MAPEAMENTO DO TERRENO DA IMPLEMENTAÇÃO DA ESTRATÉGIA: UMA REVISÃO DE ÂMBITO DE ESTUDOS EMPÍRICOS DE 2014 A 2024

RESUMO

**Objective:** Esta revisão abrangente de âmbito examina criticamente a paisagem da pesquisa empírica sobre a implementação da estratégia (SI) durante a última década, de 2014 a 2024. Apesar de seu papel crítico na determinação de sucesso ou fracasso organizacional, a implementação da estratégia continua a ser uma área pouco explorada no vasto domínio da literatura de gestão estratégica.

**Método:** O artigo é uma revisão de âmbito abrangente que analisa 50 artigos revisados por pares, esta revisão não só descreve a profundidade e a amplitude da pesquisa empírica realizada em diversas indústrias e países, mas também identifica os obstáculos prevalecentes, os papéis de liderança e os níveis estratégicos em que a implementação é discutida.

**Resultados e Discussão:** A paisagem da pesquisa empírica sobre implementação de estratégias (SI) durante a década de 2014 a 2024 foi marcada por uma diversidade notável, com estudos que se ramificam em várias facetas do SI a partir de múltiplas perspectivas disciplinares Notavel dentro desta ampla gama de pesquisas é a atenção...
significativa dada a estudios empíricos conduzidos dentro do continente africano, particularmente em países como Quênia, Zâmbia, e Nigéria.

Implicações da Pesquisa: Este artigo procura mapear a evolução da natureza da pesquisa de implementação de estratégias, identificando áreas maduras para exploração futura e também oferece uma base para o desenvolvimento de quadros teóricos robustos e modelos práticos para orientar a execução eficaz de estratégia em organizações em todo o mundo.

Originalidade/Valor: Este estudo fornece uma visão geral sistemática de estudos empíricos com foco na implementação da estratégia, destacando as principais tendências, metodologias e concentrações temáticas dentro do campo do SI.


MAPA DEL TERRENO DE LA APLICACIÓN DE LA ESTRATEGIA: UN EXAMEN DEL ALCANCE DE LOS ESTUDIOS EMPÍRICOS DE 2014 A 2024

RESUMEN
Objetivo: Este examen amplio del alcance examina críticamente el paisaje de la investigación empírica sobre la aplicación de la estrategia (SI) durante la última década, de 2014 a 2024. A pesar de su papel crítico en determinar el éxito o el fracaso de la organización, la aplicación de la estrategia sigue siendo una esfera poco explorada dentro del amplio ámbito de la literatura de gestión estratégica.

Método: El artículo es una revisión amplia del alcance que analiza 50 artículos revisados por pares, esta revisión no sólo revela la profundidad y amplitud de la investigación empírica realizada en diversas industrias y países, sino que también identifica los obstáculos predominantes, los roles de liderazgo y los niveles estratégicos en los que se discute la aplicación.

Resultados y Discusión: El paisaje de la investigación empírica sobre implementación de estrategias (SI) durante el decenio que abarca 2014 a 2024 ha sido marcado por una diversidad notable, con estudios que se ramifican a través de diversas facetas del SI desde múltiples perspectivas disciplinarias Es notable dentro de esta amplia gama de investigaciones la importante atención que se presta a los estudios empíricos llevados a cabo en el continente africano, en particular en países como Kenia, Zâmbia y Nigéria.

Implicaciones de la Investigación: Este documento busca mapear la naturaleza evolutiva de las investigaciones de aplicación de estrategias, identificar áreas maduras para la exploración futura y también ofrece una base para el desarrollo de marcos teóricos robustos y modelos prácticos para orientar la ejecución eficaz de la estrategia en las organizaciones de todo el mundo.

Originalidad/Valor: Este estudio proporciona una visión general sistemática de los estudios empíricos centrados en la aplicación de la estrategia, destacando las principales tendencias, metodologías y concentraciones temáticas dentro del campo del SI.

Palabras clave: Implementación de Estrategias, Investigación Empírica, Gestión Estratégica, Éxito Organizacional, Revisión de la Literatura.

1 INTRODUCTION

Strategy implementation (SI) is a pivotal element in determining an organization's capacity to secure and sustain a competitive edge (Noble, 1999a). Research has estimated that approximately 70% of U.S. organizations experience failure due to ineffective strategy implementation, with around 60% encountering subpar performance during the implementation phase (Yang et al., 2019). However, these reported failure rates should be approached with caution, as the underlying data often relies on outdated, unreliable, or incomplete sources (Candido, 2015). Despite the challenges in obtaining accurate failure rates for strategy
implementation, the critical importance of executing strategy effectively remains unquestionable. This has led to a unified drive among practitioners and scholars to delve into the dynamics and components that contribute to successful strategy implementation (Noble, 1999a; Tawse & Tabesh, 2021; Srivastava & Sushil, 2016). Within the academic discourse, "strategy implementation" and "strategy execution" are often used interchangeably, signaling a broad agreement that these terms encapsulate the same concept (Safdari Ranjbar et al., 2014; Tawse & Tabesh, 2021; Richardson, 2005). This consensus is further supported by literature that treats them as synonymous (Yang et al., 2008; Hrebiniak, 2006; Thompson & Strickland, 2003).

Despite this agreement, the field is characterized by a wide array of definitions, reflecting diverse researcher perspectives. These definitions generally fall into three categories: process-oriented, behavior-oriented, and a hybrid of the two (Yang et al., 2008).

However, the absence of a universally accepted definition has led to fragmented research efforts and a lack of cohesive understanding in the field (Alharthy et al., 2017; Noble, 1999a). This fragmentation suggests an opportunity for future research to work towards harmonizing these perspectives into a comprehensive, universally recognized definition of strategy implementation, potentially unifying the field and guiding more coherent future studies. Over the last two decades, the field of Strategy Implementation (SI) has witnessed a significant surge in scholarly attention. Esteemed researchers including Hickson et al. (2003), Miller et al. (2004), Stadler and Hinterhuber (2005), Sirkin et al. (2005), Kaplan and Norton (2006), Zernand-Vilson and Elenurm (2010), and Alas et al. (2012) have dedicated their efforts to understanding how organizational characteristics influence both the process and outcomes of strategy implementation. Subsequent investigations, notably by Vigfusson, Johannsdottir, and Olafsson (2021), along with Candido and Santos (2018), have delved into the challenges and barriers that arise during the implementation phase, often hindering the process.

Furthermore, the work of Tawse and Tabesh (2021) and Richardson (2008) has been instrumental in developing frameworks and models for strategy implementation, offering valuable tools for both practical application and future academic inquiry. Despite the expanding research on Strategy Implementation (SI), there remains a significant gap in empirical studies within this field (Vigfússon et al., 2021). Strategy implementation is critically under-researched, yet it decisively influences organizational success or failure (Tawse & Tabesh, 2020; Noble, 1999a; Okumus, 2003; Yang et al., 2008; Kastanakis, 2018). Addressing this shortfall, this study aims to conduct a thorough review of empirical literature on strategy implementation to outline the extent and depth of research conducted in this area. By doing so,
the study illuminates the current landscape of empirical work on SI and identifies promising directions for future research, thereby enriching our comprehension of how strategy implementation affects organizational achievements. The objective of this scope review is to chart the trajectory of empirical research within the domain of strategy implementation. Given its complexity and integration across various disciplines (Tawse & Tabesh, 2020), strategy implementation offers a rich tapestry for examining the interplay of factors that drive its effectiveness. Consequently, this study seeks to address the critical question: How extensive, varied, and deep have empirical studies on strategy implementation been over the last decade, from 2014 to 2024? This inquiry aims to uncover the breadth of investigation in this field, illuminating the current state of knowledge and identifying gaps for future research.

2 METHODOLOGY

As strategy implementation emerges as a focal area of interest, its study has seen a significant uptick in scholarly attention. Yet, despite this increased interest, the literature on the topic remains disparate, underscoring the need for a comprehensive literature review. Such a review is instrumental in gathering and integrating existing knowledge (Snyder, 2019), crucial for uncovering gaps that pave the way for the development of conceptual models and theoretical frameworks (Snyder, 2019). To address this, we've adopted a scope review methodology, aimed at assimilating the contexts—ranging from geographical and industrial to the strategic levels, perspectives, fields, and methodologies—within which empirical studies have been conducted.

Covering a broad spectrum of disciplines including strategic management, marketing, and operations management (Tawse & Tabesh, 2021), our review deliberately spans across all business disciplines with an emphasis on strategy implementation, while focusing solely on peer-reviewed journals.

The scope review methodology employed in this study is designed to delve into the empirical literature's depth, seeking to "identify and map the available evidence," pinpoint knowledge gaps, and discern the prevailing research orientations within the specified context (Munn et al., 2018). Following Arksey and O’Malley’s (2005) five-step framework, our process entails: formulating the research question, identifying relevant studies, selecting pertinent studies, extracting and charting the data, and finally, collating, summarizing, and reporting the findings. This structured approach facilitates a thorough examination of the current state of strategy implementation research, offering insights into future directions for inquiry.
Table 1

Criteria for scope review

<table>
<thead>
<tr>
<th>Factors</th>
<th>Criteria for all searches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Publication</td>
<td>Peer Reviewed Journals</td>
</tr>
<tr>
<td>Sector</td>
<td>All</td>
</tr>
<tr>
<td>Context</td>
<td>All countries</td>
</tr>
<tr>
<td>Text</td>
<td>Full text available online</td>
</tr>
<tr>
<td>Content</td>
<td>Strategy implementation</td>
</tr>
<tr>
<td>Type of research</td>
<td>Inclusive</td>
</tr>
<tr>
<td>Timeframe</td>
<td>2014-2024</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2024)

Utilising Google Scholar’s search capabilities with the Boolean logic search string “Strategy implementation”+ “empirical,” the search initially yielded 17,900 articles. The methodology adopted for this research involved a strategic selection process to navigate through this extensive pool of literature efficiently.

The first step in this refined approach involved filtering the articles by their relevance to “strategy implementation,” focusing specifically on those that explicitly addressed empirical research within their titles. This step ensured that the selection was precisely targeted toward the study’s core interest. Following this, a thorough review of the abstracts for each of these articles was conducted. This critical examination aimed to distinguish between theoretical and empirical studies, aligning the research focus strictly on empirical evidence and ensuring the relevancy of selected articles to the research objectives.

To further refine the selection, the credibility and authenticity of the journals in which these articles were published were assessed using the SCImago journal rank as a standard for verification. This crucial step ensured that the selected articles were sourced from peer-reviewed journals recognized for their academic rigor and reliability, thus narrowing the selection to 30 articles of the highest relevance and quality.

These selected articles were then accessed in full through EBSCOhost for an in-depth analysis. This analysis was systematically structured into two phases to ensure a comprehensive evaluation of the content. The initial phase focused on extracting and organizing data related to the organization type, strategic level, industries studied, countries involved, and the perspective from which each study was approached. This organization facilitated a structured overview of the empirical landscape in strategy implementation research.
The subsequent phase delved deeper into each article, extracting detailed information on titles, objectives, key findings, methodologies employed, and suggestions for future research. This phase aimed to enrich the understanding and insights gleaned from each piece, offering a nuanced view of the empirical studies in strategy implementation.

This strategic and systematic approach to article selection and analysis allowed for a thorough review of the empirical literature on strategy implementation. It illuminated the scope and depth of research conducted in this field, identifying trends, gaps, and future directions for research. Through this method, the study not only navigated the vast array of available literature but also ensured that the articles analyzed were of significant relevance and contribution to the field of strategy implementation.

3 RESULTS AND DISCUSSION

The literature review undertaken in this study was distinguished by its broad scope, incorporating perspectives from disciplines beyond strategic management. This expansive approach was driven by the objective to gather a comprehensive body of empirical evidence, aligning with systematic review goals to address the research question fully (Synder, 2019).

3.1 PHASE 1 RESULTS

Organizational Types: The review revealed that strategy implementation research encompasses a diverse array of organizational forms, including private entities, state-owned enterprises, publicly listed companies, and small to medium-sized enterprises (SMEs). However, a significant observation was that a clear majority of the empirical studies, about 67%, did not specify the organizational type under investigation. This lack of specification introduces a degree of ambiguity, as it is unclear whether the findings are applicable across different organizational forms or are specific to certain types. Among the studies that did identify the organizational type, there was a noticeable focus on the public sector, particularly within the African context, suggesting a regional emphasis in strategy implementation research.

Strategy Level: The specificity of strategy implementation discussion in terms of strategic level—whether business, corporate, or multi-level—was another area explored. It was found that the majority of articles, 80%, did not explicitly mention the strategic level at which the implementation was discussed. This omission creates a gap in understanding, as the
applicability of the research findings to different strategic levels remains uncertain. Only a small fraction of the studies explicitly addressed strategy implementation at distinct levels, indicating a need for greater clarity and specificity in future research.

Industry: The review highlighted the importance of industry context in strategy implementation studies, recognizing that the competitive landscape and external environment significantly influence an organization's strategic decisions (Okumus, 2003). The banking sector emerged as a prominent focus among the reviewed articles, followed by telecommunications, manufacturing, tourism, automotive, and higher education, among others. This variety underscores the relevance of strategy implementation across a wide range of industries. Notably, the banking industry was frequently associated with high-velocity environments, characterized by rapid and unpredictable changes. While most studies were centered on domestic markets, a few conducted multi-country analyses, suggesting an acknowledgment of the global implications of strategy implementation.

Perspective Analysis: In exploring the realm of strategy implementation research, three distinct perspectives have emerged as central themes: the process perspective, the behavior perspective, and a hybrid of the two, as delineated by Yang, Sun, & Eppler (2008). The behavior perspective, with its focus on the roles of top and middle managers as pivotal to the implementation process, dominated the studies reviewed. Notably, research by Ivančić, Jelenc, & Mencer (2021) broadened this perspective by also considering employees as key drivers in the implementation process. This inclusion signifies a growing recognition of the comprehensive range of stakeholders involved in effective strategy implementation, beyond traditional management roles.

3.2 PHASE 2 RESULTS:

3.2.1 Study Discipline

The Phase 2 results illuminate the interdisciplinary nature of strategy implementation studies, extending well beyond the confines of strategic management into domains such as sustainability, marketing, and project management. Each of these disciplines contributes unique insights and approaches to the study of strategy implementation. For instance, Engert & Baumgartner (2015) and Ul Musawir, Serra, Zwikaell, & Ali (2017) highlight the critical role of governance in steering successful strategy implementation, while Malshe, Hughes, Good, &
Friend (2022) emphasize the importance of cross-functional coherence within organizations to enhance implementation efficacy.

This confluence of perspectives from diverse fields enriches the overall understanding of strategy implementation, suggesting that a multifaceted and interdisciplinary approach is essential for comprehensively addressing the complexities inherent in implementing strategic initiatives. The integration of insights from sustainability, marketing, and project management, among others, encourages a broader, more inclusive consideration of the factors influencing strategy implementation success. It advocates for a shift towards embracing the diverse influences and contributors to strategy implementation, underscoring the value of interdisciplinary research in advancing the field.

3.2.2 Emerging themes

There were diverse themes that have emerged in the reviewed literature which have been summarized in the table below:

<table>
<thead>
<tr>
<th>Emerging Themes</th>
<th>Article</th>
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</thead>
<tbody>
<tr>
<td>Strategy implementation obstacles/barriers</td>
<td>Cândido et al. (2019)</td>
</tr>
<tr>
<td></td>
<td>Van der Merwe and Nienaber (2015)</td>
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<td></td>
<td>Radomska (2014)</td>
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<tr>
<td></td>
<td>Malshe et al. (2022)</td>
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<td></td>
<td>Köseoglu et al. (2018)</td>
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<td></td>
<td>Njagi and Kombo (2014)</td>
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<td></td>
<td>Abass et al. (2017)</td>
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<tr>
<td></td>
<td>Sorooshian et al. (2010)</td>
</tr>
<tr>
<td>Organizational performance</td>
<td></td>
</tr>
<tr>
<td>Strategy implementation style:</td>
<td>Sajasalo et al. (2016)</td>
</tr>
<tr>
<td>fantasizing, performativity</td>
<td>Merkus et al. (2019)</td>
</tr>
<tr>
<td></td>
<td>Taylor and Buumba (2020).</td>
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<tr>
<td>Organizational structure</td>
<td>Akpan and Waribugo (2016)</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>Lemarleni et al. (2017)</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>Bukoye and Abdulrahman (2023)</td>
</tr>
<tr>
<td>Network perspective</td>
<td>Albrecht et al. (2016)</td>
</tr>
<tr>
<td>Competition - external environment</td>
<td>Mayende and Joseph (2020)</td>
</tr>
<tr>
<td>Strategy implementation executors:</td>
<td></td>
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<tr>
<td>leadership, top management, middle management</td>
<td>Kiehne et al. (2017)</td>
</tr>
<tr>
<td>and non-management</td>
<td>Doeleman et al. (2022)</td>
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<td></td>
<td>Ahearne et al. (2014)</td>
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<td></td>
<td>Hyvärä (2016)</td>
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<tr>
<td></td>
<td>Van der Kolk and Schokker (2016)</td>
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<tr>
<td></td>
<td>Ivančić et al. (2021)</td>
</tr>
<tr>
<td>Strategy implementation success</td>
<td>Engert and Baumgartner (2015)</td>
</tr>
</tbody>
</table>
Upon evaluating the selected articles, a recurring theme identified is the focus on the individuals responsible for enacting strategy implementation—specifically, top management, middle management, frontline management, and non-management roles. This analysis extends to the exploration of the leadership construct and its significant impact on the success of strategy implementation efforts, as discussed in studies like those by Doeleman, van Dun, & Wilderom (2022). Concurrently, another prominent theme revolves around the obstacles and barriers to strategy implementation, underscoring challenges within this domain.

Subsequent themes unearthed in the review include varying styles of strategy implementation and the correlation between these approaches and organizational performance. However, certain topics within the broader context of strategy management have received comparatively less attention, each highlighted in isolated studies. These less explored areas encompass the tangible outcomes of strategy implementation, the influence of competitive and external environments, the role of network perspectives in strategic efforts, organizational structural considerations, resource allocation efficiency, and the impact of organizational culture on strategy implementation.

This analysis suggests a concentrated focus within current research on the human elements and challenges of strategy implementation, while indicating potential avenues for further exploration in areas that intersect with strategy management but have not been extensively studied. The identification of these under-researched themes points to opportunities for future studies to delve deeper into the nuanced aspects of strategy implementation that could significantly contribute to the field’s development and understanding.

### 3.2.3 Research

In categorizing the reviewed articles according to the research methodologies employed, a diverse array of approaches were identified, reflecting the multifaceted nature of strategy implementation studies. Common methods outlined by Yang et al. (2008) include case analysis, questionnaires/interviews, field investigations, along with other techniques such as simulations,
literature reviews, laboratory settings, observations, and archival research. This categorization helps in discerning prevalent research patterns within the strategy implementation literature.

Among these methodologies, questionnaires and interviews emerged as the predominant methods, utilized in 16 of the reviewed articles. This preference underscores the value placed on direct insights and experiences from individuals involved in strategy implementation processes. Case analysis was the second most favored approach, applied in 10 articles, highlighting the importance of in-depth exploration of specific instances of strategy implementation within organizations.

Interestingly, the sample did not reveal any studies that employed field investigation methods, pointing to a potential gap in the current research landscape. Other methodologies were less commonly utilized but contributed valuable perspectives to the collective understanding of strategy implementation. This included one literature review, two simulations, and one study that used scenarios, each offering unique insights into the complexities of implementing strategic initiatives.

A notable mention is the study by Cândido, Carlos, and Santos, Sérgio (2019), which uniquely combined case analysis with a literature review. This approach aimed to systematically identify obstacles to strategy implementation and to scrutinize empirical evidence regarding these challenges. The integration of multiple research methods, or triangulation, as advocated by Scandura and Williams (2000), serves to enhance the robustness and validity of the findings by offering a more comprehensive view of the strategy implementation phenomenon.

This analysis of research methodologies not only highlights the diverse ways in which strategy implementation is examined but also suggests areas for methodological innovation and expansion in future studies. By exploring underutilized methods such as field investigations, future research could provide new insights and contribute to a more holistic understanding of strategy implementation challenges and practices.
Table 3

Research Methods

<table>
<thead>
<tr>
<th>Research Method</th>
<th>Articles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Case Analysis (10)</td>
<td>Cáündido et al. (2019); Engert and Baumgartner (2015); Van der Merwe and Nienaber (2015); Kandie and Koech (2015); Bukoye and Abdulrahman (2023); Hyväri (2014); Abass et al. (2017); Hyväri (2016); Van der Kolk and Schokker,(2016); Sajasalo et al. (2016)</td>
</tr>
<tr>
<td>Questionnaire/Interviews (16)</td>
<td>Albrecht et al. (2016); Doeleman et al. (2022); Kiehne, Ceausu, Arp and Schuler (2017); Ivančić et al. (2021); Köseoğlu et al. (2018); Sorooshian et al. (2010); Njagi and Kombo (2014); Lemarleni et al. (2017); Al-Kandi et al. (2013); Radomska (2014); Malshe et al. (2022); Ahearne et al. (2014); Ul Musawir et al. (2017); Akpan and Waribugo (2016); Taylor and Buumba (2020); Mayende and Joseph (2020)</td>
</tr>
<tr>
<td>Field Investigation (0)</td>
<td></td>
</tr>
<tr>
<td>Other methods (4)</td>
<td>Literature review Cáündido et al. (2019); Simulation Strohhecker (2016); Simulation Merkus et al. (2019); Scenarios Kiehne et al. (2017)</td>
</tr>
</tbody>
</table>

Source: Prepared by the authors (2024)

3.2.4 Research Gaps

Strategy implementation research is a burgeoning field witnessing a notable growth in scholarly attention. This area delves into both the procedural aspects of strategy execution and the behavioral dynamics involved, yet it is evident that there remains a shortfall in comprehensive conceptual frameworks. Such frameworks are crucial for practitioners aiming to apply strategic concepts effectively in real-world scenarios. Analysis of the current literature reveals that while many studies have explored the internal processes of strategy implementation and the roles of key actors (addressing behavioral issues), there is a significant gap in understanding the influence of external factors. These include the competitive landscape, the broader market environment, and other external stakeholders.

Moreover, there is a discernible need for research that probes the causal relationships impacting the success or failure of strategy implementation efforts. Understanding these causal factors could greatly enhance the strategic management field's body of knowledge, providing deeper insights into how strategies can be more effectively deployed and managed.

Additionally, there is a call for more empirical research conducted across diverse settings, particularly in under-researched contexts such as the least developed countries. Such studies could offer valuable perspectives on the unique challenges and opportunities for strategy implementation in different environmental and cultural contexts, enriching the global understanding of strategic management practices. This expansion of research focus would not
only fill existing gaps in the literature but also contribute to a more nuanced and globally inclusive comprehension of strategy implementation.

4 CONCLUSIONS

The landscape of empirical research on Strategy Implementation (SI) over the decade spanning 2014 to 2024 has been marked by a remarkable diversity, with studies branching out across various facets of SI from multiple disciplinary perspectives. This rich tapestry of research not only encompasses traditional strategic management viewpoints but also extends into realms such as marketing and project management, reflecting the multifaceted nature of SI and its relevance across the broader spectrum of organizational functions. The inclusion of diverse disciplines highlights the growing recognition that strategy implementation is not confined to the strategic planning departments but is a cross-functional endeavor that touches all aspects of an organization.

Noteworthy within this broad array of research is the significant attention given to empirical studies conducted within the African continent, particularly in countries like Kenya, Zambia, and Nigeria. These studies have shed light on SI practices within sectors that are pivotal to the region's economic development, including banking, tourism, and various public sectors such as policing and municipal governance. The focus on these areas is not only crucial for understanding the unique challenges and opportunities present in these contexts but also for providing insights that can inform more effective strategy implementation practices suitable for emerging economies.

This exploration into the SI field within such diverse settings and disciplines underscores the global and interdisciplinary nature of strategic management research. It reflects an evolving understanding that effective strategy implementation requires a holistic approach, considering both internal organizational dynamics and the external environment. Furthermore, the engagement with empirical research in less commonly studied regions like Africa opens new avenues for understanding how contextual factors influence SI success, offering valuable lessons for both local practitioners and the global academic community.

As we look forward to the future of SI research, it becomes evident that this decade of study has laid a strong foundation for further exploration. The diversity in research topics, methodologies, and geographical focus points to a vibrant and evolving field, ripe with opportunities for deepening our understanding of how strategies are brought to life across
different organizational contexts and cultures. This expanded view encourages a more inclusive and nuanced approach to studying strategy implementation, promising richer insights and more robust frameworks that can adapt to the complexities of the modern business world.

REFERENCES


