

the four types of businesses which he neatly forms in to a two by two matrix with changing industry environment (falling profits or attractive profits) and management type (reactive or proactive) providing the axes.

To finally sum up, the book tries to bring out the message that in spite of the turbulent business environment that we find ourselves in, there is scope for well thought out strategies succeeding in the Indian business scenario. The prevailing conduct of the opportunistic and reactive type will not be enough to save the family run businesses. Such books will help us to understand the changing business environment and the strategies needed by the majority of the Indian businesses to tide over or, perhaps, even look forward to the changes towards an integrated business world scenario.

To the credit of the author, he has made a serious subject quite target reader friendly. Indian readers can connect to the examples provided here which is rare in a field like strategy, which is overwhelmingly dominated by Western writers. While dealing with such a subject one always runs the risk of making the content too serious or occasionally, frivolous. The author manages to balance between the two extremes admirably. With its lucid approach, numerous relevant examples from Indian businesses, and the two detailed case studies, it should serve managers and students of business equally well.

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Implementing Strategic Change – Tools for Transforming an Organisation by Steven H. Hoisington and S.A. Vaneswaran. 2005. New Delhi: Tata McGraw-Hill Publishing Company Ltd. 215 pages. Hardbound. (price not given)

Though the book is ambitiously titled 'Implementing Strategic Change', it primarily focuses on how to establish and reinforce 'a customer-centred culture' in organisations through implementation of comprehensive quality programs, thereby conveying implicitly that this is what it takes to implement strategic change. The book can best be described as a 'how-to' manual for businessmen, corporate managers and quality professionals on some of the most talked-about quality management programs such as Six Sigma, Malcolm Baldrige National Quality Award and Balanced Score Card (BSC). The authors use 'customer-focus' as a running theme throughout the book to

stitch together all these diverse tools and techniques, though not very successfully.

The authors begin by condemning those organizations that are aimlessly implementing 'solutions of the day' or 'flavors of the month' or 'program of the year' to achieve improvement in performance. Unwittingly, however, they fall into the same trap as the book attempts to assess the pros and cons of a set of popular, very diverse tools and techniques such as Six Sigma, Baldrige Award and BSC. Though the authors discuss some management tools too, such as, Economic Value Added (EVA), clearly, the strong points of the book are its treatment of some of the quality management programs such as the Baldrige Award. This is only expected given the background of the authors, both of whom have extensive experience as quality professionals in renowned organizations. Hoisington has been the Vice President of Quality for the Controls Business of Johnson Controls, while Vaneswaran was the Chief Executive of Tata Quality Management Services in India before moving to Lucent Technologies, USA.

Chapter 1 focuses on the importance of customer focus for the modern-day organisation and how to create a customer-centred culture in an organisation. The authors argue that being customer-focused helps organisations to automatically keep abreast of changes in technology, regulation, service standards etc. and embrace these changes quickly to meet and exceed the expectations of their customers. The authors then propose that one of the best tools to assess an organisation's customer-focused culture is the Baldrige criteria identified by the Baldrige Award. The chapter then discusses various ways to instill a customer-focused culture such as re-organisation, development of customer-support processes and teams, and institution of reward and recognition programs to reinforce desired behaviours.

The second chapter focuses on strategic planning for meeting customers' expectations and for creation of wealth to shareholders. It describes the various steps in the strategic planning process and stresses the usefulness of the EVA concept in developing strategies that create value for shareholders.

The third and the fourth chapters discuss in great depth some of the popular tools and techniques for assessment of organizational capabilities such as the Baldrige Award, the European Foundation for Quality Management (EFQM) and the SEI (software) Capability Maturity Model (SEI/CMM).

Chapter 5 is on change management and describes the various factors that make change inevitable for organisations, how change can be organised and managed in firms, and especially, the important role of change agents and action plans in managing change.

Chapter 6 deals with BSC, defined as a ‘tool for measuring, monitoring and tracking organisational performance’, but the chapter is ironically titled ‘aligning the organisation for transformation’. Presenting BSC as a way of aligning the organization for transformation seems to diminish its true standing as a unique performance measurement and monitoring tool that combines a set of financial and non-financial measures that are linked to and derived from the core strategies of the organization. After describing the key tenets of the BSC, the authors outline ten steps that help implement BSC successfully in an organisation. BSC is expected to help an organisation move from a budget management system focused on financial measures to a strategic management system focused on financial and non-financial, strategic measures.

Chapter 7 focuses on the initiatives and processes required to facilitate the transformation of the organization to a customer-driven one. Through tools such as Customers Expectation-Process Matrix or a Quality Function Deployment Model, the authors demonstrate how to identify processes supporting customer expectations and prioritize these processes. Once the processes are prioritised, the next step is to assess and improve the performance of the process. Chapter 8 describes the detailed steps involved in two such process improvement methods, namely, Six Sigma and Rummeler-Brache.

Chapter 9 focuses on the importance of a proper review process to track progress relative to plans. The authors discuss the various review mechanisms built into each of the different tools such as the Baldrige Award, Six Sigma and BSC. This chapter also contains the description of another new strategic planning technique namely the Japanese Hoshin Planning that is focused at the lowest level of the organisation i.e., at the employee level.

In the last chapter, the authors introduce a new overall performance measure for organisations that addresses the expectations of multiple stakeholders called ‘organisational governance’. Organisational governance is defined as a ‘system of checks and balances between the board of directors, the management and investors to produce an efficiently functioning organisation, geared towards producing long term value’. The concept of organisational governance covers, akin to BSC, a set of financial and non-financial performance measures that need to be measured and reported to an organisation’s multiple stakeholders. Drawing on the transaction cost and agency theory perspectives, the authors delve into the growing significance of organisational governance and how it is forming an integral part of comprehensive quality programmes such as the Baldrige Award, BSC and so on.

The value of the book is in the chapters dealing with various aspects of the designing and implementing of specific quality management programmes. These bring out the rich, practical insights of the authors. The real-life examples and templates chosen, mostly from the organisations that the authors had worked with, lend the book a pragmatic and application-oriented look and feel. To sum up, the book serves as a useful guide to some of the popular quality management programs such as the Baldrige Award, Balanced Score Card and the Six Sigma. The book, however, does not measure up to its title despite the authors' contention that some of these programs, due to their comprehensive approach, form the means to implement strategic change and transform an organisation.

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