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Role of Strategic Control Systems in Achieving Strategic Goals

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Abstract: - This article seeks to investigate the role of strategic control systems in achieving strategic goals. The research is based on a comprehensive literature review of academic articles and research reports that have addressed the topic of strategic control system. The study identifies that strategic control systems are important tools for achieving strategic goals in organizations. The study points out that strategy is key to developing and implementing an effective control system. The use of strategic planning provides an understanding of the company's environment, the company's strategic objectives, the company's critical success factors, and the development of a strategic action plan. The study confirms that performance measurement and feedback are critical components in monitoring the progress of the organization towards achieving its strategic goals. Based on the findings discussed, some major recommendations have been made. These include the need to incorporate into the control systems, key components such as premise control, implementation control, strategic surveillance, and special alert control. This paper also shares further light on some of the challenges that may be associated with establishing a strategic control system. It brings out some other issues for future research.

Keywords: strategic control systems, organizational performance, strategic goals

I. Introduction

Rapidly changing environments necessitate organizations to respond promptly and effectively. Strategic control serves as a crucial mechanism in this adaptation process, enabling organizations to identify and interpret triggers for change ((Bozionelos, 2021; Simons, 1995). Despite extensive attention given to the relationship between business strategy and the use of management controls, our current understanding of this relationship and its effects remains fragmented (Chenhall, 2003; Otley, 2016).

Strategic control systems are vital components of organizational performance management (Merchant & Van der Stede, 2007). These systems enable organizations to monitor and adjust their strategies in response to both internal and external environmental changes (Merchant & Van der Stede, 2007; Simons, 1995). Effective implementation of strategic control systems can help organizations achieve their goals and enhance their performance (Ittner & Larcker, 2003; Widener, 2007). Organizations operate in highly competitive environments with rapidly changing customer demands and technological advancements (Hitt, Ireland, & Hoskisson, 2020; Venkatraman, 1989). To succeed and remain relevant, organizations must develop strategies that enable them to adapt to these challenges (Hitt et al., 2020). Strategic control systems have emerged as crucial elements of organizational management for achieving strategic objectives (Ittner & Larcker, 2003; Otley, 1999). This paper aims to analyze the role of strategic control systems in managing organizational performance to attain strategic objectives. Organizational performance refers to the extent to which an organization achieves its strategic objectives (Otley, 2016). Various metrics, such as financial measures, customer satisfaction surveys, employee satisfaction surveys, or balanced scorecards, can be utilized to evaluate organizational performance (Chenhall, 2003; Otley, 2016). High levels of organizational performance are essential for remaining competitive and meeting growth targets (Nouri & Parker, 2015; Widener, 2007). Therefore, strategic control systems play a critical role in ensuring sustained high organizational performance (Nouri & Parker, 2015; Widener, 2007).

Recent studies have found that the inability of organizations to achieve their strategic goals may be attributed to a lack of effective strategic control systems (Balachandra & Pinowski, 2021; Sun, Chen, & Teng, 2020; Gamble & Baker, 2020; Keegan et al., 2019; Wu et al., 2017). These studies highlight the importance of strategic control systems in guiding and monitoring the execution of strategies, enabling organizations to align their actions with their intended goals (Balachandra & Pinowski, 2021; Sun, Chen, & Teng, 2020; Gamble & Baker, 2020). Without robust strategic control systems in place, organizations may face challenges in adapting to dynamic environments, effectively managing resources, and aligning their activities to achieve strategic objectives (Keegan et al., 2019; Wu et al., 2017). The objective of this paper was to investigate the role of effective strategic control systems in attaining strategic goals. The study aimed to explore the components that help bridge the gap between strategy formulation and implementation, ultimately leading to the achievement of strategic goals. It examined the mechanisms responsible for controlling, monitoring, and evaluating the progress of strategic goals. The study encompasses the three key elements that constitute strategic control system.

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To achieve the objective, a conceptual review approach was adopted. Existing literature was reviewed and analyzed. The review comprised of published journal articles, and other online sources. By this means, the study has provided a comprehensive understanding on the role of effective strategic control systems in achieving strategic goals.

II. Literature Review

Overview of Strategic Control. The strategic management plan requires control of the strategy itself, using strategic control that ensures the successful execution of the intended plan (Bryson, 2010; Ridwan & Marti, 2018). Monitoring and progress evaluation compliment this process for organizational efficiency and effectiveness. Implementation of any strategic plan relies on the effectiveness of the strategic control system intended to support execution of the intended plan (Bryson, 2010; Ridwan & Marti, 2018).

Strategic control is the process used by organizations to control the formation and execution of strategic plans; it is a specialized form of management control and differs from other forms of management control (from operational control) in respects of its need to handle uncertainty and ambiguity at various points in the control process (Julian & Scifres, 2000). A strategic control system is related to that aspect of strategic management through which an organization ensures whether it is achieving its objectives contemplated in the strategic action (Julian & Scifres, 2000). "It is the process by which managers monitor the ongoing activities of an organization and its members to evaluate whether activities are being performed efficiently and effectively and to take corrective action to improve performance if they are not" – Sam Walton (Julian & Scifres, 2000). Strategic control is of utmost importance in enabling organizations to effectively accomplish their strategic objectives in a dynamic and constantly evolving environment (Gupta & Sharma, 2020; Jofre-Monseny et al., 2021). It encompasses the continuous surveillance and assessment of the implementation of strategic plans to ensure their alignment with desired outcomes and adaptability to changing circumstances (Russo et al., 2019; Ramos et al., 2020). Through the establishment of robust control mechanisms, organizations can proactively identify deviations, address potential issues, and make necessary adjustments to their strategies (Mitra et al., 2021; Järvenpää et al., 2020). Consequently, strategic control systems enable organizations to maintain coherence between their actions and desired strategic objectives (Gear et al., 2018; Atilgan-Inan & Inan, 2020).

Strategic Control, Monitoring, and Progress Evaluation. The process of monitoring performance is a fundamental aspect of strategic control, providing organizations with valuable insights into their progress towards strategic goals (Hitt et al., 2021; Vural & Engindeniz, 2020). By systematically collecting and analyzing data and performance indicators, organizations can track their performance, identify variances, and evaluate the effectiveness of their strategies. This practice allows organizations to identify potential performance gaps, detect emerging trends, and make data-driven decisions (Fiss & Kennedy, 2019; Dröge et al., 2018). Effective monitoring enables organizations to promptly identify and address deviations from planned trajectories, ensuring a proactive approach to strategy execution (Hinings & Greenwood, 2018; Turetken et al., 2021).

Progress evaluation entails conducting a comprehensive and objective assessment of an organization's performance and achievements relative to its strategic objectives (Gawke et al., 2018; Paiva et al., 2019). It necessitates analyzing both quantitative and qualitative data, including financial reports, customer feedback, and market analysis (Cappetta et al., 2020; Miller & Le Breton-Miller, 2021). By comparing actual outcomes with anticipated results, progress evaluation enables organizations to identify areas of success and areas that require improvement (Kieu et al., 2020; Osei et al., 2019). This assessment provides organizations with insights into the effectiveness of their strategies and informs future decision-making, resource allocation, and efforts to enhance performance (Nguyen et al., 2018; Sharifirad et al., 2021).

Strategic control, monitoring, and progress evaluation are essential components for organizations to achieve their strategic goals. By implementing robust control systems, organizations can effectively monitor their progress towards desired outcomes, identify deviations, and adapt their strategies to changing circumstances. Monitoring performance allows organizations to track their progress, detect emerging trends, and make informed decisions. Progress evaluation enables a comprehensive assessment of strategic outcomes, highlighting areas of success and areas that require improvement. By employing these practices, organizations can enhance their strategic performance and increase their likelihood of accomplishing their strategic goals.

Every business, large or small, needs a roadmap to move forward and achieve its strategic goals. A well-planned strategy is essential, but it is not enough on its own. To execute effectively, there must be a mechanism to control, monitor, and evaluate progress. Here comes the strategic control system. In essence, a strategic control system is a set of processes and tools used to monitor and measure an organization's strategy with a view to achieving its goals (Bryson, 2010; Ridwan & Marti, 2018). It enables managers to review their performance and make necessary adjustments. This is critical for companies seeking to enhance performance and achieve strategic objectives (Bryson, 2010; Ridwan & Marti, 2018).

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Key Elements in Strategic Control System and Process. The strategic control system and process encompass three essential elements: feedback, control, and measurement. Feedback entails the collection of relevant information from various stakeholders, including management, employees, and other relevant parties, to assess the implementation of strategic objectives (Di Stefano et al., 2019; Ismail et al., 2016; Moilanen & Lyytinen, 2015; Wu & Pagell, 2017). This feedback aids management in identifying areas where objectives are not being met, resource allocation is inadequate, and adjustments are needed (Di Stefano et al., 2019; Ismail et al., 2016; Moilanen & Lyytinen, 2015; Wu & Pagell, 2017). Once this necessary information has been collected through feedback, appropriate adjustments can be made to align the implementation with strategic objectives (Di Stefano et al., 2019; Ismail et al., 2016; Moilanen & Lyytinen, 2015; Wu & Pagell, 2017). Finally, measurement tools and instruments are used to assess progress and determine whether the strategic goals have been accomplished (Di Stefano et al., 2019; Ismail et al., 2016; Moilanen & Lyytinen, 2015; Wu & Pagell, 2017).

The strategic control process involves several critical stages in order to effectively guide and evaluate organizational progress. First, the determination of what to control requires prioritizing elements that directly relate to the organization's mission, vision, and the achievement of strategic goals (Diamantopoulos et al., 2017; Itani et al., 2018; Rothaermel, 2017; Naman & Singh, 2019). This step ensures that resources and attention are directed towards the most crucial areas. Next, setting standards involves a comprehensive evaluation of past, current, and future actions, enabling the establishment of qualitative or quantitative benchmarks that facilitate progress evaluation and measurement of strategic goals (Diamantopoulos et al., 2017; Itani et al., 2018; Rothaermel, 2017; Naman & Singh, 2019). The third stage, performance measurement, involves periodic and systematic assessments to gauge the progress of the strategy and determine whether the set standards are being met (Diamantopoulos et al., 2017; Itani et al., 2018; Rothaermel, 2017; Naman & Singh, 2019). Comparing performance against benchmarks is crucial in identifying any deviations from the desired outcomes and determining whether the targets and actual achievements align with industry norms (Diamantopoulos et al., 2017; Itani et al., 2018; Rothaermel, 2017; Naman & Singh, 2019).

In the case of deviations, managers must thoroughly analyze performance standards to understand the reasons for the below-par performance (Diamantopoulos et al., 2017; Itani et al., 2018; Rothaermel, 2017; Naman & Singh, 2019). Corrective actions can be taken if the deviation stems from internal factors, such as resource shortages, but caution must be exercised when external factors beyond one's control are the cause, as incorrect actions can exacerbate the situation (Diamantopoulos et al., 2017; Itani et al., 2018; Rothaermel, 2017; Naman & Singh, 2019).

Types of strategic control systems. Types of strategic control systems have been identified, including premise control, implementation control, strategic surveillance, and special alert control (Simons, 2010; Ittner & Larcker, 2015). Premise control involves identifying and addressing underlying strategic assumptions made during planning (Simons, 2010). Implementation control focuses on monitoring the performance of strategy implementation through milestones, critical success factors, budgets, and thresholds (Simons, 2010; Ittner & Larcker, 2015). Strategic surveillance involves broad-based monitoring of the environment to interpret, analyze, and respond to strategic issues (Simons, 2010). Special alert control is triggered by unexpected events. By implication, not all issues can be predicted successfully, especially in situations of strategic risk. This usually leads to rapid reassessment of the strategy and the formulation of contingency plans (Simons, 2010; Ittner & Larcker, 2015).

The role of strategic control systems in managing organizational performance and achieving strategic objectives is multifaceted. Firstly, strategic control systems ensure efficient resource allocation by monitoring resource utilization and adjusting allocation as needed (Simons, 2010; Simons, 2015). This helps organizations operate within budgetary constraints and directs resources towards activities that drive strategic goals (Simons, 2010). Additionally, strategic control systems play a crucial role in ensuring consistency in strategic implementation across departments and levels of an organization (Simons, 2010; Ittner & Larcker, 2015). By monitoring implementation and providing feedback, these systems guide corrective actions and maintain strategic alignment (Simons, 2010).

Furthermore, strategic control systems facilitate decision-making processes by providing management with data to make informed choices (Simons, 2010; Ittner & Larcker, 2015). Through performance monitoring, these systems identify areas requiring investigation or intervention, enabling timely and aligned decision-making (Simons, 2010). In addition, strategic control systems can foster innovation and learning within organizations by providing feedback on performance and encouraging adaptive learning (Simons, 2010; Ittner & Larcker, 2015). Organizational learning requires that areas for improvement are identified, and innovative approaches developed to align with market trends and technological advancements (Simons, 2010). Strategic control systems have significant impact on managing organizational performance and achieving strategic objectives by ensuring resource efficiency, consistency in implementation, aiding decision-making, and fostering innovation and learning (Simons, 2010; Ittner & Larcker, 2015). These systems play a critical role in adapting to rapidly changing environments and enable organizations to respond appropriately and timely (Julian & Scifres, 2002).

Strategic Control Systems and Achieving Strategic Goals. In response to the increasing complexity of the business environment and the need for organizations to adapt, there has been a growing interest in strategic control systems in recent years (Maqbool & Chaudhary, 2015; Gonzalez & Gasca, 2017; Wong et al., 2020). This interest has driven the evolution of research and practice in

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the field to address the challenges organizations face (Maqbool & Chaudhary, 2015). Maqbool and Chaudhary (2015) highlighted the importance of strategic control systems in ensuring alignment between strategy formulation and implementation. They argued that without a proper control mechanism, organizations may struggle to achieve their strategic objectives (Maqbool & Chaudhary, 2015). Similarly, Gonzalez and Gasca (2017) emphasized the role of technology in enhancing strategic control systems. They suggested that technology can enable organizations to track and analyze data, providing timely and accurate feedback on performance (Gonzalez & Gasca, 2017).

The impact of the COVID-19 pandemic has further influenced the discourse around strategic control systems. Wong et al. (2020) noted that the pandemic has highlighted the importance of agility and flexibility in strategic decision-making. They suggested that organizations may need to reassess and adapt their control systems to ensure their responsiveness to changing circumstances (Wong et al., 2020). The interest in strategic control systems has grown due to the evolving business environment, and research has emphasized the need for alignment, the role of technology, and the importance of adaptability in the face of unforeseen events such as the COVID-19 pandemic (Maqbool & Chaudhary, 2015; Gonzalez & Gasca, 2017; Wong et al., 2020).

III. Theoretical Framework

Strategic control systems rely on three key activities to evaluate the organization's progress towards its strategic goals and inform its decisions: monitoring, measuring, and assessing. These activities are interrelated and complementary, and they enable the organization to track, quantify, and evaluate its performance and alignment. Monitoring involves continuously observing and tracking the relevant aspects of an organization's performance and progress. This process entails collecting real-time data and information on key indicators, metrics, and success factors that are in line with the strategic objectives (Daft, 2015; Kaplan & Norton, 1996). Measuring entails quantifying and assessing the outcomes and performance of various processes and activities within the organization. This involves the gathering and analysis of pertinent data using appropriate metrics and benchmarks (Chenhall, 2007; Simons, 1995). Assessing refers to a comprehensive evaluation of the organization's capabilities, performance, and strategic alignment. It goes beyond mere measurement and takes into account a broader range of factors, including qualitative aspects, to provide a holistic perspective (Bourne & Franco-Santos, 2006; Lyne, 2008).

Organizations of all sizes and industries need control systems to align their actions with their objectives and vision. Control systems can vary depending on the focus area, such as financial, quality, or operational. Financial control systems help organizations manage and regulate their financial activities. They allow organizations to track their spending, income, and financial performance. They also enable organizations to make data-driven decisions, optimize their financial resources, and improve their financial reporting. Zhang et al. (2022) showed that organizations with robust financial control systems were more likely to reach their financial targets.

Quality control systems help organizations ensure and improve the quality of their products or services. They involve various processes and procedures that check, assess, and adjust different aspects of the production or service delivery process. Quality control systems help organizations detect and fix any errors or flaws, ensuring that the final output meets or exceeds customer expectations. Li et al. (2021) showed that organizations with stringent quality control systems were more likely to reach their customer satisfaction targets.

Operational control systems help organizations run efficiently and effectively. They usually focus on areas such as production, inventory management, and customer service. Operational control systems help to identify and solve potential problems before they affect the organization's operations. Chen et al. (2020) showed that organizations with effective operational control systems were more likely to reach their operational efficiency targets.

Control theories are characterized by a continuous feedback loop that assesses and responds to deviations from a desired state. These theories emphasize the importance of goal-oriented behaviour, involving efforts to reduce discrepancies with desired end-states and increase discrepancies with undesired end-states (Carver & Scheier, 2018; Gollwitzer & Ansfield, 2016; Lord, Diefendorff, Schmidt, & Hall, 2010; Oettingen & Gollwitzer, 2019). While the concept of control theory dates back to Plato, Wiener (1948) introduced its application to physical systems and its relevance to human behaviour. This highlights the notion that there are inherent parallels between concepts associated with machines and those associated with human behaviour (Wiener, 1948). Control theory finds applications in various domains, including business and economics, with a focus on process improvement and rationalization (Kiesler & Sproul, 1992; Reck & Long, 2016; Zhao, Bao, Zhang, & Ye, 2019; Zhang & Li, 2020). Mathematical foundations are integral to control theory, which is applicable in business settings through the utilization of surveys or the determination of performance-relevant information as feedback (Kiesler & Sproul, 1992; Reck & Long, 2016; Zhao et al., 2019; Zhang & Li, 2020). Control theory, as a field of applied mathematics and control engineering, primarily deals with the regulation of dynamical systems in engineered processes and machines (Andrieux & Kazantzis, 2016; Gu, Wang, Jin, & Zhang, 2017; Meinsma, 2019; Sipahi & Wang, 2016). The fundamental principle of control theory is that individuals establish their goals based on feedback received from others, with processes and outcomes aligned to confirm these goals (Andrieux & Kazantzis, 2016; Gu et al., 2017; Meinsma, 2019; Sipahi & Wang, 2016).

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In the context of strategic control, strategy implementation is evaluated against predetermined objectives to ensure organizations are achieving their strategic goals (Gibson & Papa, 2013; Jensen & Szulanski, 2021; Olguín-Tiznado et al., 2020; Öztürk, 2019). The assessment of organizational performance measures the extent to which objectives are being realized, often employing metrics such as financial measures, customer satisfaction surveys, employee satisfaction surveys, or balanced scorecards (Gibson & Papa, 2013; Jensen & Szulanski, 2021; Olguín-Tiznado et al., 2020; Öztürk, 2019). High organizational performance is vital to ensure competitiveness and the achievement of growth targets, highlighting the critical role of strategic control systems in achieving these objectives (Gibson & Papa, 2013; Jensen & Szulanski, 2021; Olguín-Tiznado et al., 2020; Öztürk, 2019).

IV. Challenges of Control Systems

Strategic control systems are essential for achieving strategic goals in organizations. They provide a framework for monitoring and evaluating the progress of strategic initiatives. However, there are several challenges associated with implementing and maintaining effective strategic control systems. Organizations operate in environments where external factors, such as market conditions, customer preferences, and technological advancements, constantly change. Strategic control systems need to adapt and respond to these changes effectively. For example, a study by Barney and Hesterly (2016) found that organizations that are able to adapt their strategic control systems to changes in the environment are more likely to be successful. Strategic control systems must be aligned with the organization's strategic goals and objectives. Ensuring this alignment can be challenging, particularly when there are multiple stakeholders with different priorities and perspectives. Clear communication and consensus-building among key decision-makers is required. For example, a study by Ferreira, Otley, and Van der Stede (2012) found that organizations that have a clear understanding of their strategic goals are more likely to have effective strategic control systems.

Strategic control systems rely on performance measurement metrics to assess progress and make informed decisions. Defining appropriate performance measures that capture the key strategic objectives and outcomes can be difficult. There is often a trade-off between using qualitative and quantitative measures, and finding the right balance is crucial. For example, a study by Neely, Bourne, and Adams (2001) found that organizations that use a balanced scorecard approach to performance measurement are more likely to have effective strategic control systems. Strategic control systems rely on accurate and timely data to provide meaningful insights into the organization's performance. However, data availability and accuracy can be a significant challenge. Organizations may struggle with data collection, integration, and ensuring the reliability of the data sources. This can hinder the effectiveness of the control systems. For example, a study by Cuganesan, Goh, and Goh (2017) found that organizations that have a strong data analytics capability are more likely to have effective strategic control systems.

Implementing strategic control systems often requires changes in organizational processes, roles, and responsibilities. Resistance to change from employees and stakeholders can pose a significant challenge. Overcoming resistance and fostering a culture of continuous improvement and learning is essential for successful implementation. For example, a study by Beer and Eisenstat (2000) found that organizations that are able to overcome resistance to change are more likely to be successful in implementing strategic control systems. Strategic control systems need to strike a balance between providing control and accountability while allowing flexibility and adaptability. Too much control may stifle innovation and agility, whereas too much flexibility may lead to a lack of accountability. Achieving the right balance can be challenging and requires careful design and implementation. For example, a study by Dunphy and Stace (1993) found that organizations that are able to balance control and flexibility are more likely to be successful in implementing strategic control systems. Integration and coordination is also a challenge. Organizations often have multiple strategic initiatives and projects running simultaneously. Coordinating and integrating these initiatives within the strategic control system can be complex, particularly when there are interdependencies and resource constraints. Effective coordination mechanisms and communication channels are necessary to ensure alignment and synergy. For example, a study by Kaplan and Norton (1996) found that organizations that are able to effectively integrate their strategic control systems are more likely to be successful.

V. Summary and Discussion of Findings

This review has focused on the role of strategic control systems in achieving strategic objectives. This section provides a summary of the findings.

- Organizations need strategic control systems to cope with fast-changing environments and reach their strategic goals. These systems help organizations check and change their strategies based on internal and external changes.
- Organizations can improve their performance and achieve their goals by implementing strategic control systems effectively. These systems help organizations spot problems, fix them, and adjust their strategies as needed.
- Strategic control systems include monitoring, measuring, and assessing organizational performance. Monitoring helps organizations follow their progress, see patterns, and make decisions based on data. Measuring helps organizations quantify and evaluate results and performance, while assessing helps organizations look at their strengths, weaknesses, and strategic fit.

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- There are different kinds of strategic control systems, such as premise control, implementation control, strategic surveillance, and special alert control. Each kind has a specific function in checking and guiding strategic execution.
- Strategic control systems are important for allocating resources efficiently, ensuring consistency in execution, making decisions, and promoting innovation and learning. These systems help organizations use their resources wisely, stay on track with their strategies, make smart choices, and learn from changes.
- Challenges in implementing strategic control systems include adapting to environmental changes, aligning with strategic goals, defining appropriate performance measures, ensuring accurate and timely data, overcoming resistance to change, striking a balance between control and flexibility, and coordinating multiple strategic initiatives.
- The COVID-19 pandemic has shown the importance of organizations reviewing and changing their control systems to improve their ability to make quick and flexible strategic decisions.
- Control theories, based on mathematics and control engineering, offer a way to understand and use strategic control. These theories focus on the regulation of dynamic systems and the setting of goals based on feedback.

An organization's success in today's rapidly changing internal and external environment relies heavily on comprehensive strategic planning. This planning process involves setting strategic goals that guide the organization toward achieving its objectives. However, the attainment of these strategic goals is only possible when coupled with the implementation of effective strategic control systems. The management of organizations must be proactive in tracking the progress of strategy implementation to detect any problems or changes and make the necessary adjustments. The findings of the study confirm a direct relationship between effective strategic control systems and enhanced organizational performance in achieving strategic goals.

The study highlights the key processes involved in a strategic control system, which include determining what to control, setting standards, measuring performance, comparing performance, analyzing deviations, and implementing corrective actions. Each step in the process is emphasized, emphasizing the need for strategists and management to pay close attention to each stage. It is recommended that all individuals involved in strategy formulation and implementation participate in strategic control, except those serving in advisory roles. This includes the board of directors, chief executive, managers, corporate planning staff, and consultants, with the corporate planning staff and consultants acting as advisors or facilitators. According to Julian and Scifres (2002), an effective strategic control system should cover key components, including Premise Control, Implementation Control, Strategic Surveillance, and Special Alert Control. Premise Control involves addressing unforeseen critical changes that may impact the organization's strategy and its achievement. Implementation Control ensures that programs, plans, and allocated resources are aligned with the predetermined strategic goals. Strategic Surveillance focuses on monitoring changes in the environment, in which the organization must adapt by interpreting, analyzing, and responding to relevant data. Strategic control is primarily focused on future goals rather than evaluating past performance. Its purpose is to determine how well the organization is currently performing and how it is expected to perform in the immediate future. Strategic control seeks to identify necessary corrections to steer the organization toward achieving desirable long-range goals, rather than dwelling on past errors.

One of the significant findings of the study is that the key elements of a strategic control system enable management to gather necessary feedback from all stakeholders. This feedback is obtained through continuous monitoring and evaluation of gathered information. Additionally, management can control and make necessary adjustments based on the feedback received. By adopting the right tools and instruments to measure achievements, management can determine if they are in line with the predetermined goals. Several benefits associated with an effective strategic control system have been identified. One of these benefits is the efficient allocation of an organization's resources, which has long been a challenge for management. Strategic control systems enhance the efficient allocation of resources, with the implementation control component providing appropriate measures for resource allocation. These systems also ensure consistency in strategy implementation, fostering organizational alignment by driving consistency across functions within the organization.

Moreover, an effective strategic control system facilitates well-coordinated decision-making for management. The feedback system provides management with valuable information that serves as input for decision-making processes. Through monitoring strategies, areas for improvement are highlighted, enabling management to make necessary decisions and adjustments. The study has also revealed that an effective strategic control system enhances employees' drive for innovation and learning. Through the feedback mechanism, both management and employees are provided with information on the organization's performance. This allows them to identify areas for improvement and adopt innovative approaches to drive progress.

VI. Implications for Managerial Practice

Strategic control systems are made up of formal and informal methods that oversee, assess, and modify organizational strategies. They are crucial for ensuring that organizations attain their objectives. It is important for managers to give priority to the creation and implementation of effective strategic control systems. These systems are vital in overseeing, evaluating, and modifying strategies to achieve organizational goals. To guarantee alignment between strategy formulation and implementation, managers

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should include strategic control systems. These systems bridge the gap between planning and execution, allowing organizations to monitor their progress and make necessary adjustments. Establishing monitoring procedures to track performance and progress towards strategic goals is a key responsibility of managers. By systematically gathering and analyzing data, organizations can identify deviations, emerging trends, and potential issues. Regular monitoring allows for early detection of performance gaps and timely corrective actions.

Conducting comprehensive progress evaluations to assess the organization's performance relative to strategic objectives is another important task for managers. This evaluation should involve both quantitative and qualitative data analysis, including financial reports, customer feedback, and market analysis. By comparing actual outcomes with anticipated results, organizations can identify areas of success and areas that require improvement. Leveraging strategic control systems to gather and analyze data is essential for providing insights for informed decision-making. Performance monitoring and feedback mechanisms enable data-driven choices, helping managers identify areas for improvement and make timely adjustments. Utilizing performance data allows managers to optimize resource allocation and enhance decision-making processes.

Promoting a culture of innovation and learning within organizations is another key responsibility of managers. Strategic control systems can facilitate this by providing feedback on performance and encouraging adaptive learning. Organizations need to identify areas for improvement, develop innovative approaches, and align their strategies with market trends and technological advancements. Acknowledging the importance of adapting strategic control systems to dynamic and evolving environments is crucial for managers. External factors such as market conditions and technological advancements constantly change, requiring organizations to be agile and flexible in their control mechanisms. The COVID-19 pandemic highlighted the need for organizations to reassess and adapt their control systems to respond effectively to unforeseen events.

Being prepared to address challenges associated with implementing strategic control systems is essential for managers. These challenges include aligning different stakeholders' priorities, defining appropriate performance measures, ensuring data availability and accuracy, overcoming resistance to change, balancing control and flexibility, and coordinating multiple strategic initiatives. Fostering a culture of continuous improvement, overcoming resistance to change, and effectively coordinating and integrating various initiatives within the strategic control system are key responsibilities of managers. Using technology to enhance strategic control systems is another important task for managers. Technology can enable organizations to track and analyze data, provide timely and accurate feedback, and improve the efficiency and effectiveness of control processes. Investing in data analytics capabilities to support strategic control systems is essential. Continuous improvement and learning. Managers should understand that strategic control systems need ongoing enhancement and education. Organizations must frequently assess and modify their systems to adjust to evolving situations and apply acquired knowledge. This constant progress guarantees that control systems stay efficient in accomplishing strategic objectives.

VII. Conclusion

Effective strategic control systems play a crucial role in achieving strategic goals in today's rapidly changing organizational environment. Strategic planning sets the foundation for these goals, but without the appropriate control systems in place, success is unlikely. The key processes involved in strategic control systems, such as determining what to control, setting standards, measuring performance, analyzing deviations, and implementing corrective actions, must be given due attention. Strategic control should involve all individuals participating in strategy formulation and implementation, except for advisory roles. Key components of a strategic control system, such as Premise Control, Implementation Control, Strategic Surveillance, and Special Alert Control, should be incorporated. An effective strategic control system brings several benefits, including efficient resource allocation, consistency in strategy implementation, improved decision-making, and increased drive for innovation and learning among employees. Overall, organizations must prioritize the implementation of effective strategic control systems to achieve their strategic goals in today's complex and dynamic environment.

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