19 Final assessment of strategies and implementation

19.1 Need for a final assessment

As we have seen, strategic planning is a complex process, the outcome of which typically comprises a considerable number of strategies. In this situation, a final overview of the whole is essential, not only because coordination between the various planning outcomes is often lost, but also in view of the fact that evaluation of the elements of the future strategies took place step by step. These partial assessments of the future success potentials must now be completed with an overall assessment.

19.2 Assessment criteria

19.2.1 Overview

Our suggestion is to use four different sets of criteria for the final assessment of strategies and strategic programs, as shown in Figure 19.1.

In what follows the four types of criterion and the various individual criteria are explained, and we discuss how to apply them in practice.

19.2.2 Assessment of the overall value of strategies

The suggested process for strategic planning factorizes the complex problem of analysis and design into a number of manageable subtasks. These can either be tackled one after the other, as in the case of corporate strategy and business strategies, or in parallel, as in the case of the various different business strategies. The whole package of different strategies should be subjected to a final overall assessment.
## Figure 19.1: Criteria for final overall assessment of strategies and strategic programs

The overall value of the strategies is assessed on the basis of three criteria which will now be explained.

The first and most relevant criterion is the overall value of the success potentials. As Figure 19.2 shows, the success potentials represent a complex network linking the different types of success potentials for all the various businesses. In addition to the interdependencies we have already examined between the different success potentials for each business, this network will show interdependencies between the success potentials of the different businesses. How important these are will depend on how far the different businesses are linked in markets and resources. The figure presents a case in which three different business units are tightly bound by intensive market and substantial resource interdependencies.