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Stian Halvorsen

Abstract

“However beautiful the strategy, you should occasionally look at the results”.

This quote by Sir Winston Churchill basically means that there is more to strategy than formulation, and that you should study the results of it as well. How are strategies developed? What are affecting strategies? How to implement strategies?

In this thesis the main purpose has been to study “how to implement global vision, mission and strategy into a Norwegian company”, by looking at how Halliburton Scandinavia develops strategies, how the learning culture is and by looking at the biggest weaknesses and challenges they have with strategy implementation. This will make the organization realize where they have room for improvement, and how they can more effectively implement strategies in the future. This will be a crucial factor for an organization to gain competitive advantage and superior organizational performance, especially in the critical times the oil & gas industry are facing.

20 qualitative semi-structured interviews, from the different organizational levels of strategy in the organization, have been used to gain the required data. The gathered data are compared and analyzed with the theories of Mintzberg and Waters (1985) about deliberate and emergent strategies, Argyris and Schön (1978) about organizational learning, and literature review of Li, Guohui and Eppler (2008), and the 9 most common single factors that affect strategy implementation.

The results are that Halliburton Scandinavia uses a partly deliberate and partly emergent approach when developing strategies (umbrella/process strategy). They have organizational learning, and mostly use single-loop learning when solving problems. This way of learning affects the development of strategies by making them more emergent. The biggest weaknesses of Halliburton Scandinavia that affect how strategies are being implemented are communication of strategy, cascade of strategy, lack of people feeling commitment/ownership to strategy and relationships between PSLs/departments.

Based on the results of this thesis Halliburton Scandinavia should arrange own “strategic meetings” where everyone is included. This would aid the vertical communication aspect and maybe even make some employees feel commitment and ownership to the strategy. There should be arranged “strategic meetings” where people can be included in pulling down the global vision, mission and strategy to break them into smaller pieces, and work packages, such that they can see the big picture. Lastly, there could be cross PSL/department meetings where employees share experiences with each other about strategy making and/or implementation, because some PSLs/departments are better with strategy than others.

The effects of learning culture on strategy development, and the effects of “strategic meetings” on the performance of strategy implementation, would be interesting to research in the future to build upon the work of this thesis.

Keywords: Vision, mission, strategy, development of strategy, organizational learning, implementation of strategy

Nomenclature

BLD Business Leadership Development

HSEQ Health, Safety, Environment and Quality

NCS Norwegian Continental Shelf

PSL Product Service Line

SBU Strategic Business Unit

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Chapter I: Introduction

The global demand for energy will increase in the upcoming decades, and oil & gas will still be one of the most important energy sources. Most of the Norwegian continental shelf (NCS) is in a mature phase, and production is declining. Large new discoveries need to be made by the coming decade or the production will continue to decrease. A reduction in output will affect development opportunities, government revenues and jobs in Norway (Norwegian Oil & Gas, 2015).

The consequence of the declining activity on the NCS is that a lot of companies in the energy industry, including Halliburton Scandinavia, are depending on the upcoming fields like Johan Sverdrup. Johan Sverdrup is a giant “elephant” oil field, and at the moment it is the most important future production field for the oil and gas industry in Norway. Johan Sverdrup contains at least 1.8 billion barrels of oil, and it has been estimated that the lifetime will be of approximately 50 years. The production is planned to start in late 2019 (Offshore.no, 2015). The importance of this field will show through the high prioritization of the tender work related to it.

“We delivered an excellent 2014, but it is clear that 2015 will be a challenging year for the industry”, said CEO and Halliburton chairman Dave Lesar in a press release. “Halliburton has successfully weathered multiple industry cycles. We are confident that we have the right people, technology, and strategies in place to outperform throughout this cycle too, and emerge as a stronger company”.

The price of crude oil per barrel dropped dramatically last year (2014), from \$100.52 to as low as \$43.58 (MarketWatch, 2015). Low price of oil makes innovative and more cost-effective solutions fundamental to success at future projects. It has never been more important in the oil & gas industry to implement clever strategies, and adjust to changes.

Since the 1960s it has been developed many different concepts and frameworks to chart the progress of strategy, but strategy is about achieving success (Kiechel, 2010).

There are a lot of strategies that had good intentions and great potential, but failed completely because it was not implemented sufficiently. The ability to implement strategies is with other words considered more valuable than strategy formulation, and is essential to obtain superior organizational performance (Jooste & Fourie, 2009).

1.1 Study objectives and research questions

The main objective of the thesis is to analyze an organization and investigate its weaknesses and biggest challenges with “how to implement global vision, mission and strategy into a Norwegian company”, and in this case the company is Halliburton, which is one of the world’s largest oilfield services companies. The main challenges with implementing a global strategy in specific nations (in this case, Norway) are often the cultural-, legal-, economic- and political differences, but which do the employees of the organization consider most problematic to handle? Several questions were specified in order to reach the main objective. The examined research questions are:

1. To what degree does the organization implement its intended strategy in Norway?
2. How is the learning culture in the organization, and how does it affect the development of strategies?
3. What are the organization’s weaknesses and biggest challenges in strategy implementation?

There exist a lot of researches and discussions about strategy management. The internet is full of e.g. “how to successfully implement your strategy”, “Three C’s of implementing strategy” and “how to get employees to implement the strategic plan”. These articles are often simplified and inadequate, and thus not qualified as scientific articles.

Strategy formulation has received much more research attention in scientific articles compared to strategy implementation, where the latter actually is considered most important.

There are also many studies available that acknowledge that strategy fail because of insufficient implementation of strategy, and not of inadequate strategy formulation (Li, Guohui, & Eppler, 2008).

This inequality in research, importance of the implementation phase and personal interest led the writer towards this subject.

Halliburton have the capacity and resources to provide with relevant data in form of experience, documents from Halliburton's intranet, and interviews of personnel to examine these research questions more closely. This study will hopefully also give valuable input to the strategic planning and management people, especially in the oil & gas industry, to effectively implement strategies in the future.

1.2 Approach

To obtain the needed knowledge and reach the objectives, extensive literature review of vision, mission and strategy has been made. All information in the thesis is gathered from scientific articles, books, websites, Halliburton's intranet and employees of Halliburton. To gain the needed data to answer the research questions the writer has used 20 interviews; 19 anonymous and 1 that is not. Among these; 1 is the Vice President of Scandinavia, 5 are Country Managers of specific PSLs (Product Service Lines) and Managers of Support Services, and 14 are random employees below these.

1.3 Overall structure of thesis

The thesis consists of six main chapters. Chapter 1 Introduction; presents the situation and challenges that the oil & gas industry are facing, study objectives and research questions of relevance to the subject. Chapter 2 Halliburton in brief; general information about one of the world's largest oilfield services companies, and the partner providing data for the thesis. Chapter 3 Theory and Literature review; consists of fundamental background information related to the subject, and review of previous work in this field. Chapter 4 Methodology; shows the procedure or process used in this thesis to answer the research questions. It presents how the data is gathered, how to analyze it, and the validity and reliability of the research. Chapter 5 Findings; presents the analysis and results of the data gathered from the qualitative semi-structured interviews. Chapter 6 Discussion; the main results from the findings will be discussed more thoroughly, the research questions will be answered and the limitations with the research will be reviewed. Chapter 7 Conclusion; Presents the results of the research questions, main objective, recommendations and possible future research.

Chapter II: Halliburton in brief

Halliburton is an international oilfield service company headquartered in Houston, Texas, that is one of the largest and leading providers of products and services to the energy industry. “The Big Red” was founded in 1919, and has grown to a company with more than 80’000 employees, representing 140 nationalities in over 80 countries worldwide (Halliburton, 2015).

Halliburton have been involved on the NCS since the Norwegian oil age started in 1966, and can show to approximately 50 years of experience. Halliburton has with its high expertise and pioneering technology contributed to creating lasting values for the Norwegian Society (Halliburton, 2015). Halliburton Scandinavia’s main office is located in Tananger, Norway.

Halliburton serves the upstream oil and gas industry throughout the whole lifecycle of the reservoir. They do everything from locating hydrocarbons and managing geological data to drilling and formation evaluation, well construction and completion, and optimizing production. The corporation is divided into two main divisions, Drilling and Evaluation, and Completion and Production, which consists of 11 different PSLs in Halliburton Scandinavia. Halliburton Scandinavia also consists of 8 support services, and 5 other departments/responsibilities. The 24 different departments/responsibilities are:

Drilling and Evaluation: Baroid Fluids Services, Drill Bits & Services, Landmark Software & Services, Landmark Software Sales, Sperry Drilling, Testing & Subsea and Wireline & Perforating.

Completion and Production: Cementing, Completion Tools, Production Enhancement and Production Solutions.

Support Services: Business Development & Technology, Equipment Maintenance, Finance & Accounting, HSE & Quality, Human Resources, IT, Real Estate Services and Supply Chain.

Other: Base Management, Denmark, Consulting & Project Management, Senior Secretary and Statoil Operations.

(Halliburton, 2015).

Halliburton's vision is *"to be the preferred upstream service company for the development of global oil and gas assets"* (Halliburton, 2015).

Halliburton's mission is *"to create sustainable value for our stakeholders by safely delivering outstanding products, services and solutions that help our customers meet their technical and economic objectives in the exploitation of their energy resources"* (Halliburton, 2015).

Halliburton's strategy is *"to secure our leadership as an energy service company by leveraging our existing strengths; balancing our global platform of products, services, technology and markets; and establishing a distinctive competitive position that provides sustainable growth over time"* (Halliburton, 2015).

From Halliburton's vision, mission and strategy statements you can tell that their main goal is to be the leading provider of oilfield products and services. To reach this goal the company needs to focus on differentiation from competitors, how to successfully implement strategies and how to retain sustainable growth of the firm. One big strategic move to retain sustainable growth was the acquisition of Baker Hughes. The 17th of November, 2014, the agreement of Halliburton acquiring Baker Hughes was announced. Halliburton acquired all the outstanding shares of Baker Hughes in a stock and cash transaction, representing an equity value of \$34.6 billion. This merger makes two highly complementary suites of products and services into a comprehensive offering to the oil and gas customers. On a pro-forma basis the combination of these two companies had 2013 revenues of \$51.8 billion (Halliburton, Baker Hughes, 2014).

This move has led to a lot of uncertainty, in both Halliburton and Baker Hughes, about how the merge will affect the employees and their future days at work. New strategies and changes in a firm, like changes due to the low oil price, often lead to dissatisfaction, uncertainty and are generally associated with something negative. Therefore it is important to have this in mind and implement the new strategies accordingly.

Chapter III: Theory and literature review

In this chapter the theories, literature and research related to vision, mission, strategy, development of strategy, organizational learning and implementation of strategy are reviewed. The main objective of this chapter is to inform the reader about the relevant topics associated with strategy implementation. The topics involved in this part of the thesis are important to review in order to understand how strategies are developed, what factors that shape them, what characterizes organizational learning, how learning culture affects strategy development, and to fully understand the issues with implementation of strategies.

3.1 Vision

Planning without having an idea of where you want to go, will result in an endless streak of pointless results. Unfortunately, this is actually a frequent day-to-day reality for management in many firms (Kolbusa, 2013). Big hairy goals and an appropriate vision are important elements that are needed to drive an organization forward, and sustain it through tough times, “What will we look like when we succeed?” (Calloway, Feltz, & Young, 2010)

The vision statement projects “What we want to be” (Grant, 2013). A vision is an ambitious description and a clear guide for a company’s long-term future, and what the organization wants to become or achieve. A company’s fundamental self-image is determined by the vision. It determines how things are viewed and how much focus there will be on value creation in the company. Changes in a firm’s vision statement will lead to substantial reorientation and extensive change (Kolbusa, 2013).

Vision is however one of the most powerful and underutilized resources available. A successful strategy and a successful company are strongly depending on a deliberately designed and believable vision. This “tool” can, if it is properly defined, be used to establish a working context for encouraging behavior and making decisions in a company. It is also fundamental for leaders, and the firm, to engage and focus employees on the key role they all are playing towards the common vision and goal to obtain success.

There exists nothing that is more impactful than a company whose resources are laser focused on a clear vision understood by all the employees.

This focus can be so powerful that it makes the employees wake up in the morning knowing their role in making the organizations vision and best interest a reality (Calloway, Feltz, & Young, 2010).

The vision of an organization is, unfortunately, unfamiliar to surprisingly many employees, when they are asked about what it is. In much of Calloway, Feltz and Young's (2010) work, they have found that the responses are pretty consistent. The answers usually sound something like this, "Our vision? Well, we make (fill in the blank with the product)". There is a big difference between making a product or delivering a service, and striving to become or achieve something (Calloway, Feltz, & Young, 2010).

It is not the lack of a vision that is the main problem, because most of the serious companies have a vision that they can show when they present themselves to e.g. shareholders and one that they can put in an annual report. The main issue is that these visions are often only understood by executives, managers and those who created it. Implementation of vision is more than just the making of an obligatory vision statement. It is also, and more importantly, the process of making a view of the future that is so convincing that employees will go to work aspiring to reach it. This motivation is not only driven by their belief, but also because they fully understand their personal roles in achieving it. Equally, a well-defined vision can differentiate one firm's value proposition from others, seen from a customer's perspective, and positively affect their desire to align with the firm. A vision of this quality becomes the cornerstone and the context that lead all organizational choices and actions. It will answer the most important question your employees will ever ask: "Why are we doing what we are doing?" (Calloway, Feltz, & Young, 2010)

3.2 Mission

Attempting to operate without a mission statement will make it hard to manage and control the progress of your company, and verify that you are heading in the desired direction. The mission should not be exchanged with the vision of a company, because they are both essential in the process of making and meeting objectives, but in two different ways.

The main difference between a mission and a vision statement can best be described by using the word “cause” about the former and “effect” about the latter. In other words, a mission is something to be accomplished whereas a vision is something to be pursued for that accomplishment (BusinessDictionary.com, 2015).

A mission statement should at a minimum answer “who your primary customers are”, identify the products and services you produce, and describe the geographical location in which you operate (Entrepreneur.com, 2015).

Well defined mission statements are recognized by serving as a filter to separate what is important from what is not, clearly state which markets will be served and how, and communicate a sense of intended direction to the entire organization (BusinessDictionary.com, 2015).

The Mission statement describes organizational purpose; it addresses “Why we exist” (Grant, 2013). It presents the company’s function, markets and competitive advantages, as well as it embodies a business’s ambitions, goals and philosophies (Entrepreneur.com, 2015). The statement provides fundamental and necessary help to lead the company’s strategies and actions by specifying the organization’s overall goal. The mission guides decision-making internally, and it also reach out externally by articulating it to e.g. customers, suppliers and the community (Fallon, 2015). Like the vision, the mission normally is a long-term statement that might be seen as unattainable by some of the employees.

3.3 Strategy

If a company is failing or struggling to survive, the main reasons are often explained by a strategy that wasn’t sufficient enough to last in the long run. A sufficient strategy should result in company growth, e.g. in form of increasing profits and revenues, through both good and bad times. “How can future goals be met?” (Hill, Jones, & Schilling, 2015)

Strategies are described as the plan, path, and as the direction and scope, that show you the way to achieve your goals with the resources and competences available, which provides the organization with an competitive edge in a changing environment, with the aim of fulfilling stakeholder expectations (Johnson, Scholes, & Whittington, 2008).

Strategy is also needed to assist the effective management of the organization, by improving the quality of decisions, by facilitating coordination and last by increasing the organization's focus on reaching long-term goals (Grant, 2013).

A strategy is, with other words, a set of appropriate actions that leaders or managers make, which could increase the company's performance. The main challenge and also the purpose of strategies are to achieve superior performance, and if superior performance is obtained by the company's strategies it is said to have a competitive advantage relative to its rivals and competitors (Hill, Jones, & Schilling, 2015).

Different characteristics of strategy have been mentioned above, but there also exist six possible and likely implications of strategic decisions and strategy. First, strategic decisions are likely to be complex, especially in organizations with wide geographical scope, such as multinational firms, or wide ranges of products or services. Second, the future is unknown, and strategic decisions are therefore very likely to be made in situations of uncertainty. Third, operational decisions of an organization are likely to be heavily affected by strategic decisions. The link between operational aspects and overall strategy is important for two main reasons. One, the strategy will not succeed if the operational aspect of the organization is not in line with it. Two, real strategic advantage can be achieved at the operational level. Fourth, it is likely that integration, both inside and outside the organization, is required for effective strategy. This means that functional and operational boundaries have to be crossed by managers in order to deal with strategic problems, and come to agreements with other managers who have different interests and/or priorities. Fifth, relationships and networks outside the organization (e.g. with suppliers, distributors and customers) are likely to be of importance or required when making strategic decisions. Sixth, strategic decisions are likely to involve considerable change since it is typically a crucial component of strategy (Johnson, Scholes, & Whittington, 2008).

The strategy statement of a firm formulates its competitive game plan, which typically comprises statements of objectives, business scope and advantage (Grant, 2013).

A well-defined strategy can be recognized by its flexibility and responsiveness to changes and turbulence in the environment. It is these conditions that show the importance of a “world class” strategy. When new opportunities are constantly appearing and the firm has to deal with unforeseen threats, then strategy becomes the navigation of firms through “stormy seas”. (Grant, 2013). A sufficient strategy should answer, “What will the organization’s competitive game plan be?”

3.3.1 Organizational levels of strategy

Strategies exist at different levels in an organization, and they can be formulated on at least three different levels. These levels of strategy are: the corporate level, the business level and the functional- and operational level. This is a good way to separate the different responsibilities involved in the strategy formulation and implementation process. They can most properly be distinguished by viewing corporate-level strategy as the responsible for market definition, business-level strategy as responsible for market navigation and functional-level and operational-level strategy as the foundation that supports the others (See Fig. 1) (Thomas, 2007).



Figure 1: Organizational levels of strategy.

3.3.1.1 Corporate strategy

The top level of strategy in the pyramid (Fig. 1) shown above, is corporate-level strategy. It defines the long-term direction, scope, geographical coverage and overall purpose for the whole organization, and it also includes how to add value to the different business units (SBUs) of the organization (Johnson, Scholes, & Whittington, 2008) (Barnes, 2008). The key questions to answer are “what business should we be in to maximize long-term profitability of the organization?”, “how should we enter and increase our presence in these businesses to gain a competitive advantage?” and “how should we allocate resources to the various businesses?” (Inkpen & Moffett, 2011) (Hill, Jones, & Schilling, 2015)

Corporate strategy concerns market definition, and decisions at this level of strategy include choice over acquisitions, diversification, new ventures and vertical integration (Grant, 2013). If the organization consists of more than one business unit, it will also include the choices of how resources are allocated between them (Grant, 2013) (Barnes, 2008).

How the relationships between the different business units and the relationships between the corporate centre and the business units should be managed, are also of the corporate-level’s concern (Barnes, 2008).

In the formulation phase of corporate-level strategy, managers have to adopt a long-term perspective and take into account how changes in products, technology, customers and competitors will affect the firm’s current business model and future strategies. To increase the competitive edge of the firm in a dynamic and changing industry environment by facing threats and make the best out of opportunities that pops up, managers will have to make clever decisions on how specific corporate-level strategies, that redefine the firm’s business model, should be implemented. The main goal or objective of these strategies is to sustain or promote the company’s competitive edge and profitability in its current and in any of its future businesses or industries that it chooses to enter (Hill, Jones, & Schilling, 2015).

Another likely concern of corporate-level strategy is the expectations of owners/shareholders and the stock market. It is common for an organization to express their strategy through a corporate mission or vision statement that reflects such expectations. It is also essential to be precise and clear about corporate level strategy, because it is the basis of other strategic decisions (Johnson, Scholes, & Whittington, 2008) (Barnes, 2008).

3.3.1.2 Business strategy

Level two in the pyramid of strategy (Fig. 1) is business-level strategies, which is about how the various businesses included in the corporate strategy should compete within particular industries or markets. If the organization has high ambitions and want to prosper within a specific industry or business, it must establish a competitive advantage over its competitors. This is why business-level strategies also are referred to as “competitive strategies” of an organization (Grant, 2013) (Johnson, Scholes, & Whittington, 2008).

The key questions to answer are “what is the strategic objective for the firm or business”, “where will the business compete?”, “what products and services will be offered?”, “what geographic locations, customers, and market segments will be served?”, “what customer needs and desires the company is trying to satisfy?”, “how the company decides to satisfy those needs and desires?” and “what is necessary to ensure that the business is distinctive and different from competitors?” (Inkpen & Moffett, 2011) (Hill, Jones, & Schilling, 2015)

Business-level strategies are sometimes focused on a particular product or service line, and these often involve decisions about individual products within this particular product or service line. There also exist strategies regarding the relationship between products. A product can contribute to corporate-level strategy, by being profitable, and allocate an amount of this positive cash flow to new product development, or it can be used to increase sales and expand market share of an existing business. It is important that business-level managers provide real-time, intensive information to corporate-level managers, because of the potential for business-level strategies to impact other business-level strategies. This information is crucial for corporate-level managers to best manage the overall organizational direction (Thomas, 2007).

Business-level strategies are quite similar to corporate-level strategies, because they both focus on overall performance, but the former focus on one business, and the latter focus on a portfolio of businesses (Thomas, 2007). Corporate strategy involves decisions about the whole organization, and strategic decisions relate to particular SBUs within the overall organization.

The definition of a strategic business unit (SBU) is that it is a part of an organization for which there is a distinct external market for goods or services that is different from other SBUs (Johnson, Scholes, & Whittington, 2008). An SBU is a group of related business divisions, where each unit is responsible for its own profits and losses to corporate headquarters. It is common that each SBU has its own competitors, and therefore also its own unique strategy (Thomas, 2007).

The organizational structure of most large organizations corresponds to the distinction between corporate-level and business-level strategy. The top management team and corporate strategy staff are responsible for the corporate strategy, and divisional management is primarily responsible for the specific business's strategy (Grant, 2013). The relationship between the corporate centre and its business units, and the corporate strategy of the organization, can sometimes be a barrier for a business unit's strategy. This barrier can e.g. be a lack of resources available or strategic limitations placed upon the specific strategy by the corporate centre (Barnes, 2008).

In very simple organizations, like single business organizations, business-level strategy is synonymous with corporate level strategy (Barnes, 2008). However, it is in most cases useful to distinguish them, because this provides the framework for whether and under what conditions new business opportunities might be added or discarded.

In cases where several businesses are included in the corporate strategy, which is the case for many larger companies, the link between the top two levels of strategy should be clear. The strategies at the SBU-level should be supported by the corporate strategy, and likewise the SBUs have to assure that their business-level strategies do not damage the corporate whole or others SBUs (Johnson, Scholes, & Whittington, 2008).

3.3.1.3 Functional strategy

The bottom level of the strategy pyramid (see Fig. 1) consists of two forms of strategy, namely functional and operational strategies. At first, functional strategies will be presented.

Functional strategies are the strategies of the individual functions of an organization, like marketing, finance, human resources, production, research and development, and are concerned with the coordination of these so that the different functional areas can uphold and contribute to individual business-level strategies and the overall corporate-level strategy (Thomas, 2007).

The key questions to answer are “how they contribute to the individual business strategies and the overall corporate strategy”, “how to improve the effectiveness of operations within the organization?”, “what their strategic objectives should be?” and “how they should manage their resources to achieve these objectives?” (Hill, Jones, & Schilling, 2015) (Barnes, 2008) There are different types of functional strategies; those that are aimed to improve the efficiency of a firm’s operations and those that have the intention to improve its ability to attain superior efficiency, quality, innovation and customer responsiveness. The relationships between functional strategies, capabilities, distinctive competencies differentiation, low cost, value creation and profitability are important to know about (see Fig. 2) (Hill, Jones, & Schilling, 2015).

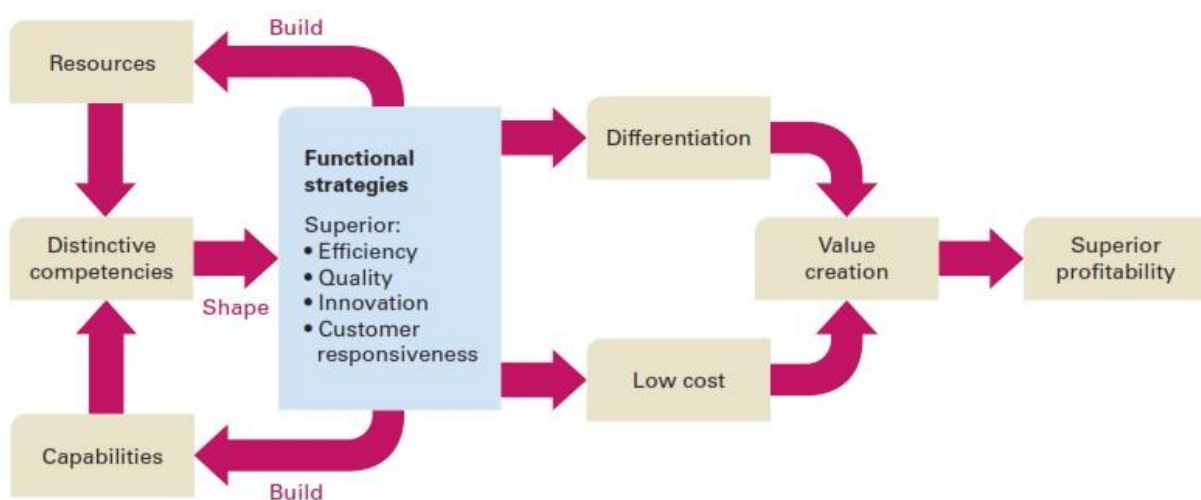


Figure 2: The roots of competitive advantage (Hill, Jones, & Schilling, 2015)

Distinctive competencies shape the functional strategies that an organization can choose to implement. Managers have the possibility to make decisions, regarding functional strategies, and can through these choices build resources and capabilities that enhance a firm's distinctive competencies. The ability to obtain superior efficiency, quality, innovation and customer responsiveness will decide if the product offering of the firm has a low-cost structure and if it is differentiated from that of competitors. A Firm that increase the value or utility consumers get from a particular product, through differentiation and lowering the cost structure of it, will create a higher level of value than its competitors. This will naturally lead to a competitive advantage, profit growth and superior profitability (Hill, Jones, & Schilling, 2015).

3.3.1.4 Operational strategy

The last type of strategy, which is worth mentioning, is the strategy at the operating end of an organization. These strategies can best be explained as the collective concrete actions that have been stimulated by the firm's corporate strategy, and have been implemented within the operations function (Inman, 2007). Operational strategies are also concerned with the path or pattern of strategic decisions and actions, over time, which set the role, objectives and activities of operations' (Barnes, 2008). One of the main tasks of operational strategies is to show how the component parts of the organization, in terms of resources, processes and people, can deliver the corporate- and business-level strategies most effectively (Johnson, Scholes, & Whittington, 2008).

It is essential to an organization to have appropriate operational strategies, because the activities that occur or choices that is made at the operational level are in most businesses strongly affecting how successful its business strategies are. The integration of operational decisions and strategy is, with other words, of great importance (Johnson, Scholes, & Whittington, 2008). High quality operational strategies are fundamental to organizations as these will determine to what degree their business strategies can be implemented, and also because of the competitive advantage their operations can be a source of. (Barnes, 2008)

As discussed earlier, operations strategy has a vertical relationship in the corporate hierarchy with business and corporate strategies, and horizontally with the other functional strategies (Barnes, 2008).

3.4 Strategy development processes

There exist two wide explanations of strategy development, and there is no clear boundary between them, but they are associated with the intentional and emerging. The first one is often referred to as “intended strategy” or “deliberate strategy”, and the second one as “emergent strategy”. The difference is that intended strategy is developed on the basis of a carefully formulated plan, while emergent strategy is those that emerge in organizations over time (Johnson, Scholes, & Whittington, 2008).

This section will also look into Mintzberg’s and Waters’ (1985) categorization of the various ways that strategies can be developed, and the two ends of a continuum where these lie. The concepts of Argyris and Schön (1978) about “organizational learning”, single-loop learning and double-loop will also be reviewed.

3.4.1 Intended strategy

Intended strategy is an expression of a desired strategy as deliberately formulated or planned by managers (Johnson, Scholes, & Whittington, 2008). “What does it mean for an organization, a collection of people joined together to pursue some mission in common, to act deliberately?” (Mintzberg & Waters, 1985)

Mintzberg and Waters (1985) use the term “pure deliberate strategy” about one of the endpoints of the continuum of strategy (see Fig. 3.4). This endpoint represent a special case of strategy, namely being perfectly deliberate, which is a term used among realized strategies, or pattern in actions, that form exactly as intended. There are at least three conditions that must be met for a strategy to be pure deliberate. First of all, detailed and precise intentions have to exist in the organization, so that there can be a common understanding about what is desired before any actions are made. Secondly, since organization and collective action are strongly coherent, the intentions must be common to virtually all the actors to prove that they are organizational.

They could either be shared as their own or else accepted from leaders, most likely in response to some sort of controls. Thirdly, a perfect scenario where no external force (market, technological, political etc.) can affect the collective intentions, so that they can be realized exactly as intended. In other words, the environment must either be fully predictable, totally benign or else under the full control of the organization.

These conditions are quite hard to meet, and therefore are perfectly deliberate strategies also very unlikely to find place in organizations. Nevertheless, they in some dimensions if not all, happen to come quite close (Mintzberg & Waters, 1985).

3.4.2 Emergent strategy

As mentioned in section 3.4.1, intentions that are fully realized are referred to as deliberate strategies. This could e.g. be a set of strategic plans, where some of them may be realized through deliberate strategy. All the unsuccessful ones that are not realized can be called unrealized strategies, which typically are those which take no regard of operational feasibility. The third and last case is named emergent strategy, where a realized pattern was not expressly intended. With other words, a strategy that emerged from actions taken, one by one within the organization, that formed a consistent pattern over time (See Fig. 3) (Mintzberg, 1994) (Barnes, 2008). These kinds of actions will most likely arise from the operational level of the organization, because operations are strongly affecting how the organizational strategies are formed (Barnes, 2008). “What does it mean for a strategy to emerge in an organization, not guided by intentions?” (Mintzberg & Waters, 1985)

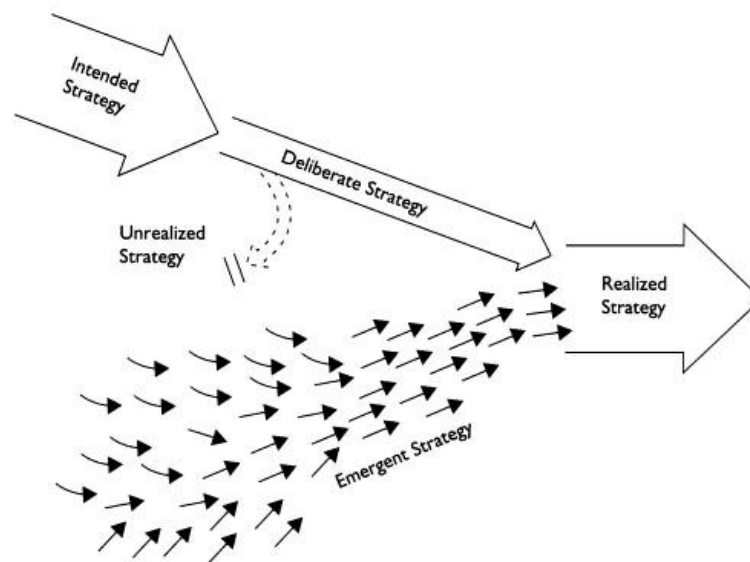


Figure 3: Forms of strategy (Mintzberg, 1994).

Mintzberg and Waters (1985) defined the other endpoint of the continuum of strategy, and called it “pure emergent strategy” (see Fig. 3.4). This endpoint, namely a perfectly emergent strategy, can exist if there is full order, consistency in action over time, without any intentions about it. It can be hard to imagine action without intention, in any part of an organization if not from the leadership itself. This is why perfectly emergent strategies are considered as rare as the perfectly deliberate ones. However, some patterns come rather close, like when an organization’s pattern of action is directly imposed by the environment (Mintzberg & Waters, 1985).

The emergent way of approaching strategy formulation is based on trial, experimentation and discussion, and has the potential to address the current challenges of an organization. It is preferably built on a series of experimental approaches rather than a final objective. An organization need to constantly analyze its environment and implement its strategy simultaneously, for emergent strategy to be undertaken (Lynch, 2006) (Fletcher & Harris, 2002). It is also naturally improvisational, and businesses which take these strategies in use often create successful products and services, that are somewhat unpredictable. Improvisational businesses usually also have more varied strategies than their rivals because they can change their tactics quickly (Brown & Eisenhardt, 1998).

Emergent strategies often develop within an organization without prior planning, but they still have to be evaluated by the top management. This evaluation is done to compare the different strategies with the organization’s goals, external environmental opportunities and threats, and internal strengths and weaknesses. The point of this comparison is to check if the emergent strategy fits the firm’s needs and capabilities, or not (Hill, Jones, & Schilling, 2015).

Strategies can be divorced from a company’s larger sense of purpose, due to strategies being narrowed to competitive game plans. Therefore, to guide the development of a company over time, there must be more emphasis on strategy as a dynamic tool, and less emphasis on sustainable competitive advantage. It is the strategy that should recognize the attendant need for continuous leadership and the inherently fluid nature of competition (Montgomery, 2008).

3.4.3 Categories of strategy development

Mintzberg and Waters (1985) have, through their research, defined 8 different categories of how strategy is developed in an organization. The characteristics of the different categories can be compared to a company's way of forming strategies, and find out which one that describes them best. This information can be used to determine to what degree a firm implements its intended strategy or if it uses a more emergent approach.

Since the perfect scenarios of pure deliberate (see section 3.4.1) and pure emergent (see section 3.4.2) strategies are considered very rare, it is only expected to be found tendencies of these. However, they do form the poles of the continuum of strategy, where the real-world strategies are expected to fall (see Fig. 4). The various states of the different dimensions are combined in order to find where a strategy belongs in the continuum of strategy. The various states of relevant dimensions can e.g. be: leadership intentions, and intentions existing elsewhere in the organization, being more or less precise, concrete and explicit, and more or less shared; central control over organizational actions being more or less firm and more or less pervasive; and the environment being more or less controllable and more or less predictable (Mintzberg & Waters, 1985).



Figure 4: The continuum of strategy, based on the work of Mintzberg and Waters (1985).

In table 1 the different strategies, named by Mintzberg and Waters (1985), which fall along this continuum, will be introduced, starting with the most deliberate one and ending with the most emergent one.

Table 1: The categories of strategy development (Mintzberg & Waters, 1985).

Strategy	Major features
Planned	Strategies originate in formal plans: precise intentions exist, formulated and articulated by central leadership, backed up by formal controls to ensure surprise-free implementation in benign, controllable or predictable environment; strategies most deliberate.
Entrepreneurial	Strategies originate in central vision: intentions exist as personal, unarticulated vision of single leader, and so adaptable to new opportunities; organization under personal control of leader and located in protected niche in environment; strategies relatively deliberate but can emerge.
Ideological	Strategies originate in shared beliefs: intentions exist as collective vision of all actors, in inspirational form and relatively immutable, controlled normatively through indoctrination and/or socialization; organization often proactive vis-a-vis environment; strategies rather deliberate.
Umbrella	Strategies originate in constraints: leadership, in partial control of organizational actions, defines strategic boundaries or targets within which other actors respond to own forces or to complex, perhaps also unpredictable environment; strategies partly deliberate, partly emergent and deliberately emergent.
Process	Strategies originate in process: leadership controls process aspects of strategy (hiring, structure, etc.), leaving content aspects to other actors; strategies partly deliberate, partly emergent (and, again, deliberately emergent).
Unconnected	Strategies originate in enclaves: actor(s) loosely coupled to rest of organization produce(s) patterns in own actions in absence of, or in direct contradiction to, central or common intentions; strategies organizationally emergent whether or not deliberate for actor(s).
Consensus	Strategies originate in consensus: through mutual adjustment, actors converge on patterns that become pervasive in absence of central or common intentions; strategies rather emergent.
Imposed	Strategies originate in environment: environment dictates patterns in actions either through direct imposition or through implicitly pre-empting or bounding organizational choice; strategies most emergent, although may be internalized by organization and made deliberate.

3.4.4 Organizational learning

There exist different definitions of what “organizational learning” is, but the concept is important to know in order to understand how the learning culture of an organization is, and how it affects the development of strategies.

Argyris and Schön (1978) have for example defined organizational learning to be a process of detecting and correcting errors, and they emerge when organizations acquire information (such as knowledge, understanding, know-how, techniques and procedures) of any kinds by any means. Senge (1990) has defined organizational learning to be “a continuous testing of experience and its transformation into knowledge available to the whole organization and relevant to their mission”. However, all the different definitions of organizational learning have one thing in common; they all consider it as a process that involves transformation of information to knowledge.

The traditional notion of organizations is that they are hierarchies and bureaucracies set up to achieve order and maintain control, where stability is of much higher importance than change. A “learning organization” is one capable of using its knowledge, experience and skills of individuals to continually regenerate within a culture that encourages questioning and challenging of the shared purpose and vision. Such an organization can make dynamic strategies emerge naturally by emphasizing its potential capacity and capability to regenerate itself from within (Johnson, Scholes, & Whittington, 2008).

Usually the collective knowledge of all the individuals in an organization exceeds the knowledge of the organization. This gap is typically a consequence of the formal structure being a barrier for knowledge and creativity in the organization. Management should encourage processes that unlock the knowledge of individuals, and also make a community for sharing of knowledge. The effect of this will be that individuals become sensitive to changes around them, and it will also help identifying opportunities and required changes. The importance of organizations to be seen as social networks are therefore emphasized, and the different interest groups that need to cooperate, share and learn from each other, are of higher priority than hierarchies. This will increase positivity and interest for new ideas in the organization (Senge, 1990) (Coopey, 1995) (Crossan, Lane, & White, 1999).

The ability for an organization to learn from its individuals experiences, at all levels, is also important for emergent strategies to develop (Noe, Hollenbeck, Gerhart, & Wright, 2003).

Theory-in-use is a term used about a set of beliefs that is guiding action, and Argyris and Schön (1978) suggest that all individuals of an organization are creating their own image of the theory-in-use of the whole, that is guiding his or her action. There is always room for more and the picture is never complete, thus are members of the organization continually adding new pieces and getting new views of the whole. Argyris and Schön (1978) argue that members need to know their place in the organization. If an organization includes inventions and evaluations of individuals in its theory-in-use, organizational learning will occur (Argyris & Schön, 1978).

The characteristics of organizational learning are (Johnson, Scholes, & Whittington, 2008):

- Managers facilitate and guide rather than direct.
- Information flows, communication and relationships between individuals are both lateral and vertical.
- Pluralism, which means that conflicting ideas and views are welcomed, surfaced and debated in the organization.
- Experimentation is the norm, which means that ideas are tested in action and in turn become part of the learning process.

Organizational learning is referred to as a practical field that combines organizational theory and knowledge, and is derived from the model of single-loop and double-loop learning (see Fig. 5). This model shows the reason for actions that are aimed to detect and correct errors within an organization (Argyris & Schön, 1978).

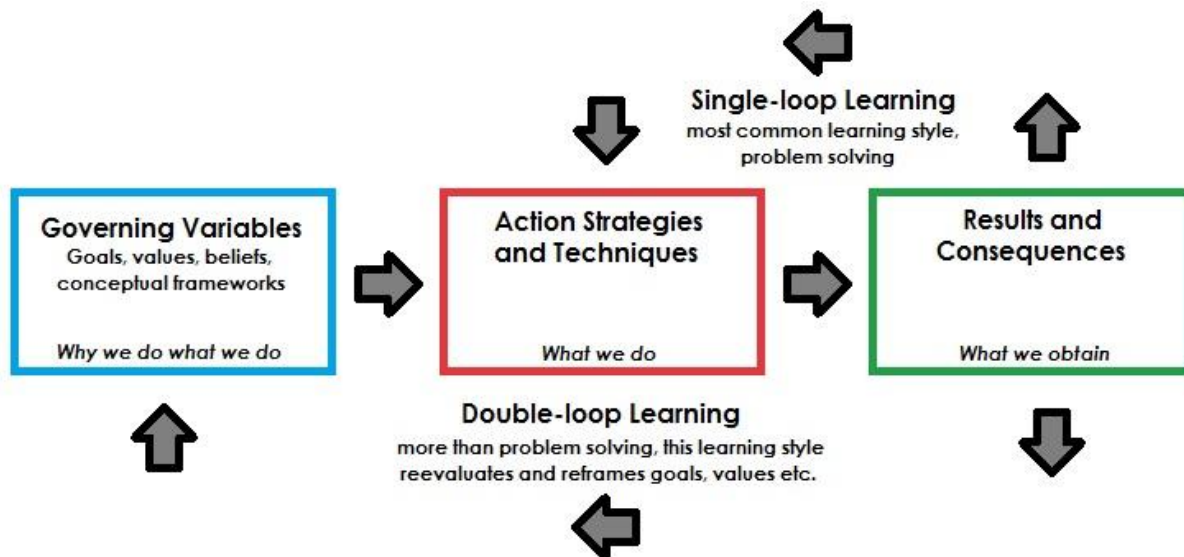


Figure 5: The model of single- and double-loop learning, based on the work of Argyris and Schön (1978).

Argyris and Schön (1978) coined the concepts of single-loop and double-loop learning in their work on organizational learning. Both concepts build upon the improvement of the organization and its individuals' understanding of what is causing problems, and how to effectively solve them. These two concepts can be compared to the results of "how the learning culture in an organization" is and see which way of solving problems that is most common in the organization. Then the results can be compared to how it develops strategies.

3.4.4.1 Single-loop learning

As mentioned earlier organizational learning, according to Argyris and Schön (1978), is about detecting and correcting errors in an organization. If something goes wrong or not as expected, a common way to try to correct this is by looking for another strategy that will address and work within the governing variables (see Fig. 5). Where the goals, values, plans, rules and beliefs are operationalized rather than questioned. This learning-process, that observe results and automatically take in feedback before trying another approach, enables the organization to continue with the same policies or to achieve its objectives, and may be called single-loop learning (Argyris & Schön, 1978). Single-loop learning is more appropriate to be used when there is minimal uncertainty, because it requires changes in degree rather than in kind, and the established correlations between accepted symbols and their denotative meaning therefore help interpretation (Argyris & Schön, 1996).

3.4.4.2 Double-loop learning

Another way to correct errors is to question the governing variables themselves, and investigate them with a critical approach. This is according to Argyris and Schön (1978) described as double-loop learning (see Fig. 5). This type of learning may shift the way in which strategies and consequences are framed by leading to change in the governing variables. In other words, the process enables the organization to question the underlying norms, policies and goals, and double-loop learning occurs when error are detected and thereby corrected in ways that involve modification or restructuring of these (Argyris & Schön, 1978). The main focus of double loop learning is on solving complex and ill-structured problems that change as problem solving advances (Argyris & Schön, 1996).

3.5 Implementing strategy

Strategy implementation is the process of putting strategies into action, where the main purpose is to achieve competitive advantage and increase the performance of an organization. This process can include design, delivery and support of products; improvement of the effectiveness and efficiency of operations; and design of organizational structure, control systems and culture. It involves taking actions at the different organizational levels (functional/operational, business and corporate) to execute a strategic plan (Hill, Jones, & Schilling, 2015).

The intended strategy of an organization is never fully complete, and it can therefore never be a comprehensive plan. These holes are filled in during the implementation phase, and when changes in circumstances and unforeseen issues arise, this will lead to changes in strategy (Grant, 2013). Implementation of strategy and change projects are managed on the basis of a well-thought-out and manageable series of steps that includes continuous comparison with the agreed goal. All the participants from the development of concept and planning phases are now delegated work packages, which is the basis for execution (Kolbusa, 2013).

The distance between strategy and implementation is long (see Fig. 6) because strategy making and planning cannot be done simultaneously. The consequence of trying to take shortcuts will either be total failure or unnecessarily long or tough implementation. Superior performance in implementation can be explained by all the work behind being based on the “different” principle rather than standards or best practices. The degree of imprecision in the strategy and tactics phase decides how many problems that will occur during implementation. Uncertainty and lack of clarity will make execution diffuse because of many things being done, that are not related to the strategy, that later need to be correspondingly corrected. This will result in a slower process and in the worst case scenario it will result in a complete block (Kolbusa, 2013).

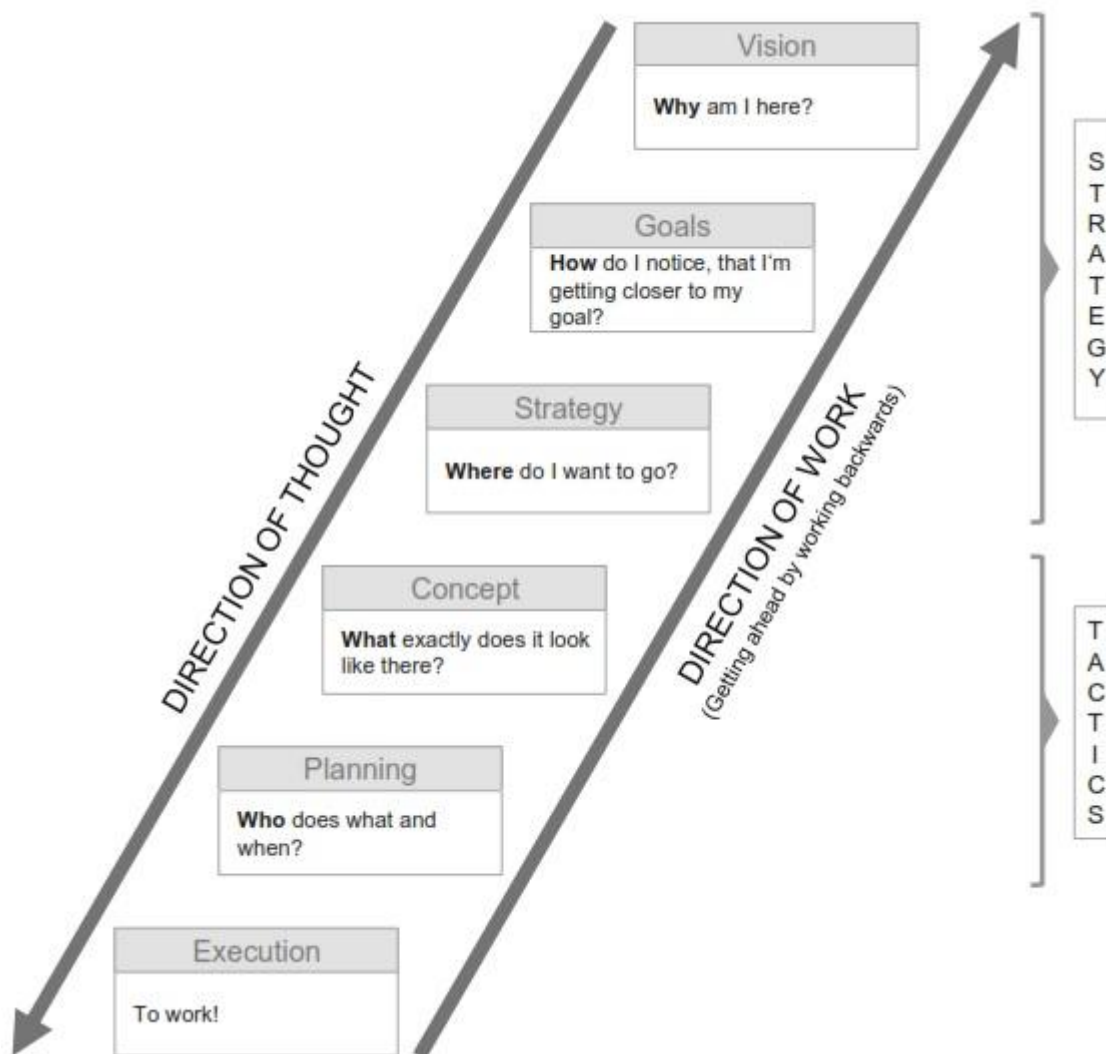


Figure 6: The direction of thought from vision to implementation (Kolbusa, 2013).

Grant (2013) writes that “a strategy which has been formulated without taking account of its ability to be implemented is a poorly formulated strategy”. Implementation and formulation are with other words strongly depending on each other. Nevertheless, action must still be preceded by intention to have a purposeful behavior. A feature of all strategic planning systems is that all of them need to have a strategy formulated before it can be implemented. It is the systems of operational planning, performance management, and resource allocation that link formulation to implementation, in these strategy processes (Grant, 2013).

Kaplan and Norton (1996) mention that implementation of strategy starts with educating and involving the people who must execute it. It is nearly impossible for today’s executives in technology- and customer-driven organizations to determine all the local actions that are necessary to implement a strategy successfully. To get all employees to contribute in the strategy implementation process of an organization, the long-term vision and strategy have to be shared, and they have to be encouraged to suggest how the vision and strategy can be achieved. This way of collecting input gets the employees engaged in the future of the organization, and encourages them to be involved in the formulation and implementation phase of strategy (Kaplan & Norton, 1996).

Yang Li, Sun Guohui and Martin J. Eppler (2008) did a literature review on the factors influencing strategy implementation, both those who enable and those who impede the effectiveness of it. They have looked into 60 articles from 1984 to 2008 on this topic, and they have found nine crucial factors for strategy implementation that was discussed more than others. These factors have been divided into three categories; soft factors, hard factors and mixed factors.

Soft factors include; executors, communication, implementation tactics, consensus, commitment. Hard factors include; organizational structure, administrative systems. Mixed factors include; strategy formulation, relationships among different units/departments and different strategy levels (Li, Guohui, & Eppler, 2008).

The work of Li, Guohui and Eppler (2008) can be used to compare an organization’s biggest weaknesses and/or biggest challenges, with the different single factors affecting strategy implementation. To find out “how to implement global vision, mission and strategy into a Norwegian company”, you must know what single factors the company needs to work with the most in order to implement more effectively, or successfully, in the future. The reason for this is because it varies, from company to company, what they are struggling with the most in the implementation phase. The nine single factors are listed in table 2. However, these factors are just what has been researched the most, and is not necessary the most important for a specific organization.

Table 2: The most common single factors that affect strategy implementation (Li, Guohui, & Eppler, 2008).

Single Factors	Explanations
Strategy Formulation	The development phase of a strategy and how the strategy affects the implementation phase.
Relationships	Both among different units/departments and different organizational levels of strategy.
Executors	The roles of top management, middle management, lower management and non-management in strategy implementation.
Communication	Formal, informal, vertical and horizontal.
Implementation Tactics	Practices to improve strategy implementation, or how you implement it.
Consensus	An idea or opinion that is shared by all the people in a group. It can also be a general agreement among the organizational strategic levels.
Commitment	Engagement, dedication and involvement with the strategy. Often correlated with ownership to the strategy.
Organizational Structure	Allocation of responsibilities within the organization.
Administrative Systems	Procedures, processes and control systems

3.6 Literature review results

By looking at the current literature, previous theories and work within vision, mission, strategy, strategy development, organizational learning and implementation of strategy, the following results are clear:

- Less research on the implementation than formulation of strategy.
- There are a minimal amount of researches regarding “how to implement strategies of a global company in specific nations”.
- However, a lot of research on the different single factors that affect strategy implementation, and how strategies are formed.
- The theories of Mintzberg and Waters (1985) about deliberate and emergent strategies, Argyris and Schön (1978) about organizational learning, and literature review of Li, Guohui and Eppler (2008), and the 9 single factors that affect strategy implementation will be used to analyze/compare the data gathered from the qualitative semi-structured interviews, and all the results will contribute to make a picture of the organization.

Chapter IV: Methodology

This chapter presents the research methods utilized in this master thesis. The methods chosen are literature review, case study and qualitative semi-structured interviews, and these are based on the research questions defined in section 1.1. First the process to gain the needed data will be presented in section 4.1, and also some of the different methodologies and techniques available. What, why and how it is going to be analyzed in section 4.2. The quality of the research will be reviewed in section 4.3.

4.1 Data gathering

There are many different research methods, but they are classified as either qualitative or quantitative analysis, and the methodologies can also be categorized by the type of data they are analyzing. The types of data are distinguished between modeled and empirical. Modeled is either hypothetical or real world data that has been artificially manipulated by a model. Empirical is data that has been gathered from the real world (Ellram, 1996).

From table 3.3 we can see that the main difference between quantitative and qualitative research are the mathematical models and statistics. Quantitative research is used when you need to quantify or express results numerically. Qualitative research is used when you need to verbally express the results, in order to create an understanding of relationships or complex interactions. These two research methods can also be combined. This is the case because some studies create a theory and then need to test it with surveys. It can also be mentioned that there is a greater risk associated with empirical research than modeling, and the reason for this is that it tends to be less controllable and less predictable (Ellram, 1996).

Table 3: Basic research design (Ellram, 1996).

		Type of Analysis	
		Primarily Quantitative	Primarily Qualitative
Type of Data	Empirical	Survey data, secondary data, in conjunction with statistical analysis, such as: <ul style="list-style-type: none"> - Factor analysis - Cluster analysis - Discriminant analysis 	Case studies, participant observation, ethnography, that is characterized by: <ul style="list-style-type: none"> - Limited statistical analysis, often non-parametric.
	Modeling	<ul style="list-style-type: none"> - Simulation - Linear programming - Mathematical programming - Decision analysis 	<ul style="list-style-type: none"> - Simulation - Role playing

This master thesis builds upon different written theories that have been reviewed in chapter III, and not any form of quantifiable data. The most important theories and concepts reviewed are those of Mintzberg & Waters (1985) and Argyris & Schön (1978). These combined with the literature review of Li, Guohui and Eppler (2008), are the basis for the research. These theories are being tested by, and compared with, my exploration, where I wish to find the deeper problems and understand the underlying reasons, opinions and motivations of an organization. In order to get the answers I seek, I will emphasize on the empirical type of data and the qualitative analysis. This type of data is needed to discover where the organization can improve in order to implement strategies more effectively in the future. This fits to the description in the top right corner of table 3.3.

The methodology chosen should also fit to the goal and research questions of the study, even though both qualitative and quantitative approaches can be used in most cases. Table 3.4 show examples of methodologies that fit the different types of research objectives and questions. This is just a list of the most frequent and popular research methods, and not a complete list of all appropriate methodologies (Ellram, 1996).

Table 4: Classification of research methods according to key research objectives/questions (Ellram, 1996).

Objective	Question	Examples of Appropriate Methodologies
Exploration	how, why how often, how much, how many, who, what, where	Qualitative - experiment - case study - participant observation Quantitative - survey - secondary data analysis
Explanation	how, why	Qualitative - experiment - case study - grounded theory - participant observation - ethnography - case survey
Description	who, what, where, how many, how much who, what, where	Quantitative - survey - longitudinal - secondary data analysis Qualitative - case study - experiment - grounded theory - participant observation - ethnography - case survey
Prediction	who, what, where, how many, how much who, what, where	Quantitative - survey - longitudinal - secondary data analysis Qualitative - case study - experiment - grounded theory - participant observation - ethnography - case survey

This thesis is about finding an organization's weaknesses and biggest challenges with strategy implementation by looking into e.g. what affects the development of strategies, how the learning culture is and how the company implements strategies (see section 1.1). These data can be used to answer the main research question: "How to implement global vision, mission and strategy into a Norwegian company?" This is therefore an exploratory research, because it is about analyzing an organization and exploring "how" things are, and "how" things can be done in the future. In this case a case study will be the appropriate methodology, because this will give the insight, depth and understanding of the organization, and its employees, that is needed to answer these research questions.

One of the issues in the literature and discussions about case study research is that it is written about as a single technique of gathering data, such as the “structured interview”. The truth is that we separate between three main categories of qualitative techniques; direct observation, indirect observation and interviewing. All these primary categories have several subtechniques, and table 3.5 list some of them. Different subtechniques can also be used in a case study to study the same phenomenon, often to increase the validity of the research. This approach is called “triangulation” (Ellram, 1996).

Table 5: Qualitative data collection techniques (Ellram, 1996).

Direct observation	Indirect observation	Interviewing
Kinesics (body language) Unstructured observation Street Ethnography - observe location Structured observation using: - checklists - scales for learning - predetermined categories Participant observation Proxemics (use of personal space)	Audio recordings Video tapes Content analysis Diary/self-reporting	Unstructured: - conversational - key information/elite interview Semistructured: - ethnographic interview - focus group - individual biography - critical incidents - historical analysis Structured Interview: - questionnaire (open ended) - ranking/rating scales - closed end "test"

There are two different case study designs; single case study and multiple case studies. It all depends on how many case studies or experiments you are going to do, or need in order to achieve the desired generalizability. This must be figured out prior to the data collection, and should be part of the research design. A common misunderstanding is that a single case study is the equivalent of a single observation. A single case study is especially appropriate when testing well-formulated theory, an extreme or unique case, or a case which reveals a previously inaccessible phenomenon.

In this thesis I have chosen to use semi-structured interviews as my technique of gathering data. The reason for this is that I am exploring the underlying issues of an organization, and there exist a degree of uncertainty about the answers and what the right questions to get the most meaningful answers might be. It depends on where and to whom the questions should be addressed. As understanding increases during the interview, some of the right questions might emerge, but there will always be uncertainty about whether or not all the questions have been identified (Sofaer, 1999). Since my thesis is about analyzing a specific organization, in this case Halliburton Scandinavia, and how global strategies can be implemented more effectively in the future, it led the research towards a single case design.

This means that the most suitable research design becomes an explorative, qualitative, empirical and single case study design, and semi-structured interviews will be held in order to gather data.

My goal with the research is to interview different employees at different organizational levels of strategy (see section 3.3.1), and in different departments, in order to get a large variety of interviewees. This variation in samples is going to help create an as precise picture as possible of the corporate-, business- and functional-/operational- level's view of the organization, and the different opinions and understandings they have about certain topics related to strategy implementation.

The most prominent challenge when collecting data will be to schedule meetings/interviews with enough Country Managers and Managers of Support Services (business level), and the Vice President (corporate level) of Halliburton Scandinavia. These people are very busy at a general basis, and might not have time to attend interviews. Therefore the meetings should be planned in good time, and you have to be flexible, and set them up after their time schedule. One challenge can also be to get approval to record the interviews, because this will affect the quality and precision of the data. Another problematic scenario is to not get the answers you seek through the semi-structured interviews. This can be avoided by properly informing interviewees about the relevant concepts, before asking the related questions. With other words, you need to be well prepared, have some degree of interview skills and follow the guideline you have made prior the interviews.

4.2 Analysis

The interviews held in this research were transcribed prior the analysis, and compared with the relevant theories. I have chosen to limit the analysis to focus on the theory of Mintzberg & Waters (1985) on “deliberate and emergent strategies”, among strategy development processes, and the theory of Argyris & Schön (1978) on “organizational learning”, among literature and theories about learning in organizations. The data gathered will also be compared with the comprehensive literature review of Li, Guohui and Eppler (2008) on strategy implementation, and the 9 single factors that influence it.

4.2.1 Analysis to research question 1

In order to find out how much the organization implement its intended strategies, the theories of Mintzberg & Waters (1985) will be used. They have developed 8 categories of strategy development, and the major features (see table 1) of these will be compared to the data gathered by the first research question. The categories are also placed on a scale that tells how deliberate or emergent the organization’s way of forming strategies are (see Fig. 4). Then a picture of “to what degree the organization implement its intended strategies in Norway” can be made.

4.2.2 Analysis to research question 2

The data of the second research question, and its sub-questions (see appendix A), can be compared with the characteristics of “organizational learning”, written in section 3.4.4, and then find out if the organization uses a single-loop or double-loop approach (Argyris & Schön, 1978), in their learning (see Fig. 5). Then a picture of “the learning culture in the organization and how it affects the development of strategies” can be made. Here some strengths and weaknesses of the organization might elicit indirectly, and therefore some of the data can be used to answer the third research question as well.

4.2.3 Analysis to research question 3

The data collected in the third, and last, research question, and its sub-questions can be compared to the research of Li, Guohui and Eppler (2008) and the 9 single factors that influence strategy implementation, to see which of these factors that is considered to have most room for improvement in the organization. Then a picture of “the organization’s weaknesses and biggest challenges in strategy implementation” can be made.

After all necessary data from the different research questions are gathered, and we know how strategies are affected, how the learning culture is, and what the weaknesses of the organization are, the areas of improvement will arise naturally from the results. Then the main question of this thesis can be answered; “How to implement global vision, mission and strategy into a Norwegian company?”

4.3 Reliability and validity

Without rigor, research is worthless, becomes fiction, and loses its utility. Hence, a great deal of attention is applied to reliability and validity in all research methods (Morse, Barrett, Mayan, Olson, & Spiers, 2002). Validity in a case study concerns meaningfulness and relevance of research components. Reliability in a case study is the consistency and repeatability of the methodology and research procedure, or the possibility for other researchers to recreate the same results and conclusions. Reliability is about minimizing errors and biases in a study (Yin, 2014). The quality of the research design, whether it is quantitative or qualitative, is judged by four different tests. These have been widely used among empirical social research, in order to establish the quality of it. Since this thesis use a single case study design they are also relevant in this research.

These four tests, with short explanations, are (Yin, 2014):

- **Construct validity:** identifying correct operational measures for the concepts being studied.
- **Internal validity** (for explanatory or causal studies only and not for descriptive or exploratory studies): seeking to establish a causal relationship, whereby certain conditions are believed to lead to other conditions, as distinguished from spurious relationships.
- **External validity:** defining the domain to which a study’s findings can be generalized.
- **Reliability:** demonstrating that the operations of a study – such as the data collection procedures – can be repeated, with the same results.

Yin (2014) has defined several tactics that is recommended to deal with the four different tests, and also mentioned when these are supposed to be used (Table 6). With other words; when doing a case study they don’t all occur during the same phase.

Table 6: Case study tactics for four design tests, with the tactics chosen in this case study (Yin, 2014).

TESTS	Case Study Tactic	Action
Construct Validity	- use multiple sources of evidence - establish chain of evidence - have key informants review draft case study report	Only interviews Red line between case study questions, theories and database Supervisors have continually reviewed the draft case study report
Internal Validity	- do pattern matching - do explanation building - adress rival explanations - use logic models	Exploratory study and therefore not relevant Exploratory study and therefore not relevant Exploratory study and therefore not relevant Exploratory study and therefore not relevant
External validity	- use theory in single-case studies - use replication logic in multiple-case studies	Theories used in the single-case study Single-case study and therefore not relevant
Reliability	- use case study protocol - develop case study database	Followed to keep track Database made from interviews

As you can see in table 6 there are a lot of tactics that need to be considered when using the case study research method, in order to meet the requirements of validity and reliability. I have been using theory in a single case study and qualitative semi-structured interviews, to increase the validity of the thesis. Semi-structured interviews can be used to understand phenomena in context-specific settings, such as “real world settings where the researcher does not attempt to manipulate the phenomenon of interest” (Patton, 2015). These interviews follow a guideline of themes, with suggested questions, that need to be covered.

However, Sofaer (1999) mentioned that these types of interviews also have a degree of uncertainty both in answers and questions. Therefore some improvisational questions, or information, to follow up the answers might be necessary to gather the most meaningful answers. With other words, semi-structured interviews are flexible and open to change. The interview guideline used in this research is found in appendix A.

The subjects were strategically chosen in order to get people from the corporate level, business level and function/operational level. All of them were informed about what the related topics related to the interviews were. The selection was, however, not based on their experience with or knowledge about strategy implementation, but based on variation. All 20 subjects were located in the same geographical region, and among these were:

- **Corporate level:** Vice President of Scandinavia, 1 subject in total.
- **Business level:** Country Managers of PSLs, Managers of Support Services, 5 subjects in total.
- **Functional/Operational level:** Technicians, Specialists, Technical Planners, Service Planners, Engineers, Team Leaders, Managers, 14 subjects in total.

The variation of employees, with different work backgrounds, makes the thesis more valid. This is so, because the study is about finding the underlying issues of an organization in the strategy implementation phase, and it really depends on which department and organizational level they work in. Halliburton is an International company, and the interviewees also had different cultural backgrounds or had been working in other countries. The Vice President of Scandinavia has been in this position for 4 months now, but can show to 27 years in Halliburton and several leadership positions in different locations in Norway, United States, Middle East, Asia and Africa. So, I think this supports the validity requirement. Another thing that supports the validity requirement is that the interviews were held in person, recorded, and later transcribed before being used in the analysis. The draft of the case study report, or master thesis, has also been continually reviewed by my supervisors when something has been changed or added in the composition.

The information gathered from interviewees is depending on the circumstances and opinion of the individuals, but the amount of interviewees and the variation in positions and background should fill this reliability gap. The choice of qualitative semi-structured interviews, and letting the interviewees speak their mind, should also support the reliability requirement.

Since this thesis is about “how to implement global strategies in Norway”, and the data collected from interviews are directly related to the organization utilized in this case study, the results are valid for this specific organization only. However, I think that the relevant theories and methodology, and maybe some points from the results, could be used by other International organizations as well.

Chapter V: Findings

In this chapter the findings and results from the methodology chosen in chapter 4 will be shown. The research questions and their corresponding data, gathered from the qualitative semi-structured interviews, will be presented separately (see appendix B for main results from the different research questions and corresponding sub-questions). First some general information to better understand the findings will be presented.

5.1 Halliburton Scandinavia's organizational levels of strategy

Halliburton was presented briefly in chapter 2, so only the terms needed to understand the findings will be explained in this section. In section 3.3.1 the different organizational levels of strategy were reviewed, and the findings from the interviews are sometimes separated between these levels (see Fig. 7).

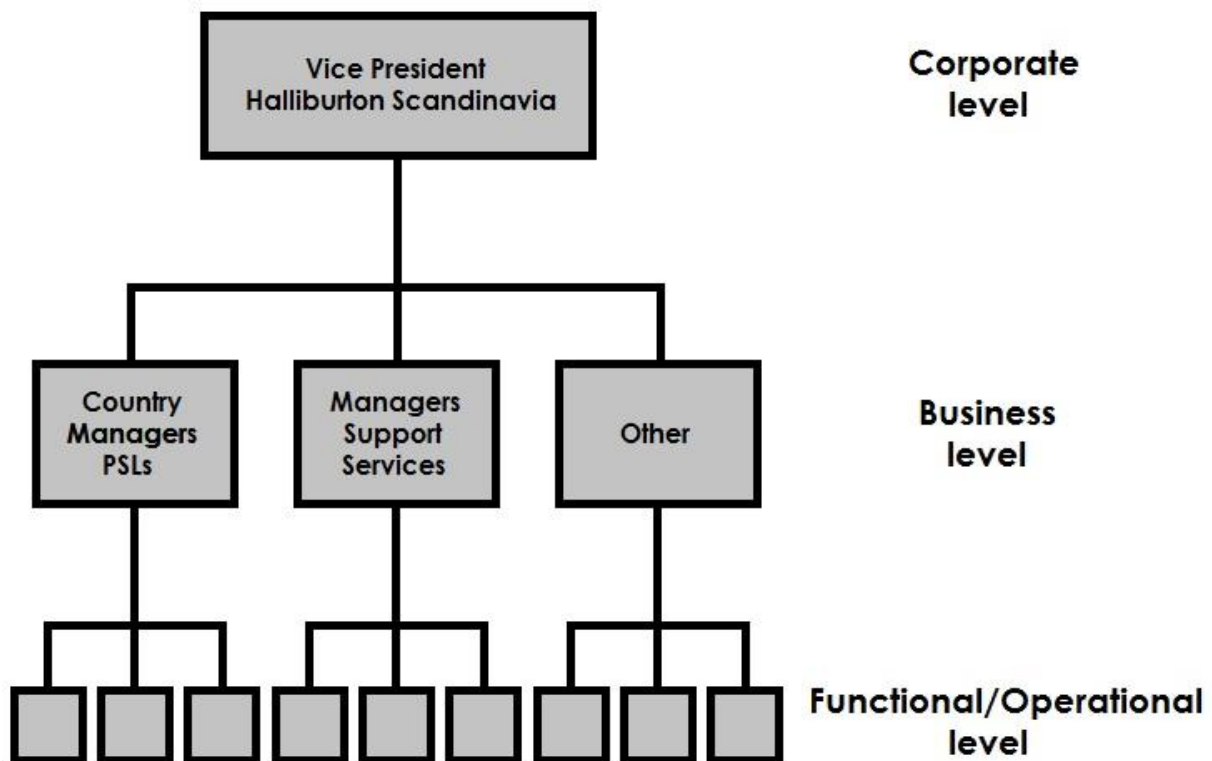


Figure 7: Organizational levels of strategy, Halliburton Scandinavia.

When speaking of the different categories or levels, the following individuals are included:

- **Corporate level:** Vice President of Scandinavia.
- **Business level:** Country Managers of PSLs, Managers of Support services, Other (see chapter 2).
- **Functional/operational level:** Everyone else.

5.2 Presentation of findings

First I planned to make summaries of the different research questions and sub-questions and compare them to the theories, but because of the number of subjects interviewed and a lot of answers that was really similar, I chose to make categories of answers. This was done in order to more easily show what the majority answered, and what the different organizational levels of strategy answered.

In order to make the research more valid the interviews were transcribed, and to make the analyses and results even more convincing and valid, a lot of examples in form of citations from the interviews have been used. The reason for using a lot of citation when analyzing these types of interviews is that there is a risk of construing too much, and these examples are added to support my results.

So, the transcribed interviews were read very carefully and all the relevant answers/points were placed into the fitting category of the different research questions and sub-questions. With other words, I analyzed everything from the transcribed interviews, before comparing the results with the associated theories. However, in the two last sub-questions of research question 3, I made summaries of the results.

5.3 Findings research question 1

The data gathered from each and one of the interviewees, have been analyzed and placed into the category of strategy development, defined by Mintzberg and Waters (1985), that fits their answers best (see table 1). In this way the qualitative answers have been quantified and can give an indication of what the subjects, from the different organizational levels of strategy, answered (see Fig. 8). See appendix B for main results of the research question.

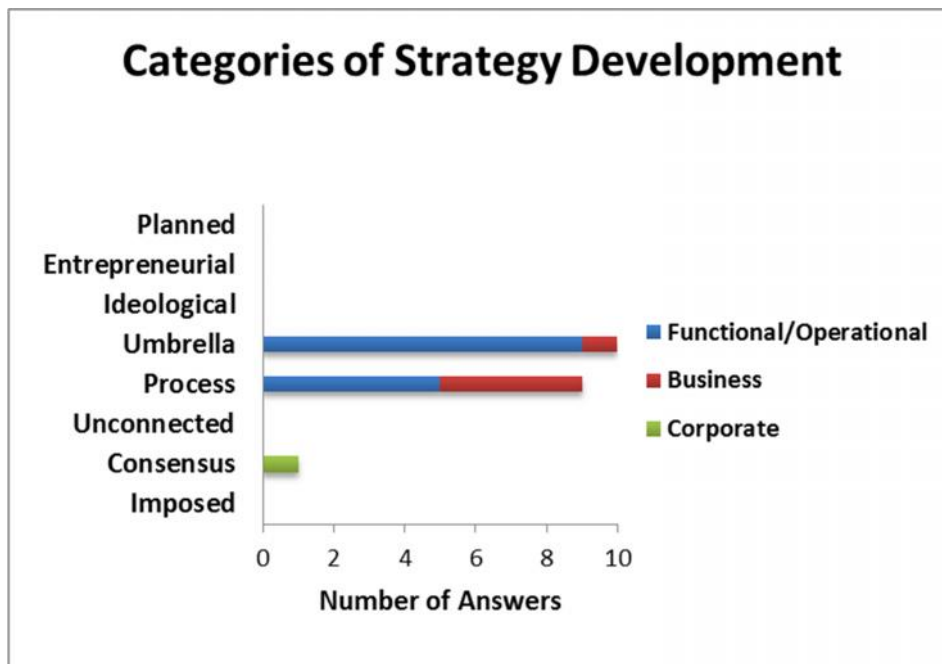


Figure 8: The results of how strategies are developed in the organization.

As shown in figure 8, the category that suits how strategies originate in Halliburton Scandinavia the most, is according to the employees, the “umbrella strategy” (50%), but not far from the “process strategy” (45%). However, there were quite different answers among the different organizational levels. Approximately 64% of the functional/operational level’s answers, 9 out of 14, fitted the major features of the “umbrella strategy”. 80% of the business level’s answers, 4 out of 5, led towards the “process strategy”. 100% of the corporate level’s answers, 1 out of 1, indicated that the “consensus strategy” was the one closest to the way strategies originate in Halliburton Scandinavia.

The umbrella strategy and the process strategy are quite similar, but one major difference separates them, and this has been taken in consideration when analyzing the interviews (Mintzberg & Waters, 1985):

- **Umbrella strategy:** the leadership controls the strategy content at a general level, through boundaries or targets.
- **Process strategy:** the leadership controls the process of strategy making while leaving the content of strategy to other actors.

The answers and analysis of the different organizational levels of strategy are the basis of the results (Fig. 8), and will be reviewed in the next three sections.

5.3.1 Analysis functional/operational level

The answers from functional/operational level were quite different, and showed tendencies of both the umbrella and process strategy: “The environment is strongly influencing us and how we do things. Both what happens in the market, like the oil price, and what the customer demands. Especially now, when the oil price has decreased a lot, it has turned everything upside down”, “They are changing after the market situation. When we are planning to do something and the market changes, we have to put it on hold. It is like a slow going train, we are going forwards, but the speed is varying”, and “At the moment we are in a downturn, and I think that the strategies are changed or affected by it. Both recruiting strategy and financial strategy is correlated with the market situation”.

These answers fit very well with how the leadership functions of the process, and umbrella, strategy is described by Mintzberg and Waters (1985): “The leadership functions in an organization in which other actors must have considerable discretion to determine outcomes, because of an environment that is complex and perhaps also unpredictable and uncontrollable”.

The main feature that separates them is therefore, like mentioned earlier, depending on if the leadership controls the process of making strategies or the content of strategies.

Examples of answers that fitted the umbrella strategy: “I feel that all choices are based on economic restrictions”, “The main focus is now on cutting costs”, “We might have technical limits, in form of capacity issues, when we want to do something”, and “Then there are these long term goals that we get from above, and then we have to make and develop actions to reach these”. These answers are clearly more about targets and boundaries and how leadership controls the content of strategies. Therefore these answers are considered closer to the “umbrella strategy”.

Examples of answers that fitted the process strategy: “Audit (external) are controlling that the processes is being followed, where the processes is part of the strategy”, “Global processes and procedures are forming the daily work, and therefore also the strategies of the organization”, “We have frameworks and processes, but we can do pretty much within these”, and “There exist a certain process, and we have processes for change as well, but these are continually changed. We are not following these 100% if they are not working, then we implement change”. These answers are pointing more towards the “process strategy”, because they include how the strategy process is controlled by leadership, but also giving freedom by leaving the content of strategy to other actors.

The results of how the functional/operational level believes strategies are being formed therefore are; that 5 out of 14 are closest to the “process strategy” and 9 out of 14 are closest to the “umbrella strategy”.

5.3.2 Analysis business level

The answers from business level led towards both umbrella and process strategy, but they mainly showed tendencies of the process strategy. However, some characteristics are similar in both of these two strategies: “The strategies we are making can be based on external factors, and there might be unexpected things that we will have to adjust to”, and “when we talk about Norway, we are very dependent on the economy of the company, this is natural, especially in the market situation we are in at the moment”, and these descriptions are close to how the leadership functions of the process, and umbrella, strategy is according to Mintzberg and Waters (1985).

Like mentioned in section 5.2.1, Mintzberg and Waters (1985) wrote; “the leadership functions in an organization in which other actors must have considerable discretion to determine outcomes, because of an environment that is complex and perhaps also unpredictable and uncontrollable”, about the umbrella and process strategy.

Therefore, like I mentioned earlier, the essential characteristic that separates them is if the leadership control the process or the content of strategy.

Examples of answers that fitted process strategy: “We have policies and procedures that must be followed, and you have to take this in consideration when making a strategy”, and “Halliburton is very process-related in their strategy development. However, there is always room for taking advantage of possibilities as long as they are within the process”, and this type of answers are closer to the “process strategy”, because they are about the leadership controlling the process and leaving content of strategy to other actors.

However, one answer led more towards the umbrella strategy, because the target of the organization was mentioned, and how this control the strategy content: “Our strategies in Norway are about growing our business here, and focus on the opportunities that pop up. The strategy this year is totally different in comparison to earlier, because of the market situation”.

The results from how the business level believes strategies are being formed therefore are; that 1 out of 5 is closest to the “umbrella strategy” and 4 out of 5 are closest to the “process strategy”.

5.3.3 Analysis corporate level

The answer from corporate level, about how Halliburton Scandinavia has been doing things, stood out compared to the all the others, because it related more to the features of consensus strategy: “I think they just kind of let the culture develop that way, and deliver that way, and that culture was driven more by customer desires, then anything else”.

One characteristic of the consensus strategy that fits this description pretty well is that “the consensus strategy grows out of the mutual adjustment among different actors, as they learn from each other and from their various responses to the environment and thereby find a common, and probably unexpected, pattern that works for them” (Mintzberg & Waters, 1985).

The main point is that this type of strategy derives more from collective action, than from collective intention. This is, however, something the corporate level wants to change, and lead the organization towards a more ideological form of strategy: “How we are going to be doing it, going forward, is going to be more about shared beliefs and values. Which is me communicating the importance to myself, me communicating the benefits to the individuals, and more so the benefits to the organization, and how we’ll make Halliburton healthier than our competition. If I can get the organization to believe and understand that, then they’re going to be more vested and trying to let us achieve that vision, which is no accidents or incidents, and delivering services that are differentiated from our competitors. So, before we were kind of adapted out of the environment, and now we are going to try to change beliefs and culture to make us different”.

The results from how the corporate level believes strategies are being formed, 1 out of 1, is therefore closest to the “consensus strategy”.

5.4 Findings research question 2

The second research question was divided into four sub-questions to collect the required information (see appendix B for the main results of the different organizational levels of strategy). All the different answers from the sub-questions have been categorized, because a lot of the subjects had own examples and ways of expressing themselves. So, in order to keep the results anonymous, all the similar answers have been categorized. Some subjects mentioned several things in their answers, and everything relevant has been included in the results. Therefore there are also more answers than interviewees in the results. It can also be mentioned that the different answers are sorted from top (positive responses) to bottom (negative responses).

5.4.1 Findings research question 2.1 and 2.2

These two sub-questions are coherent and can be used to make a picture of how the information flow, communication and relationships between individuals in the organization are both lateral and vertical. Therefore they are analyzed together.

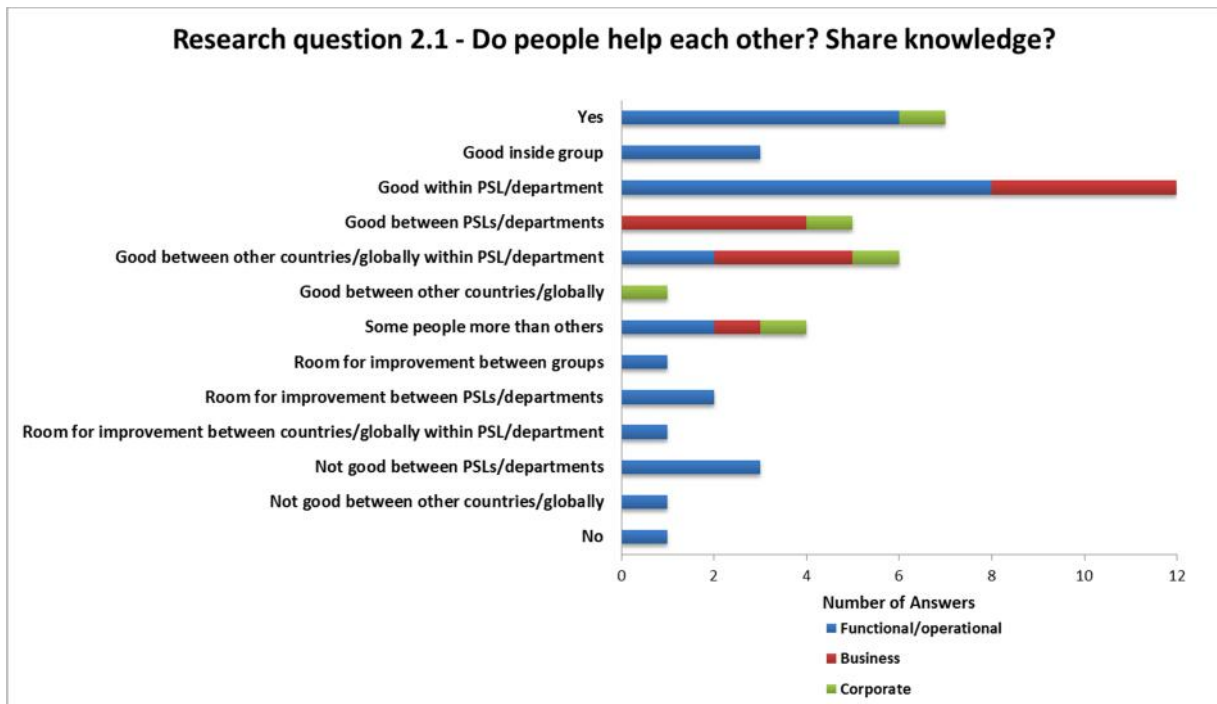


Figure 9: Findings of “Do people help each other? Share knowledge?”

The biggest differences between the organizational levels of strategy are that business and corporate level have more international contacts and therefore more often seek help in other countries, maybe even from the same PSL/department. Those at the business and corporate level also help each other to a higher degree on cross of the PSLs/departments, while some of the functional/operational level feel that they are working in a company in a company. Helping each other and sharing knowledge is part of exchanging information, communication and interaction between employees. From the results of the first sub-question (see Fig. 9) we can see that most people are satisfied with how people are sharing knowledge and helping each other, but functional/operational level tells about some areas of improvement.

For example, it seems like there are some barriers when people are seeking help or need knowledge outside their group, PSL/department or country: “In my group it is very good, and everyone within walking distance is very helpful. Then I would say that it drops exponentially with the distance”, “We also have global advisors that we can contact, but the global support is of worse quality than the local”, “Today we are a company with many companies”, and “We are one Halliburton, but at the same time we are not”.

In some cases it can seem like information and knowledge are being held tight until people ask directly about it, and with other words is not shared naturally to other employees: “Some might hold back on information to make him/her –self more important as a resource to the organization, and experience and knowledge must be dragged out of them”, “There exist people that think knowledge are power, and hold it tight”, “For example if one group discovers something, it isn’t necessarily shared with other groups if it is not asked about”, “It is not hard to get help from another PSL, but you might have to dig deeper to get the details and the information you seek”, and “Some regions might develop something smart, and they do their thing, there is no global organization that picks and distributes them to the others”.

Some also think that there is room for improvement in, or not very good, learning in their workplace: “The quality of training and education in our group are varied, and the reason for this is often huge workloads, and then there isn’t time to go deeper in the relevant topics”, “In my opinion it is very bad. When I started working for another department in the workshop, with new tools, I only got a drawing without any further explanation. Another example is new employees in the workshop that are employed because they need manpower, and because of the workload there is not time to show them why they are doing what they are doing”.

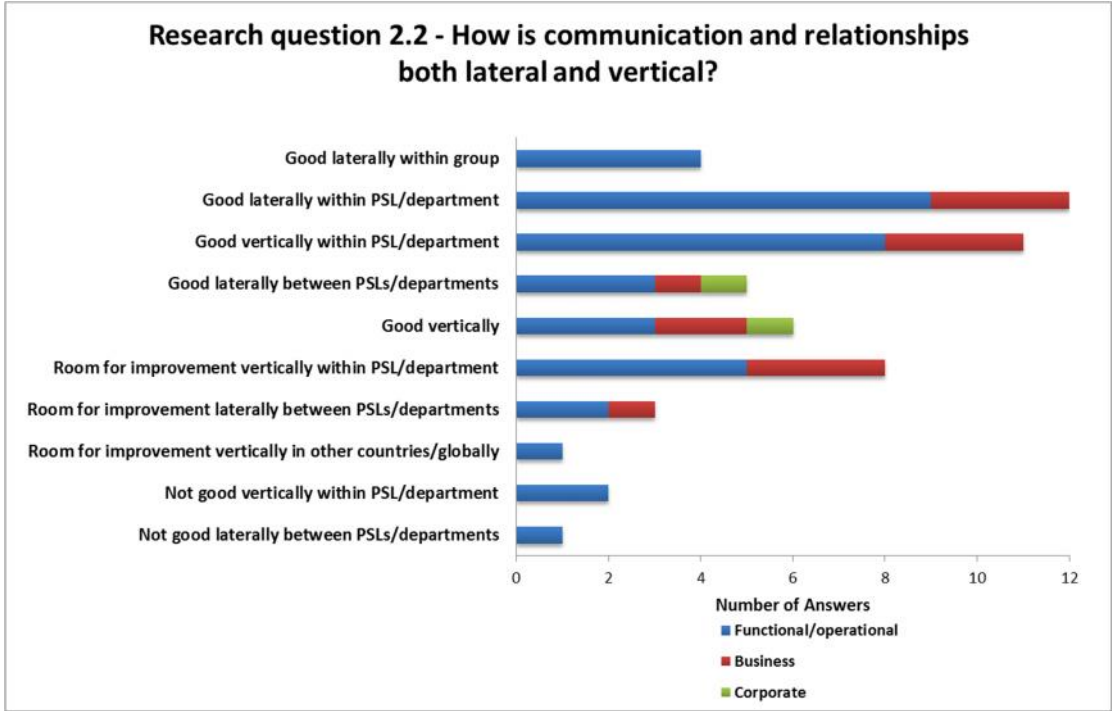


Figure 10: Findings of “how is the communication and relationships both lateral and vertical?”

When looking at the results of communication and relationships in general, it at first seems to be pretty good, especially within group and PSL/department. However, almost half of the interviewees, 8 out of 20, mention that there is room for improvement vertically within their PSL/department. Like the results of the previous sub-question (see Fig. 9), there is both considered to be good communication laterally between PSLs/departments, but also considered to be room for improvement. The vertical communication in the organization outside their PSL/department is also seen as good. So, in general most people are happy about the situation, but also here there are some areas of improvement, mentioned by both functional/operational and business level of strategy.

If you look at the results of business level three subjects think communication is good vertically within PSL/department, and three subjects think there is room for improvement vertically within PSL. The reason for six answers of the five interviewees is that one of them mentioned that the communication is good vertically within PSL/department, but that it can be a challenge to communicate to offshore: “We communicate to our people offshore through e-mail, but I claim that this isn’t efficient enough. An offshore-employee that has been away for four weeks, have 300 e-mails waiting for him/her. Did he/she read the 250th e-mail?” One from the functional/operational level also mentions that: “It isn’t always easy to communicate between office, workshop and offshore”. Another one from the business level says that he/she does not know how the communication between “office” and “workshop” is: “My other half of the organization is in the workshop and on the yard, so I think that some of those might say that there is bad communication”.

There are also many participants of the interviews that comment on the forms of communicating, lack of information and misunderstandings, in the organization: “The problem is just the sharing of information, shortcuts like assuming that others know instead of informing”, “Sometimes we have questions that are critical to continue the work, and we have to wait for help or an answer. So, precise information about how the work should be done is critical for us to work without interruptions and to be more effective”, “The way we work today, e-mail is the most common way of communicating. The problem is that what the sender actually writes and wants to deliver might be received and read as something else. A lot of these situations can be avoided by direct contact, face to face. I can see the advantage of leaders that are “out in the field” and talks to its employees, instead of pushing out e-mails. Telephone, alone, is a much better way of communicating”, and “There should be more of getting in touch with the people that you wish to contact, face to face, instead of e-mail which isn’t always the right way to communicate”

There are also some that highlight problems with communicating outside their PSL/department or in other countries: “Between the PSLs there is no communication, and the relationship is not that good either. For example if there is a discussion about who will get a new workshop there is more a fight then an agreement and cooperation about who will get it, and the strongest will win”, and “Communication upwards is fine, but global communication is worse. It is not difficult to stretch out, but sometimes it feels like the global communities are an own company, and we ask them for a service”.

When looking at both sub-questions and their corresponding results, it is clear that sharing of information/knowledge, communication and relationships both lateral and vertical mostly are considered good. However, there is always room for improvement and in this case especially vertically within PSL/department, but also laterally between PSLs/departments.

5.4.2 Findings research question 2.3

This sub-question is quite straight forward, and was brought up to get a picture of how managers are leading in the organization and how much responsibility the employees get from their leaders. Do managers facilitate and guide rather than direct?



Figure 11: Findings of “do your managers guide or direct?”

From the results shown in figure 11 it is close to certain that individuals feel free in the way they work. 19 out of 20 or 95 % of the subjects feel free and trusted by their leader(s). They get their responsibility and as some mentions, it is about getting the job done, not how, as long as it is within Halliburton’s policies and values. Some of them also mention that they get the necessary help or guidance if wanted or needed. That could be in form of help or guidance with a crucial decision or just general hints and tips to the daily work. It can also be mentioned that no one felt directed in any way. Not being guided does not necessarily mean something negative, but that an individual feel free to do his/her work just as he/she wants.

The same with freedom in work, that almost everyone feels, it does not necessarily need to be positive: “In my experience, with the current structure, we are only getting the tasks that need to be done, and we have to find out how this can be done best”, and “I am more on my own, and have much freedom in my daily work. Sometimes this can be hard, because when you are properly guided you feel that you are improving as an employee”.

It was also mentioned by the business level that guidance from the corporate level have lacked lately, much because of the switch in Vice President approximately 4 months ago: “Corporate level has not been that visible, but this is much because of the situation we are facing and all the stuff that has been going on lately. The Vice President understands the value of our PSL/department, but we have not gotten that much time together yet”.

It is from the results pretty clear that leaders and managers in the organization are much more facilitating and guiding than directing. However, that there is much freedom in the way employees get to work is not necessarily positive, sometimes guidance is strongly needed or absolutely required.

5.4.3 Findings research question 2.4

The last sub-question is about how new ideas, and maybe conflicting ideas, are welcomed in the organization, and if ideas are being tested in action or not.

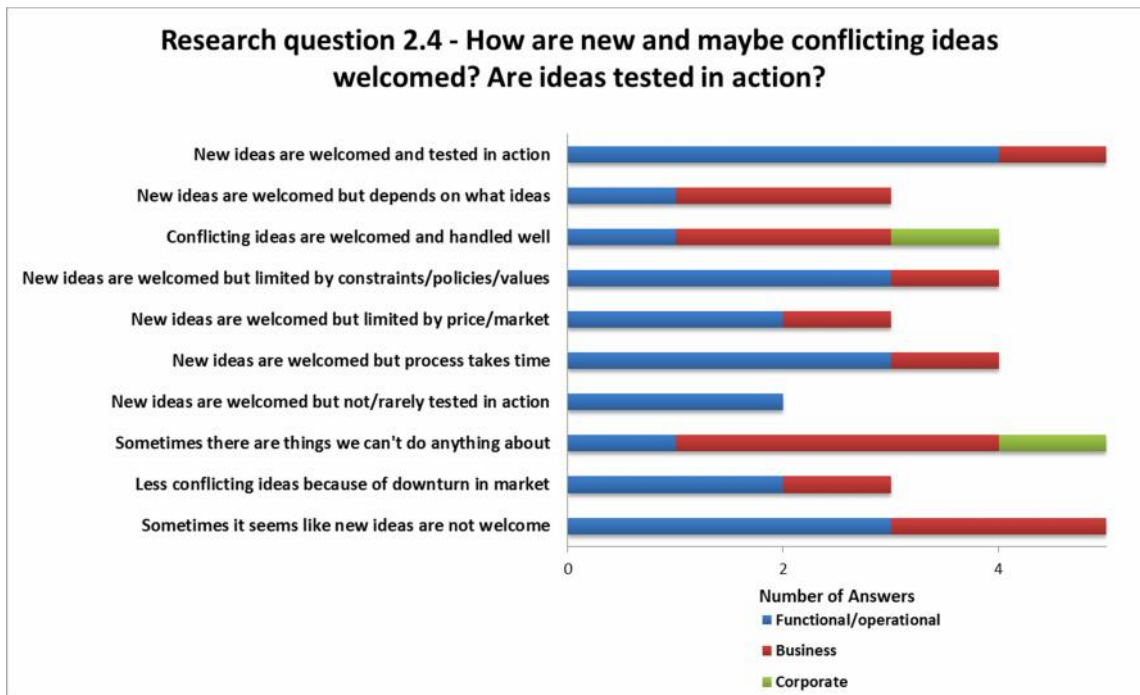


Figure 12: Findings of “how are new and maybe conflicting ideas welcomed? Are ideas tested in action?”

In figure 12 we can see that there is a wide range of answers, and none that specifically stand out. However, some of the categories are quite similar. Most answers include that new ideas are welcomed, but according to the interviewees there exist different barriers that prevent them from being tested in action, like policies, values, price, market, time etc. Some think that new ideas are welcomed and tested in action, but the same amount answers that sometimes it seems like new ideas are not welcome. Others think that conflicting ideas that are brought up are handled quite well in the organization, but there are also those who mention that there is less conflicting ideas because of the market situation. People feel heard and that ideas are welcomed, but sometimes there are things that you can't do anything about, like changes that has been voted to be implemented or individuals that will not turn what so ever. With other words, there are some areas of improvement and points that is worth mentioning.

Some feel that the creativity of individuals is limited by contracts and procedures: “Our contract’s conditions are often leading us, and therefore less room for creative solutions and new ideas”, and “I don’t know if we always get heard by the people above, about how we are following the procedures, because in many cases we are told this is how we always have done it and this is how we do it now. This is a bad culture of learning, because then we don’t evolve as a unit. If we want to evolve, we have to welcome new ideas of doing things. Maybe they are bad or good, but we don’t know before we have considered and tried it in action”.

Others mention that the time might be something that prevents people from coming with new ideas: “New ideas are welcomed but the process of taking this idea in use often takes too long”, and “If there are some small changes in procedures or we want something special, it is very bureaucratic. There is a system, but it could be faster”.

There will always be personal conflicts, and those that hate changes in an organization. However, some of the interviewees mention that there is room for improvement, also here: “There will always be resistance in any form. But this is something you will have to work with, and explain, why we do the required changes”, “I think it is really important as a leader that you let everybody speak their mind. There is a little bit of a fine line there, because there are some people that are too hard headed and they will push their case even though they will never win. As a leader you let everybody state their case, but when one individual is definitely away from everybody else you will have to slowly make sure that they realize that they are not going to win and go with the majority decision. So, conflicting ideas should always be welcomed because they debate whether the original idea is the right one or not”, and “We have tried out stuff in projects, and it has not worked, and the reason for failure is often strongly correlated with the mindset of change. Often there is disagreement between “the office” and “the workshop”, but it also depends on who brings these ideas as well”.

Some mention that conflicting ideas that has root in other cultures rarely are welcomed very well, and that understanding of each other’s cultures is an area of improvement: “There are also some cultural differences, for example when people from other countries come with suggestions to reduce costs, and we right away see that this never will work in Norway”, and “...today in my PSL/department we have quite different perspectives of how things should be done. Norway does things on its own way, and when leaders from others countries want to implement something without knowing the market, we in Norway become frustrated, since they push on anyway. They say that things should be global, but we cannot do everything in the same way as those in other countries”.

One from the business level also mentions that the organization should look more for opportunities outside the core business as well: “We like to keep within the organizations core business, but there can be much potential outside our core as well”.

From the results it is clear that new ideas are heard and taken to evaluation, if it is within the organization's policies and values, and not "off the charts". So if the price is right it will most probably be tested in action. With other words, ideas are tested in action if it is within the boundaries and limits of the organization, and then become part of the learning process.

Conflicting ideas and views are also welcomed in the organization.

They are brought up by letting people speak their mind, and these ideas are especially important because they debate whether or not the original idea is right. However, some of the subjects think there is room for improvement with some of the constraints that can affect creativity, the process of implementing new ideas, personal conflicts, conviction about changes and understanding of cultural differences.

5.4.4 Analysis of findings

In the earlier sections the findings and results of research question 2 have been presented. When looking at the results of the different sub-questions, there is no doubt that Halliburton have signs of all the characteristics of "organizational learning", that was listed in section 3.4.4. Some of the characteristics were clearer than others, but these differences in answers exist because it often depends on what group or PSL/department the employees are from. However, the majority of answers weighted towards what we call "organizational learning".

Argyris and Schön (1978) coined two concepts in relation to organizational learning, that they named single- and double-loop learning. Both of these concepts are about the improvement of the organization and its individuals' understanding of what is causing problems, and how to effectively solve them (see section 3.4.4.1 and 3.4.4.2).

The current market situation and "the downturn" in the oil & gas industry are definitely affecting how "organizational learning" is in an organization. Halliburton are like mentioned earlier open to new ideas, and to test them, if all requirements are met and it will gain the organization by being more efficient and/or cost saving. The market situation has also led to, like some of the subjects mentioned, less conflicting ideas and challenging of the governing variables (see Fig. 5) of Halliburton, than before.

Examples of answers about the learning process of Halliburton: “We follow the procedures and are good at it, but if there is something that we think are wrong we let people know. We have schemes that we fill and send to the people that evaluate these kinds of things. In most of the cases we get heard, and they tell us that the new idea was pretty clever, and other times they say no. So I feel I get heard, and that things are being tested”, “They welcome new ideas, especially if it is improvements. The values are set and must be followed, so ideas that conflict with those are not welcome. Those that possibly could improve processes and efficiency are very welcome. These are of course evaluated and then maybe tested. However, we have ethics and rules to follow, so we don’t lie to our customers etc.”, “If I have something that I think will improve how we do things or the results of it, I usually start with sharing it with my colleagues. If it sounds good to them, I take it to my leader”, and “...we solve problems and we go back and review whether we truly solved them, and we learn more. We learn through continuous loops, but it is always a little bit more reactive than proactive”.

From the answers gathered it is quite clear that the way people come with new ideas or suggestions to improve something or test something new in the organization, are more directed towards the approach of single-loop learning, and about learning from “trial and error” to solve a problem, rather than the approach of double-loop learning, and looking into what might be the source to the problem. Actually none of the interviewees mentioned anything that could seem like double-loop learning.

5.5 Findings research question 3

In this section the findings from the different sub-questions and cornerstones of research question 3 will be presented (see appendix B for the main results of the different organizational levels of strategy). Just as in section 5.3 and 5.4, have some of the answers been categorized to get an overview of what the different organizational levels of strategy answered, and in this case see what factors they consider most important when implementing strategy, where the weaknesses of Halliburton is in strategy implementation, how people feel included and involved in the strategy process and what could make Halliburton a better strategic organization. All relevant points and answers have been included in the results, and therefore there might be more answers in total than the number of interviewees.

5.5.1 Findings research question 3.1 and 3.2

The first sub-question was more about getting a picture of what the employees of the organization considers most important or crucial to successfully implement strategies, if they were in charge. Since these results have nothing to do with the weaknesses of, or anything with the organization at all, it will therefore be presented briefly and not in-depth like the other sub-questions. It was however used to open the topic, and followed up by how these are met or being focused on in their organization, to elicit the weaknesses and challenges of the organization with implementing strategies.

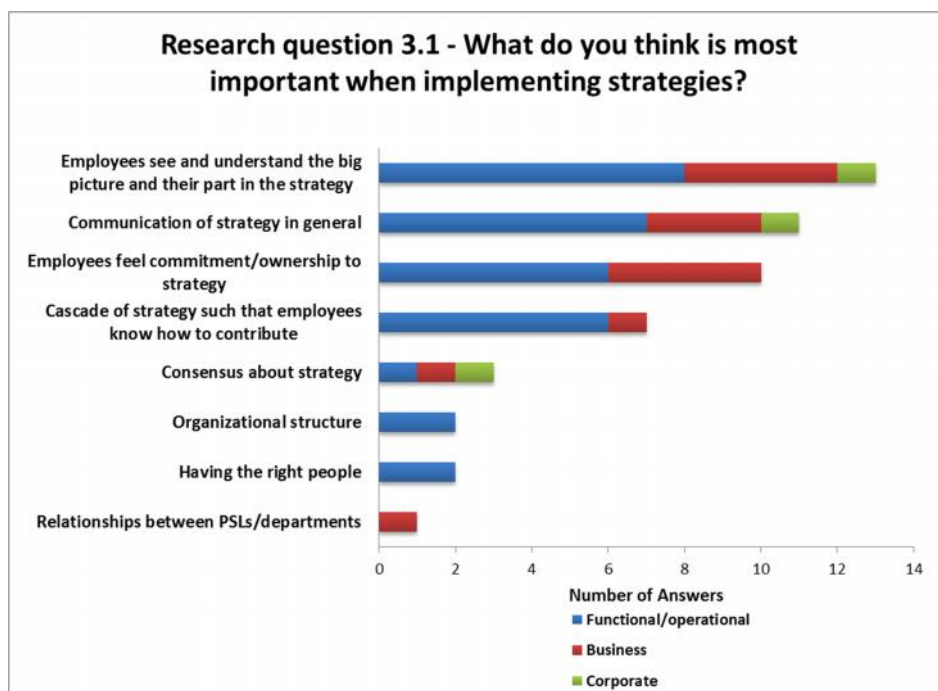


Figure 13: What factors that is considered most important when implementing strategies.

From the results shown in figure 13 we can see that the factors that is considered most important is without doubt those who depend on communication in the organization. Both “employees see and understand the big picture and their part in the strategy” and “cascade of strategy such that employees know how to contribute” are related to communication. However, that employees feel commitment and ownership to the strategy is also considered very important, and this is often about involving and including them in the strategy process. Consensus or general agreement about the strategy among employees is also mentioned as a factor that should be considered when implementing strategies.

Lastly organizational structure or how resources are allocated, having the right people (executors of strategy) and relationships between PSLs/departments are mentioned as aspects to have in mind.

Then the question was followed up by sub-question 3.2, and the findings have been separated into two charts. The first shows which of the mentioned factors above (see Fig. 13) that is considered met or sufficient (Fig. 14) by the interviewees, and the other present where the organization could be better (Fig. 15), when implementing strategies, according to the interviewees.

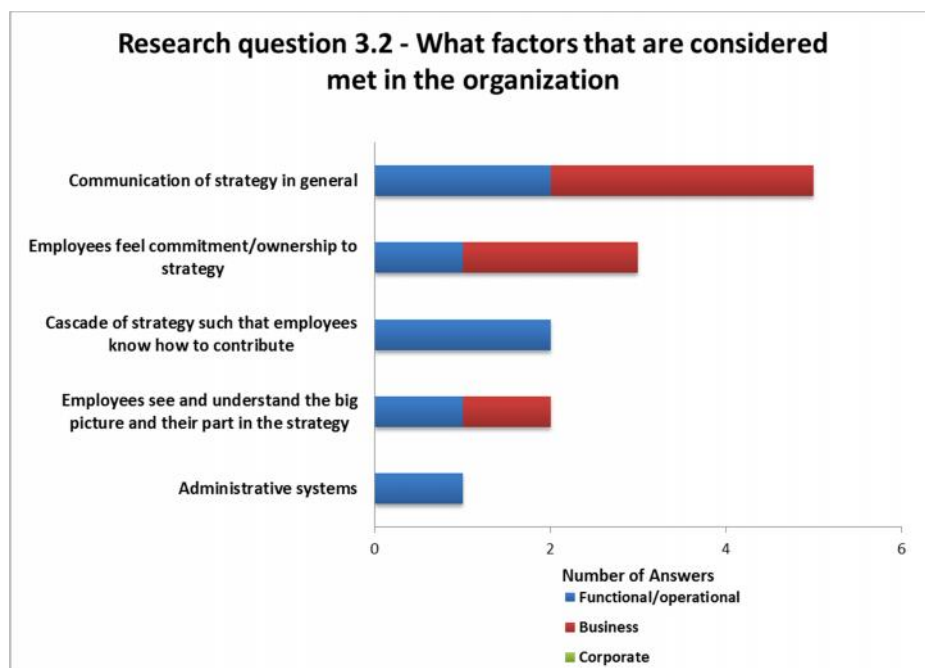


Figure 14: What factors of strategy implementation that is considered met in the organization.

Examples of answers that mention what is considered good in the organization with strategy implementation: “In my experience we are getting the necessary information about what the leaders want, and the guiding that’s needed to get the work done”, “... I feel ownership with my job, because I can very easily see the results of the work I am doing”, “...locally within the PSLs/departments I think the communication is very good”, “...in our PSL we know to a certain degree what our strategy and our goals are”, “I feel I am involved in the strategy, and that we have good two-way communication, they listen to you and at least mention it as a suggestion”, and “We know what the goals of the company are, and we have freedom to reach these”.



Figure 15: What factors of strategy implementation that is considered to have room for improvement.

Examples of functional/operational level’s answers that mention what can be improved and what that is not so good in the organization with implementation of strategies: “In Halliburton there are many levels of involved employees, and this might make important information disappear in between, and this could mislead the people that are executing the work”, “I feel that the strategy is not shared downwards, and then it is hard to know what to do. So the biggest challenge is to include and inform people, or they will do as they always has”, “I can see the structure of the global strategy, but I don’t feel any ownership to it”, “Halliburton is good in informing about the global strategy, we know what it is about, but how can we reach our goals? This is where it could be better”, “They are good in processes etc., but an overall strategy is maybe not that clear to everyone”, “Some say that they are not involved in projects, but they actually are, but are not informed about what part they have”, “Information must be more transparent. Of course, not everything should be shared to everyone, but more of the crucial things that can make people understand why they do what they do”, “If I had my own business I would simplify it a little and give the responsibility of getting things done to the middle managers, and not so much on reporting and meetings where we talk about numbers”, and “Where there might be room for improvement is between the PSL’s. I also think there in general is room for improvement on the communication cross-border”.

Examples of business level's answers of what can be improved and that is not so good when implementing strategies in the organization: "I think that Halliburton makes good strategy plans, but there could be more cooperation between the PSLs/departments on a global perspective. There is much talk about "one Halliburton", but in the end "one Halliburton" is difficult. All the different PSLs/departments are measured on their PSL/departments, so this becomes number one priority and not the main goals of Halliburton", "I am certain that there are some in our organization that have no clue about strategy, and many in this category are working offshore or in the workshop. So we could be much better on informing about the strategy, but again we have a lot of employees that never is at the office and work offshore", "...why should we not do this? This can be a challenge with implementation. That it is not discussed with the employees and managers that are involved. Another weakness can be that some have a distance relationship too their manager, not all middle managers are directly reporting to the top manager", and "When we talk about service quality, distinctive service quality, it might be too high or overall for people. We must pull it down and understand what it is about, what your role is in this etc. Here there is definitely room for improvement".

Corporate level's answer about where the organizations biggest issues with strategy implementation are: The biggest issue within Halliburton is that not everybody at the appropriate levels understands strategy. I don't expect someone in the field to understand strategy, but at the level below me and higher there is probably still an inconsistent understanding of what strategy is. That is probably the biggest organizational weakness today, and once we get over that one, there are great communicators and not very good communicators (executors). So that would be the next hurdle to overcome".

From the results we can see that the negative aspects with the organization implementing strategies are more often being brought up by the subjects, than the positive sides. There is no doubt that the organization is good in implementing strategies, and does a lot of things right, but there is always room for improvement on certain aspects. The focus of research question 3 is to study the weaknesses and biggest challenges of the organization, and therefore are these answers also those of highest interest in this thesis.

There were a lot of different answers about where the organization can improve to more effectively implement strategies in the future, but they are mainly about the same issues; better communication of the strategy (top three in Fig. 15), better relationships on cross of PSLs/departments, and include/involve employees in the strategy process to make them feel more commitment/ownership to the strategy.

5.5.2 Findings research question 3.3

In this section the results from the third sub-question will be presented. These will make a picture of how people feel involved and that they contribute to the strategies of Halliburton, in the different organizational levels of strategy. Summaries of the findings will be presented, since there were a large variety of answers and different examples brought up.

5.5.2.1 Findings functional/operational level

The majority, 8 out of 14, answered that they feel they contribute to the strategy in some way. Some mention that they contribute by delivering high service quality and being more effective in the way they work. Others that they are directly involved in the strategy process of the work they do, and the strategy for their group or PSL/department: “We have had strategy-meetings in our group where we have gotten input from the employees, but then it has been much focus on our stuff and what we do, and not on Halliburton’s strategies”, and “We have weekly meetings where we talk about what is happening, what we should do and how we should do it in order to reach our goals”. The last of them think they are strongly contributing to the strategy, and try to encourage others to come with opinions: “...middle managers discuss with their teams, and have other meetings where they share their information and inputs”, “When you after one or two years see that, this and that have been done according to the plan, it is really exciting”.

The other 6 out of 14 are those who want to be involved in the strategy process, and those that don't feel they contribute at all. They are encouraged to ask or come with suggestions to the strategies, but that is it: "I don't feel I am involved in the formulation of my PSL's/department's strategy, because this is done by the people above, but we are encouraged to come with suggestions",

"I am asked to say what my opinion is about certain things, but I am not involved in the development of strategy. They ask; what is your opinion? What can we do? What is expected? Do we need more equipment? Etc. So, I am involved in the detailed part, but not the strategy itself", "I am very little included in the formulation of strategy. It is the Top management that does that work, and has strategic meetings", and "My group doesn't have own strategies, but I know there is leader-meetings where they discuss and form strategies and areas of interest. I don't feel I have contributed to form any of these strategies".

5.5.2.2 Findings business level

Everyone at the business level feel that they contribute to the local strategy of their PSL/department. This is naturally because it is their responsibility to make them, but they have different approaches in doing so. Some have own teams that joins them in the making process, and others have own strategy meetings where the leader group, key personnel and people reporting to them are included.

These strategy meetings are used to make plans of actions to meet the developed goals, and the suggestions that are best and most realistic are picked out. So they are more about making work packages and detailed plans than defining strategies. However, discussions about the strategy and the goals are also being made, but then the different groups work with actions that they later present to their leader. One mentioned that monitoring of strategy is really important and that he/she had quarterly monitoring to get status, and closure in December to close all actions. So, these meetings are held in order to include everyone in the process of making work packages, and all of them are assigned to a responsible person. This is definitely something that can make people feel commitment and ownership to the strategy.

Some of the PSLs/departments have a good thing going on, but the focus has changed lately. Cost cutting is the main priority, and then the strategies become much simpler. How are we supposed to deliver positive results? Other times the thoughts are good, but not that easy in practice. One at the business level said: “In these meetings we develop a strategy, but I think that we have not been good at finishing them, and communicate it to the others. Here we are not good enough, because we fall back on the things we know we have to do, and don’t get this overall to be implemented”, so these meetings have potential to be done better.

With other words, the business level of strategy make the local strategy of their PSL/department, and try to include employees in the process by having these strategy meetings. Some of them are also feeling that they to a certain degree contribute to the strategy of Halliburton Scandinavia, but none of them feel involved in the global strategy.

5.5.2.3 Findings corporate level

The corporate level, and the Vice President of Scandinavia, is of course very involved in the strategy process. It is however, mainly about the strategy of Halliburton Scandinavia, and not so much on the global strategy. The Vice President is involved in the global strategies, but not as much as before when running one of the PSL’s. In Scandinavia it is more about setting a strategy that show “how we are going to execute those overarching strategies”. The Vice President also comment that: “It is a little bit hard for someone in the geography to be as involved in the global strategy as they probably should be. Which is kind of why we sometimes end up with different strategies between different PSLs/departments. But if we were to do strategy only on the geography side we would have different strategies for every geography. There is almost no way to get it right”.

5.5.3 Findings research question 3.4

In this section the results of what employees think will make Halliburton a better strategic organization, and maybe improve some of the areas presented in figure 15, will be presented. This sub-question gave a large variety of different answers, so I had to make a summary of the answers, instead of categories and charts to present the results. I also had to exclude comments about what could be better etc., because now only concrete suggestions to actually make things better are in focus. Suggestions that were not relevant to improve strategy implementation have also been excluded. The main results were:

Several weaknesses were mentioned, but the main answers were that the organization is big and slow. The size of the organization also affects how new opportunities that pop up can be taken within the time it is available. To compensate for the speed and flexibility of the organization, the communication must be done more effectively. Like mentioned earlier people don't feel they contribute to the overall strategy, and often describe themselves as "a drop in the ocean". This is a result of people not being included or involved in the strategy process, or being informed about what their part in the strategy is, why they will benefit from it in the long run, and how they will contribute to it with their daily work. To help employees answer these questions and make the strategies more clear, it is about communication of the strategy in general and cascading of the strategy. The most powerful way of making people understand the strategy is however by including and involving them in the strategy process, and listen to them, because this will make them feel commitment and ownership to the strategy.

To compensate for Halliburton's size, and make communication more effective, it has been mentioned by one from the functional/operational level that meetings with all leaders from team leaders to country managers should be held to involve all the leaders and create discussion around the tables. This will make things better because then leaders will feel ownership and this will also make it much easier for them to communicate it to their employees.

One employee from the functional/operational level also mentioned that some years back they had a strategy meeting where everyone was included: "...some years ago, all the employees of Halliburton Norway were included in working with the strategy and contribute to set goals. This was very good, we got engaged and felt we really contributed to develop the strategy of Halliburton. Then strategy became something of more value than words from the top management. So, meetings that let everyone contribute to reach common goals are very important, and will definitely make Halliburton a better strategic organization".

This meeting involved people to contribute, and therefore they naturally feel they contribute. This type of meeting also makes it easier for people to understand the strategy in general, and see the big picture.

Corporate level also mentioned education as a powerful tool, and suggested that further education about what strategy is, and the importance of it, will make Halliburton a better strategic organization: "I think further education on what strategy is and the importance will make us better. However, we work on it and we have management training now that we didn't have 5 years ago, in the BLD courses. So making those things more available further down and modifying classes for bigger groups and things like that. Those things are all on under way. In another 5 or 10 years we will be even further down in understanding strategy, so we are working on that education, it's just taking a long time".

This will make it easier for people to see and understand why the organization have strategies, and know how to break strategies into pieces, and pick up "what's in it for me".

Chapter VI: Discussion

This is where the theories, findings and methodology are discussed and compared. The main results from the case study will be reviewed and discussed, such that the research questions can be fully answered. The limitations of the research will also be reviewed.

6.1 Development of strategies

The first research question was firstly defined as “how successful are the organization in implementing intended strategies”, but after reading about emergent and deliberate strategies by Mintzberg and Waters (1985) it became clear that strategies still can be successful, even if they were not intended in the first place.

These two terms, deliberate and emergent, defined the endpoints of what they called the continuum of strategy (see Fig. 4), and that all real-world strategies fall in between this window. In this continuum they defined 8 different categories of how strategies develop; from pure deliberate to pure emergent. This is the categories the findings of research question 1 have been analyzed and compared with. From the results it was pretty clear that the major features of the “umbrella strategy” (50%) and “process strategy” (45%) fitted best to the answers of the organization.

These two categories are very similar, but one major difference separated them and was used in the analysis. It was not a modification, but more a “simplification” to easier separate between those two categories. That was by looking specifically for clues about the leadership and if it controlled the process of strategy making (process strategy) or the content of the strategy (umbrella strategy). When looking at the results of the different organizational levels of strategy, it was quite divided. The functional/operational level described the development of strategies more like the “umbrella strategy”, the business level more like the “process strategy” and corporate level more like “consensus strategy”.

This is because functional/operational level are experiencing more “rules to follow” and “limits/boundaries” in the way they work than the business level which feel they get more room to play around as long as they are within the processes. However, Barnes (2008) has written that operations are strongly affecting how the organizational strategies are formed, and therefore the actions that form it will most probably arise from the functional/operational level. So the functional/operational level is considered to have an important part in the development of strategies. While the corporate level see it from another angle that focuses more on the culture forming strategies, where the Vice President also points out that the culture is led by customer desires, more than anything else.

Everyone, however, agrees that the environment, like the downturn in the oil & gas industry, are affecting how strategies are developed, and that they are somewhat placed in the middle of this continuum of strategy. So the strategies of Halliburton are developed partly deliberate and partly emergent.

6.2 The learning culture

All the different characteristics of “organizational learning” (see section 3.4.4) are found in the organization, and the majority of the answers from the interviews lead towards this form of learning. Halliburton Scandinavia can be described as a company where the managers facilitate and guide, the information flow/communication is both lateral and vertical, conflicting ideas are welcomed and ideas are also being tested in action to be part of the learning process.

However, this is not entirely true, because it really depends on what PSL/department the employees work in, and the results presented are just what the majority thinks. The main results of what could be improved in the organization are especially vertical communication within PSL/department, but also lateral communication between PSLs/departments.

The results of how the learning culture is in Halliburton Scandinavia also lead towards what Argyris and Schön (1978) named single-loop learning. Which is an approach that is more about “trial and error” to solve problems, rather than looking into what might be the source to the problem (double-loop learning).

6.2.1 How the learning culture affects strategy development

By looking at Mintzberg and Waters (1985) and the work of Argyris and Schön (1978), a new discovery has been made during the study. It basically is that the learning culture of an organization, or its organizational learning, affects how strategies are being developed in the organization, but how?

An organization that uses single-loop learning, when solving problems, is more emergent in the way it develops strategies than those who use more of double-loop learning. The reason for this is that Lynch (2006) and Fletcher & Harris (2002) writes that “the emergent way of approaching strategy formulation is based on trial, experimentation and discussion, and has the potential to address the current challenges of an organization”. While Argyris and Schön (1978) explains single-loop learning to be about “observing results and automatically take in feedback before trying another approach”. So there is a clear correlation between these two.

In practical and tactical terms this means that if a company wishes to become more deliberate or emergent in the way it develops strategies, or move between the categories defined by Mintzberg and Waters (1978), it should change the learning culture by using the approaches of single- and double-loop learning explained by Argyris and Schön (1978). If the organization wants to be more emergent, more of single-loop learning should be used, and if it wants to be more deliberate, more of double-loop learning should be used.

6.3 The weaknesses and biggest challenges with strategy implementation

From the results of research question 3 it is clear that the employees focus more on soft factors and mixed factors, rather than hard factors, being the weaknesses of the organization in strategy implementation. In the following sections the factors that were considered most important, and those that were considered to have most room for improvement, will be discussed.

6.3.1 Communication of strategy

When looking at the findings of the different sub-questions it seems like communication is the single factor mentioned by Li, Guohui and Eppler (2008) that is considered most important, and also the factor that has most room for improvement. This is however not a new discovery, because communication will always have room for improvement, and in the paper of Li, Guohui and Eppler (2008) you can see that this area in relation to strategy implementation has been researched a lot. So it is a well-known problem, but also one of the most difficult ones. Kolbusa (2013) also wrote that uncertainty and lack of clarity will make execution diffuse because of many things being done, that are not related to the strategy, that later need to be correspondingly corrected. This will result in a slower process and in the worst case it will result in a complete block (Kolbusa, 2013).

In order to improve this factor people must be informed better about the strategy, such that they now what it is, what it means, what their part in it are and why they will benefit from it in the long run. This will help them see the big picture and understand the meaning of their daily work and how they contribute in the overall strategy.

6.3.2 Cascade of strategy

Cascade of strategy is about communicating the strategy downwards to the business level and different PSLs/departments, such that they can translate the essential parts of the strategy further down to their functional/operational areas. In this way people who actually are implementing the strategy (functional/operational level) will know how to contribute to it in their daily work. So it is more detailed communication about the practical and tactical things that must be done according to the strategy.

This has also been considered very important among the employees, and to have room for improvement, but this is not mentioned in the literature review by Li, Guohui and Eppler (2008) under communication. That is why I have separated this factor from the communication aspect, even though they are strongly correlated.

However, Johnson, Scholes and Whittington (2008) points out that the success of business strategies is strongly depending on the organization to have appropriate operational strategies, because it is the activities that occur or choices that is made at the operational level that affects the business strategies the most. Kaplan and Norton (1996) mention that it is nearly impossible for today's executives in technology- and customer-driven organizations to determine all the local actions that are necessary to implement a strategy successfully. So, cascade of strategy is considered important, and there must therefore be vertical communication about practical things, and maybe work packages to fulfil the strategies, and most importantly they must be translated between the corporate, business and functional/operational level.

6.3.3 Commitment and ownership to strategy

Another important factor that influences strategy implementation is commitment and ownership to the strategy. This is also mentioned by Li, Guohui and Eppler (2008) in their literature review. So this is a pretty well-known factor, and it can make wonders among employees.

Kaplan and Norton (2008) wrote that implementation of strategy starts with educating and involving the people who must execute it. People have to be encouraged to suggest how the vision and strategy can be achieved. Argyris and Schön (1978) also argue that employees need to know their place in the organization, and that if they include inventions and evaluations of individuals in its theory-in-use (see section 3.4.4), organizational learning will occur.

So, in order to improve this weakness the organization must make people feel ownership to a strategy by letting them contribute directly or by seeing the big picture and what part they play in it.

6.3.4 Relationships between PSLs/departments

Employees from both the functional/operational level and business level consider the relationships between PSLs/departments to have room for improvement. This single factor is also mentioned by Li, Guohui and Eppler (2008) to be one significant factor who affects strategy implementation. This is because better communication and relations laterally between PSLs/departments will positively affect how strategies are being implemented because then employees more easily can share experiences, learn from each other and work towards the common goals of the organization.

This fits pretty well with what Johnson, Scholes and Whittington (2008) writes about integration, and that it is required for effective strategy. With this they mean that functional and operational boundaries have to be crossed by managers in order to deal with strategic problems, and come to agreements with other managers who have different interests and/or priorities.

6.4 Limitations

In this section the limitations with the data gathered from semi-structured interviews will be reviewed, and simplifications made during the work of this thesis.

6.4.1 Case study database

In section 4.3 you can find table 6 which lists the different case study tactics, and which of them I have used. As you can see I have not used multiple sources of evidence, and only qualitative semi-structured interviews. This decreases the validity of the case study, but I transcribed the interviews and used a lot of citation in the analysis of data to increase the validity of this one source. Some of the weaknesses, and roots to uncertainty, this could bring to the research are:

- Bias due to poorly articulated questions
- Response bias
- Inaccuracies due to poor recall
- Reflexivity or the interviewee gives what interviewer wants to hear

However, since the interviews in this thesis are more about getting the personal views, like opinions, attitudes and meanings of the employees in Halliburton Scandinavia, it is not that relevant to corroborate these views with other sources (Yin, 2014).

The data gathered may not be 100% correct, or possible to fully recreate if I was going to do the interviews from the beginning again. This is because qualitative semi-structured interviews have an uncertainty both in answers and questions, since they are somehow improvised around a guideline (Sofaer, 1999). The reason why the results might not be fully correct is because when analyzing the data some categories are pretty similar, and smaller details are separating them. There is also a risk of construing too much, and see what you want to see, or what you look for, in the results. That is why I have used examples of what the interviewees answered to state my point and support my analyses. However, I also mention in the findings that the charts made are only shown to give the reader an impression of what the majority answered.

This kind of uncertainty in the case study database makes the results less reliable, and less generalizable. If another researcher was going to follow my methodology and try to do the exact same case study, the researcher should get the same findings and conclusion. However, I think that by following the guideline for the interviews and my methodology, another investigator would at least get the same conclusion as me. Maybe not the exactly same findings in form of numbers and charts, but the same results from the analyses.

6.4.2 Simplification in thesis

One huge simplification had to be made prior the work of this thesis, and it is that implementation of vision, mission and strategy has the same weaknesses and biggest challenges as implementation of strategy alone. This simplification is done because this thesis focuses mostly on strategy, and not on vision, mission and strategy. The reason for this simplification is that these often are strongly correlated, and have the same factors affecting how they are implemented.

However, I don't think the results of the thesis would be any different if I separated these three and researched them, one by one, to find out how to implement vision, how to implement mission and how to implement strategy. In my opinion the results would be more or less the same.

Chapter VII: Conclusion

The purpose of this thesis was to analyze a local company that is part of a global organization, and find out “How to implement global vision, mission and strategy into a Norwegian Company?” There is a lot of literature about single factors that influence strategy implementation, but not any about analyzing a specific company to find its weaknesses and biggest challenges with it. The data used in this case study were gathered from 20 subjects in form of qualitative semi-structured interviews that followed the guideline in appendix A.

What has been found in these interviews is that Halliburton Scandinavia uses a partly deliberate and partly emergent approach when developing strategies (umbrella/process strategy). They have organizational learning, and mostly use single-loop learning when solving problems. This way of learning affects the development of strategies by making them more emergent. The biggest weaknesses of Halliburton Scandinavia that affect how strategies are being implemented are communication of strategy, cascade of strategy, lack of people feeling commitment/ownership to strategy and relationships between PSLs/departments.

Vice President of Scandinavia mentioned that they are going to work towards the ideological strategy (see section 5.3.3), where strategies originate from shared beliefs. Then Halliburton Scandinavia has to change the way they solve problems, and learn, to become less emergent. They will have to use more of double-loop learning and question the governing variables (see Fig. 5), instead of looking for another strategy that will address and work within them.

My recommendations to improve the main weaknesses with strategy implementation, and “implement global vision, mission and strategy into a Norwegian company” more effectively in the future are that there should be held own “strategic meetings” where everyone is included. This would aid the vertical communication aspect and maybe even make some employees feel commitment and ownership to the strategy. There should be arranged “strategic meetings” where people can be included in pulling down the global vision, mission and strategy to break them into smaller pieces, and work packages, such that they can see the big picture.

Lastly, there could be cross PSL/department meetings where employees share experiences with each other about strategy making and/or implementation, because some PSLs/departments are better with strategy than others.

Future research could be to investigate the correlation between learning in an organization (Argyris & Schön, 1978) and the development of strategies (Mintzberg & Waters, 1985). What also could be interesting is to study the responses and results of employees being involved in these types of meetings, and how much better an organization actually can be by involving people. The responses gotten from the interviews were very positive about such meetings.

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Appendix A

Guideline used in the qualitative semi-structured interviews to get required information about the organization. The gathered data is used to answer the research questions of the study. The three questions listed here are the research questions, with corresponding follow-up questions.

1. To what degree does the organization implement its intended strategy in Norway?

1. How do strategies develop, or what are influencing your organization's strategies?
 - Strict follow-up of formal, centrally made plans? Driven by central management?
 - Adaptable to new opportunities as they emerge? Driven by personal vision of single leader?
 - Based on shared beliefs/values?
 - Based on constraints?
 - Based on following a specific process?
 - Do they operate in "enclaves" (i.e. some here, some there, unconnected to each other)?
 - Based on consensus?
 - Based on the company adjusting to the external environment?

2. How is the learning culture in the organization, and how does it affect the development of strategies?

2. How is the learning culture in your organization?
 - 2.1 Do people help each other? Share knowledge?
 - 2.2 How is communication and relationships both lateral and vertical?
 - 2.3 Do your managers guide or direct?
 - 2.4 How are new and maybe conflicting ideas welcomed? Are ideas in action?

3. What are the organization's weaknesses and biggest challenges in strategy implementation?

- 3.1 What do you think is most important when implementing strategies?
- 3.2 Are these met in your organization, or how much have they been focusing on these?
- 3.3 Do you feel you participate in the strategy process and contribute to shape the strategy of your organization when doing your daily tasks/work?
- 3.4 What could make your organization a better strategic organization?
 - Any obvious weaknesses or challenges?

Appendix B

Summary of the questions asked during qualitative semi-structured interviews done in relation to this thesis.

Functional/Operational level:

Questions	Main results
<p>1. How do strategies develop, or what are influencing your organization's strategies?</p>	<ul style="list-style-type: none"> - The environment is strongly influencing how strategies are developed. Both the market and customer demands. - Cut of costs and other goals/targets, are affecting the strategies. - Technical limits, capacity, economic restrictions can affect the strategies. - "Audit" are controlling that the processes are being followed, where the processes are part of the strategy. - Global processes and procedures are forming the daily work and therefore also the strategies of the organization. - Guidelines and frameworks are affecting how strategies are made, but much can be done within these. - There exist processes, but these are continually changed. This is done because they are not always 100% correct.
<p>2.1 Do people help each other? Share knowledge in your organization?</p>	<ul style="list-style-type: none"> - Mostly the sharing of knowledge is considered good. Especially within the PSLs/departments, and work groups. - There is however room for improvement between the different PSLs/departments in sharing of knowledge and experiences.

	<ul style="list-style-type: none"> - Between other countries or globally it is quite divided, some think the sharing is good within their PSL/department, but others that there is room for improvement or not good.
<p>2.2 How is communication and relationships both lateral and vertical in your organization?</p>	<ul style="list-style-type: none"> - Mostly the communication is good, especially within the groups and PSLs/departments. Both vertically and laterally. - However some think that there is room for improvement, or not good, vertically within their PSL/department, - It is quite divided among those that think communication laterally between PSLs/departments are good, and those who think there is room for improvement, or not good. - Some also mention the vertical communication to be good upwards with corporate level and regional/global Halliburton, but also here there can be room for improvement.
<p>2.3 Do your managers guide or direct in your organization?</p>	<ul style="list-style-type: none"> - Almost all felt free and trusted by their leaders in the daily work. - Some mention that it is about getting the work done, and not how, as long as it is within the rules and policies of Halliburton. - Many of them mention that you get help or get guided if this is wanted, or something critical has to be done. - However, a few also think there is room for improvement in guidance, or not guidance at all.
<p>2.4 How are new and maybe conflicting ideas welcomed in your organization? Are ideas tested in action?</p>	<ul style="list-style-type: none"> - Mostly new ideas are welcomed, but it depends on constraints, policies/values, time, price, market etc. - Some people feel that new ideas are being tested in action, and others that they are not, but it depends on what ideas. - A few mentions that there is lack of conflicting ideas because of the downturn in the market.

	<ul style="list-style-type: none"> - One mentions that conflicting ideas are welcomed and handled well. - Some also mention that sometimes it can seem like new ideas are not welcome, and one also mentions that there are things you simply can't do anything about.
<p>3.1 What do you think is most important when implementing strategies?</p>	<ul style="list-style-type: none"> - Employees need to see the big picture, understand their part in the strategy and why they will benefit from it later. - Cascade of strategy is also highly ranked. This is about successfully transferring information, decisions etc. from top to bottom about how individuals can contribute to the strategy in their daily work. - Communication in general about the strategy, at all levels of the organization, is also considered important. - That people feel commitment and ownership to the strategy is mentioned to be essential for a strategy to be implemented successfully, by for example letting employees to be involved and included in the strategy process. - It is also mentioned to be important to have the right people in the organization. The right managers, middle managers and employees. - A few also mentions organizational structure and allocation of responsibilities as an important factor that affects the implementation of strategy. - Consensus or general agreement among the employees that the strategy will be an improvement, are also mentioned by one as an important factor.
<p>3.2 Are these met in your organization, or how much have they been focusing on these?</p>	<ul style="list-style-type: none"> - Some consider some of these met, but the different factors are mostly being mentioned to have room for improvement. - Especially communication in general, cascade of strategy, commitment/ownership to strategy, and that people need to see the big picture and understand their part in it.

	<ul style="list-style-type: none"> - Relationships between PSLs/departments were also brought up by a few to have room for improvement, but were not mentioned in 3.1. - However it is mentioned that the organization are good in processes (administrative systems), that was not mentioned in 3.1, and organizational structure.
<p>3.3 Do you feel you participate in the strategy process and contribute to shape the strategy of your organization when doing your daily tasks/work?</p>	<ul style="list-style-type: none"> - Some feel they contribute by being more effective and deliver high quality. - Others by being included in the strategy of their group, and their work. - Some also think they strongly contribute in the strategy process of their PSL/department, and try to encourage other employees. - There are also those that don't feel they contribute at all, but they are encouraged to come with questions or suggestions.
<p>3.4 What could make your organization a better strategic organization?</p>	<ul style="list-style-type: none"> - Meetings where everyone is included in shaping and developing the strategy, because then strategy became something of more value than words from the top management. - Meetings were all leaders are included, to more effectively communicate strategies to their employees.

Business level:

Questions	Main results
<p>1. How do strategies develop, or what are influencing your organization's strategies?</p>	<ul style="list-style-type: none"> - Strategies can be based on external factors and unexpected things. - The economy of the organization and market situation can affect how strategies are developed. - Policies and procedures that must be considered when making strategies. - The strategies in Norway are based on growing the business, and focus on the opportunities that pops up.
<p>2.1 Do people help each other? Share knowledge in your organization?</p>	<ul style="list-style-type: none"> - The sharing of knowledge is considered good. Especially within the PSLs/departments. - Between the different PSLs/departments the sharing of knowledge, and helping of each other, is also considered good. - The sharing of knowledge and experiences with other countries/globally is also mentioned by some to be working well.
<p>2.2 How is communication and relationships both lateral and vertical in your organization?</p>	<ul style="list-style-type: none"> - The communication is mostly considered good both laterally and vertically within the PSL/department. - However, there is room for improvement vertically within the PSL/department, according to most of the subjects. - It is divided about the lateral communication between PSLs/departments. One considers it good, and another considers it to have room for improvement. - It is also mentioned that vertical communication is good upwards with corporate level and regional/global Halliburton.
<p>2.3 Do your managers guide or direct in your organization?</p>	<ul style="list-style-type: none"> - Everyone feel they have freedom in the way they work, and lead, and are trusted by their leaders.

	<ul style="list-style-type: none"> - Over half of them mention that it is about getting the work done, and they are measured in results if they do so. - They get guided if they need, and/or when some critical decision has to be made. - However, one mentions that there could be an improvement in the guidance.
<p>2.4 How are new and maybe conflicting ideas welcomed in your organization? Are ideas tested in action?</p>	<ul style="list-style-type: none"> - Most of them tell that new ideas are welcomed but it depends on what the ideas are about, constraints, policies/values, time, price and market. - However, one mentions that new ideas are welcomed and tested in action. - A few mention that conflicting ideas are welcomed and handled well, and one say that because of the market situation there is less conflicting ideas being shared. - In a few cases it can seem like new ideas are not welcome at all. - Over half of them also tell that sometimes there are new ideas/things that they can't do anything about.
<p>3.1 What do you think is most important when implementing strategies?</p>	<ul style="list-style-type: none"> - Just as the functional/operational level they think that employees need to see and understand their part in the big picture and why they will benefit from the changes in the long run, as one of the most important factors of successfully implementing strategies. - Commitment and ownership to the strategy also got mentioned as one of the most important factors. People must feel they are involved and included in the strategy process. - Communication about the strategy in general, to all organizational levels. - Business level also mentioned relationships between PSLs/departments as a factor that should be considered, and that there are a red line between the strategies of the different PSLs/departments, so that the organization can meet its main goals.

	<ul style="list-style-type: none"> - Lastly cascade of strategy and consensus of strategy was mentioned.
<p>3.2 Are these met in your organization, or how much have they been focusing on these?</p>	<ul style="list-style-type: none"> - A couple mentioned that they feel commitment/ownership to the strategy. - Communication of strategy in general is considered good, but one mention that one problem is communicating with offshore people that is “never” at the office. - One mention that there is definitely room for improvement in communicating such that employees understand the big picture, what it is about, what their role is in it etc. - One also mentioned that people need to know how they can contribute in the strategy, and this must be done by cascading the strategy.
<p>3.3 Do you feel you participate in the strategy process and contribute to shape the strategy of your organization when doing your daily tasks/work?</p>	<ul style="list-style-type: none"> - They are making the local strategy of their PSL/department, and therefore also feel they contribute. - Some of them mention that they take part in the strategy of Scandinavia, and that they also contribute here. - None of them feel included in the global strategy.
<p>3.4 What could make your organization a better strategic organization?</p>	

Corporate level:

Questions	Main results
1. How do strategies develop, or what are influencing your organization's strategies?	<ul style="list-style-type: none"> - The strategy comes from this office and our leadership team. - Before, the culture formed it, and culture was driven more by customer desires than anything else. - Now, the focus will be on shared beliefs and values, to change the way strategies originate in the organization.
2.1 Do people help each other? Share knowledge in your organization?	<ul style="list-style-type: none"> - People do help each other and share knowledge. - Some people are helping more than others, because some think their knowledge protects their job. - The sharing of knowledge is also considered good between the different PSLs/departments, because corporate level works close with the business level and they can learn from each other. - There are "mentor/mentee relationships", both globally and locally, that changes after what people need to be working on or want to achieve. So the sharing of knowledge is also considered good between different countries/globally.
2.2 How is communication and relationships both lateral and vertical in your organization?	<ul style="list-style-type: none"> - The communication vertically is good, because the corporate level have an "open door" policy and everyone are welcome to drop by. - The communication is good laterally, because of a good team work environment. Key decisions are made through debate processes, where experiences and information are shared between the different PSLs/departments.
2.3 Do your managers guide or direct in your organization?	<ul style="list-style-type: none"> - High degree of freedom to lead in Scandinavia.

	<ul style="list-style-type: none"> - More or less the same as those at the business level, or others, when working in teams, but the last decision is made by the corporate level. - Corporate level is mentoring for others around the globe, but also have different mentors to go to for advice, within the organization, depending on what it is about.
2.4 How are new and maybe conflicting ideas welcomed in your organization? Are ideas tested in action?	<ul style="list-style-type: none"> - Conflicting ideas are welcomed, because it is important to let people speak their mind, and because it also debate whether or not the original idea is right. - However, some are more hard headed than others, and will push their case even though they will not win. These you can't do anything about, but you can try to slowly make them realize that they are not going to win, and has to go with the majority decision.
3.1 What do you think is most important when implementing strategies?	<ul style="list-style-type: none"> - Communication is, by far, considered the most important aspect of strategy implementation. - Then it is about making sure that people understand (get the big picture), buy in and agree (consensus) with what you want. All this depends on communication of the strategy in general.
3.2 Are these met in your organization, or how much have they been focusing on these?	<ul style="list-style-type: none"> - The biggest issue is that not everybody at the appropriate levels understands strategy. There is even in the level below me and above me an inconsistent understanding of what strategy is. - After this the focus can be on the right people, because there exist good communicator and not so good communicators.
3.3 Do you feel you participate in the strategy process and contribute to shape the strategy of your organization when doing your daily tasks/work?	<ul style="list-style-type: none"> - The Vice President is strongly contributing to the strategy of Halliburton Scandinavia, this is the one that define it. - The Vice President is also involved in the global strategy as well, but less than before when running one of the PSL's.
3.4 What could make your organization a better strategic organization?	<ul style="list-style-type: none"> - Further education on what strategy is, in order to increase the general understanding of strategy further down in the organization, by making education more available.

