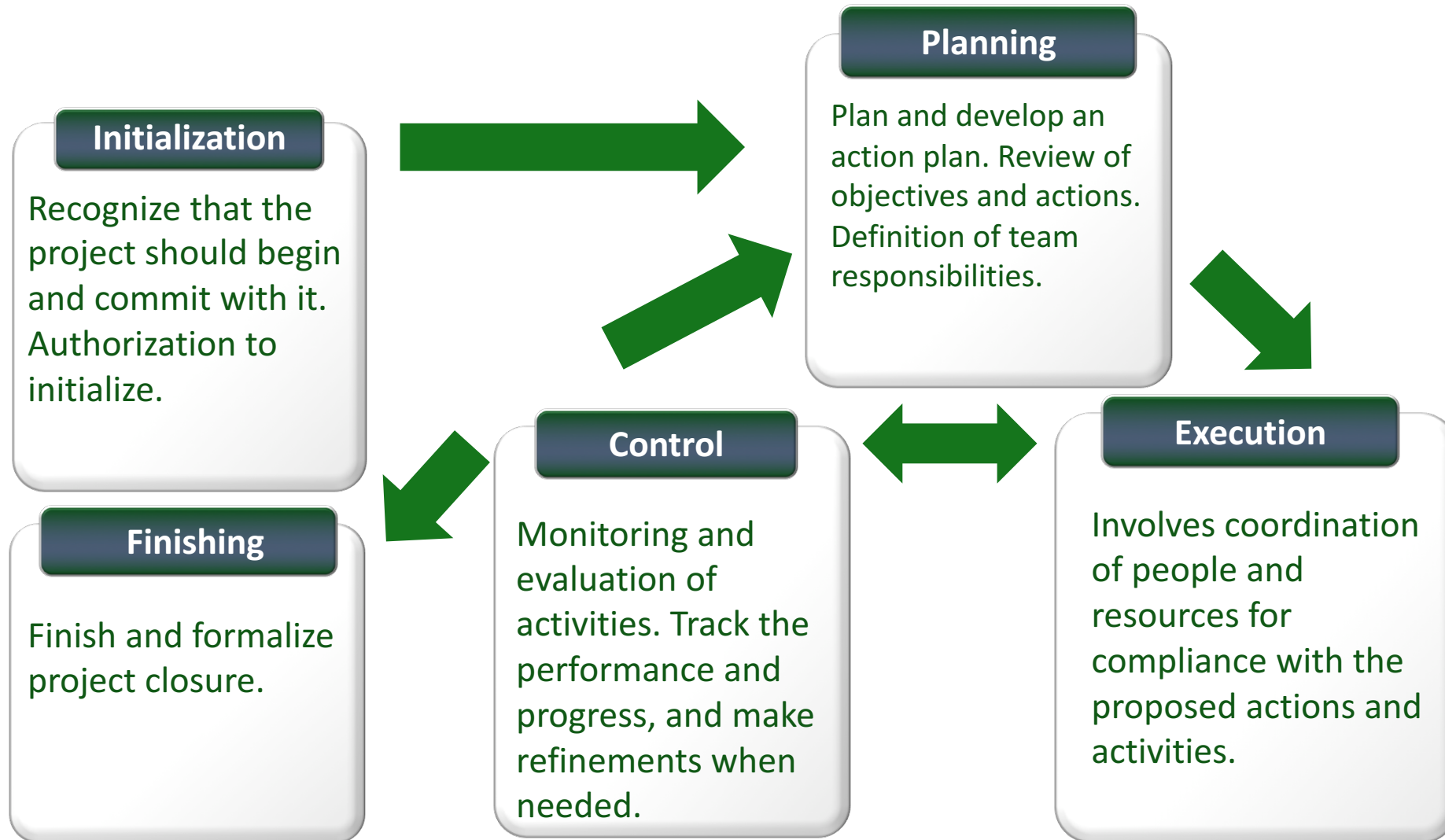
### 3. Strategic Management Meetings



# Main Steps for Management and Control of Strategic Planning Process

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## 4. Implementation Process



Source: elaborated by Markestrat from PMBok - PMI

# 4. Project Management Control Tool


Project actions	Responsible person	Deadline

Source: Developed by the author.  
Table 12.5 Project management control tool.

## 4. Tools for Plan Management

- For management and tracking of plan's execution, several tools may be used, varying with the complexity of the plan, number of projects, resources that the organization owns, the team knowledge on project management tools, and the level of control wanted.
- Some tools that can be used vary from simple or customized Excel spreadsheets to project management softwares (online and offline).
- Some examples of softwares that are used for managing projects:
  - Oracle Primavera
  - Microsoft Project
  - Deskaway
  - jxProject
  - GanttProject
  - OpenProj
  - Project Planner
  - Project Engine Personal
  - Streber
  - Eventor
  - Go Plan
  - Wrike
  - Project2Manage
  - Task Juggler
  - Open Workbench
  - Planner
  - NB Project
  - Tutos
  - OmniPlan
  - Planner
  - DotProject



	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1														
2	 <b>Markestrat</b> <small>value generation</small>													
3														
4														
5	<b>Plano Estragógico "Empresa X"</b>													
6	<b>PROJETO</b>							<b>EQUIPE</b>						
7	1 . Nome do Projeto							Componente das Equipe						
8														
9														
10	<b>OBJETIVOS</b>							<b>COORDENADOR(A)</b>						
11	Objetivos							Coordenador do projeto						
12														
13														
14	<b>ESCOPO</b>							<b>INDICADORES DE DESEMPENHO</b> quais os principais indicadores de performance do projeto						
15	Até onde o projeto vai													
16														
17														
18														
19														
20	<b>PRODUTOS FINAIS</b>													
21	quais os principais produtos que surgirão deste projeto													
22														
23														
24	<b>PRINCIPAIS ATIVIDADES/AÇÕES</b>													
25	<b>A) OPERACIONAL</b>													
26	atividade 1													
27	atividade 2													
28	atividade 3													
29														
30	<b>B) ESTRATÉGICO</b>													
31	atividade 4													
32	atividade 5													
33	atividade 6													
34														
35														

Prazos	Responsável
	responsável pela atividade 1 responsável pela atividade 2 responsável pela atividade 3
	responsável pela atividade 4 responsável pela atividade 5 responsável pela atividade 6



## 4. Management and Control

### ➤ Questions:

- Company is heading the right direction?
- The main resources are allocated where it should?
- External environment variables and trends are still valid or should be reviewed?
- Critical activities are being developed?
- Strategic guidelines need to be adjusted or rebuild?
- Progress has been made until now?
- Objectives and timelines are being fulfilled?
- Method adjustments are necessary?

### ➤ Strategic control

- Preliminary: prevent possible mistakes and deviations;
- Simultaneous: events and process monitoring according to its development, problem correction when it appears;
- *Feedback*: disclosure of achieved results and performance indicators of strategic projects and objectives.

# AgroBio 2016-2018 Strategic Map

## VISION

Be a world reference in industry representation, defending the biotechnology development on production chain and in value generation in Brazilian agribusiness.

## OBJETIVOS

Acting in the development and defense of biotechnology applied to agribusiness, representing its associates in legal and regulatory issues, providing a legally safe environment.

To act in the improvement of the legal and regulatory environment maintaining interface with regulatory governmental bodies

Strengthen relationships with other entities related to the sector aiming at the defense of biotechnology in Brazilian and world agribusiness

Communicate in an efficient and educative way in order to raise the awareness of the public on issues related to biotech in agribusiness

Improve the association's internal environment for better results and performance

Acting internationally, coordinating approvals and maintaining good relationships with international agents in biotechnology

## MISSION

To act in the improvement of a functional regulatory structure and in obtaining a legally safe environment for the development of biotechnology applied to the sustainable production of food, bioenergy, wood and fiber.

## STRATEGIC GUIDELINES

### Regulatory and Legislative



1. CTNBio and Regulatory Issues
2. Judicial Actions
3. Legislative and Executive Environment

### Relationship



4. Industry Representation and Relationship
5. Trading and FTO

### Internal Environment



6. Operational and Statutory Issues
7. Growth Strategies

### Strategic Issues

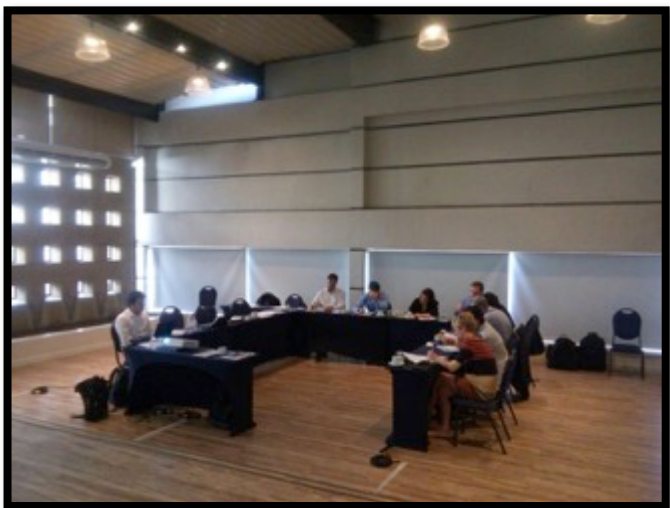


8. Strategic Intelligence

PROJETCS









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# 5. Barriers in Implementing

- Lack of understanding about planning and strategy concepts by the participant;
- Not anticipating problems and conflict of priorities;
- Finding key volunteer leaders with motivation;
- Inadequate leadership ability among leaders;
- Lack of discipline/motivation of members and organizations;
- Political and cultural issues within participants;
- Poor team integration;
- Different agents seeking their own objectives;
- Allowing some to believe they are owners of the collective;
- Lack of understanding and clarity of goals and objectives;
- Lack of established indicators to be monitored;
- Lack of standards for implementation;
- Not creating a simplified version of the detailed plan for internal communication (an executive manner).

Source: elaborated by Markestrat from O'Regan and Ghobadian (2002)



<b>Difficulties in Planning Implementation</b>	<b>Mitigation (how to reduce?)</b> (source: Prof. Marcos Fava Neves)
<b>1. Insufficient human resources (minimal)</b>	<ul style="list-style-type: none"> <li>• Contratar pessoal; Trocar pessoal; Terceirizar projetos.</li> </ul>
<b>2. Political and Cultural issues (oppositions)</b>	<ul style="list-style-type: none"> <li>• Hability to recognize and change it (lobbying and politics); Create status positions.</li> </ul>
<b>3. Divergent goals</b>	<ul style="list-style-type: none"> <li>• Understand, seek for common gorund; Listen to everyone.</li> </ul>
<b>4. Perception of a “top/down” process</b>	<ul style="list-style-type: none"> <li>• Since the beginning, promote participation (questionnaire, sugestion boxes, intranet, breakfasts) – They all should fell they are “parents” of the plan.</li> </ul>
<b>5. Demotivation over time</b>	<ul style="list-style-type: none"> <li>• Stimulating monthly meetings, rewards and incentives.</li> </ul>
<b>6. Loose relevance and tune</b>	<ul style="list-style-type: none"> <li>• Always update STEP analysis.</li> <li>• Keep the whole vision of the project at each meeting.</li> </ul>
<b>7. Lack of discipline and order</b>	<ul style="list-style-type: none"> <li>• Implement strategic management meetings</li> </ul>
<b>8. Lack of leadership</b>	<ul style="list-style-type: none"> <li>• Choose wisely the project leader; train people.</li> </ul>
<b>9. Lack of standards</b>	<ul style="list-style-type: none"> <li>• Create chart, tables and slides templates.</li> </ul>
<b>10. Poor governance</b>	<ul style="list-style-type: none"> <li>• Ethical standards; consensus and clear rules.</li> </ul>
<b>11. Poor communication</b>	<ul style="list-style-type: none"> <li>• Constantly communicate entire organization</li> </ul>
<b>12. Low implementing will</b>	<ul style="list-style-type: none"> <li>• Stimulus; gather those who make it happen.</li> </ul>
<b>13. Lack of resources</b>	<ul style="list-style-type: none"> <li>• IPO, fundings, credit.</li> </ul>
<b>14. Aversion to risk and conservatism</b>	<ul style="list-style-type: none"> <li>• Broad process of convincing, testimonials.</li> </ul>
<b>15. Lack of technologies and other resources</b>	<ul style="list-style-type: none"> <li>• Internal development and resource’s flexivility.</li> </ul>

# Important Aspects for the Effective Implementation of the Strategic Plan

Component	Specific Tasks
Build an organization that is capable of executing the strategy	<ul style="list-style-type: none"> <li>➤ Create an organizational structure of support for the strategy.</li> <li>➤ Develop abilities and distinct competencies on which strategy is based.</li> <li>➤ Select people for key positions.</li> </ul>
Establish a budgetary support strategy	<ul style="list-style-type: none"> <li>➤ See that each organizational unit has a budget to conduct its part of the strategic plan.</li> <li>➤ Make sure that resources are being used efficiently.</li> </ul>
Construct internal management support systems	<ul style="list-style-type: none"> <li>➤ Establish and administrate policies and procedures which facilitate the strategy.</li> <li>➤ Develop management and operational systems to provide critical capacities to the organization's strategy.</li> </ul>
Distribute prizes and incentives that are strongly connected to the objectives and strategy	<ul style="list-style-type: none"> <li>➤ Motivate organizational units and individuals to carry out the strategy.</li> <li>➤ Designate prizes and incentives that lead to the employee's desired performance.</li> <li>➤ Promote orientation to results.</li> </ul>
Mould corporate culture to adjust to the strategy	<ul style="list-style-type: none"> <li>➤ Establish shared values.</li> <li>➤ Define ethic standards.</li> <li>➤ Create a work environment that supports the strategy.</li> </ul>
Exercise strategic leadership	<ul style="list-style-type: none"> <li>➤ Lead the process of creating values, modeling culture and motivating the creation of the strategy.</li> <li>➤ Keep the organization innovative, responsive and alert to market opportunities.</li> <li>➤ Lead strategy policies, creating consensus.</li> <li>➤ Reinforce ethical and behavioral standards.</li> <li>➤ Initiate corrective actions to improve the strategy's execution.</li> </ul>

Source: Thompson and Strickland, 1990.

Table 12.1 Important aspects for the effective implementation of the strategic marketing plan and the planning process as a whole.