

Assignment Number: Module 5: Critical Thinking

Strategy Implementation: Case; Emaar Properties

Course Name: Strategy Planning

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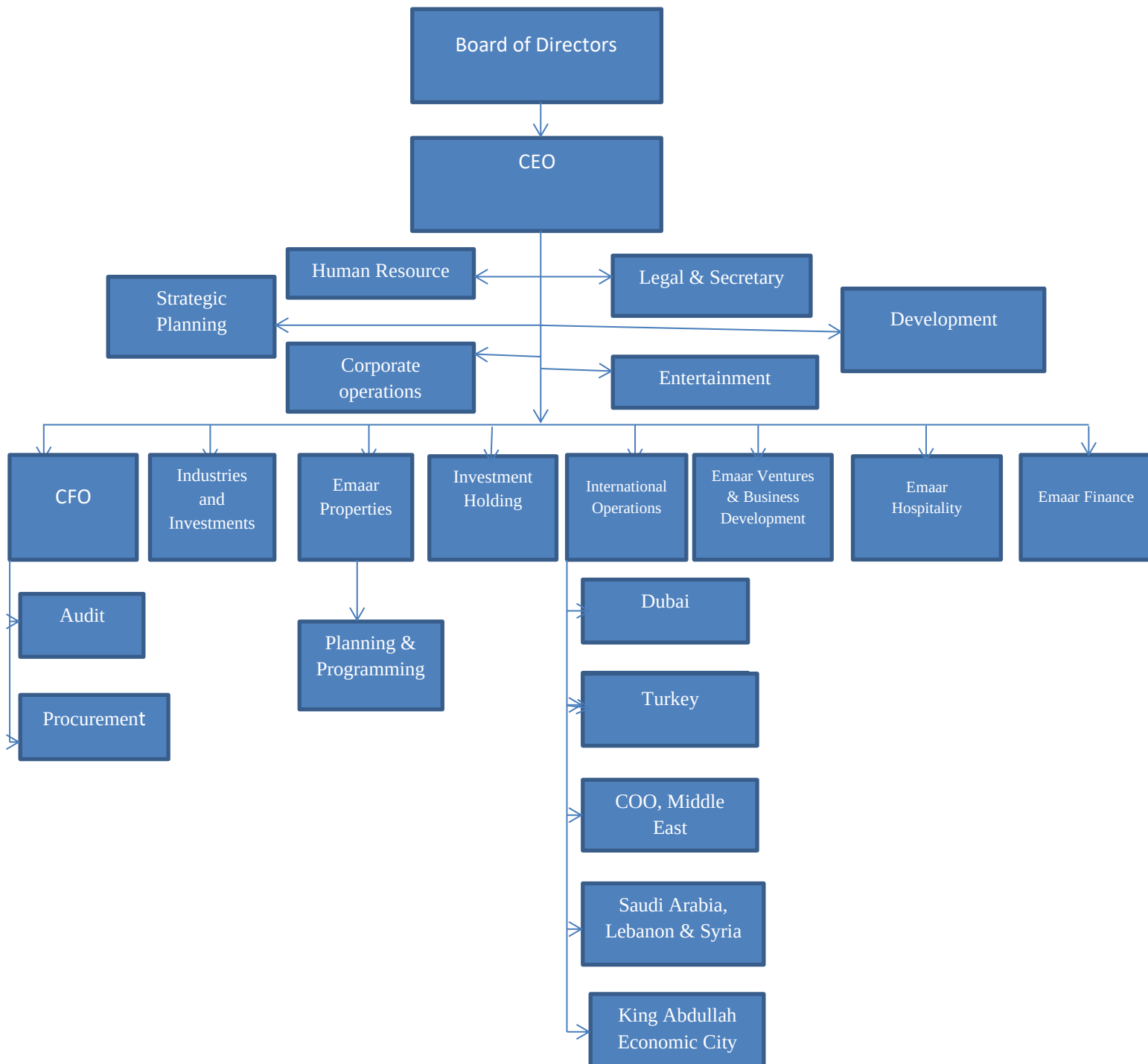
Emaar Properties is the company of focus and is a leading company in global real estate development that was started in 1997. It has its headquarters in Dubai, UAE, and operates across the Middle East, North Africa, Europe, Pan-Asia, and North America (Bodolica et al., 2018). The group runs 60 companies under six business segments. It is highly valued and admired by many because of its proven competence in quality, innovativeness, timeliness, and excellence in delivery. The company does property development, investment, and development management activities. Their major projects include shopping malls, residential and commercial properties as well as hospitality development projects. It provides its clients with a great range of services, including development services, real estate investment advice, property management, and financial support.

Identify and diagram the organizational structure. Explain why this structure is best or recommend a new structure. Then, use the Internet to find a free software program that can be used to create an organizational chart (or you may choose to develop the organizational chart in Word). O Smartraw o Lucidchart

The company exhibits a Matrix organization structure (see Appendix 1), which is a hybrid of both functional and divisional/project organization structure. In this structure, functions are grouped in a way that they are managed by heads of departments (Hartnell et al., 2019). However, sometimes, it is a complex one because employees end up reporting to more than one manager. All the subunits work towards meeting its respective objectives that are tied to the main Emaar objective. For instance, an employee at Almak Finance still gets support from the Human Resource department, or employees at turkey operations will still liaise with the Procurement department under the CFO'S division. This structure suits Emaar well due to the complexity of

its operations and international presence. It also allows interdependence between divisions and the transfer of knowledge within company employees.

Also, employees can work across various departments on a need basis. For instance, the expertise of an Engineer can be needed when undertaking a new project in a different division. International operations, Emaar properties, strategic projects, and development divisions may benefit through the transfer of skills and knowledge. Working across different functional areas is beneficial to employees in broadening their skills and knowledge, making managerial succession less chaotic and disruptive.

Emaar's Organization structure

The role of specialization, cooperation, and coordination to improve capabilities. How do these relate to your company?

Cooperation and coordination functions are critical in ensuring the smooth implementation of strategies within operations and are essential in the achievement of company goals. Specialization refers to the ability of a company to apply its efficiency advantages in the production of products and services through a division of labor (Hartnell et al., 2019). Cooperation, on the other hand, is the process of ensuring all employees are working towards a common interest while coordination is the art of management to ensure the integration of individual employee efforts align to the company objectives.

Mission, as can be seen on the company website, is “to develop and deliver unique, integrated lifestyle and workplace environments through its focus on high-quality architecture, strong project execution, and its customer-centric approach. It aims to develop ‘integrated master-planned communities’ which comprise residential projects along with one or more community facilities, including retail and commercial developments, schools and hospitals, enabling a "live, work and play" theme within the same development.”

Order to achieve this mission Emaar properties, the current company strategy is to leverage on technology roadmap in ensuring the delivery of seamless services to customers and enhance the company responsiveness and agility in a changing environment. The company aims to build its growth strategy around the digital environment that is influencing customer preferences and outlook. The company is fast-moving to automate its agility and responsiveness to meeting customer needs. To achieve long term value through this strategy, it is critical to ensure Specialization, cooperation, and coordination of its operations. Given Emaar’s international

presence and diversification competences, the strategy to enhance capability is led by innovation, technology-driven business, and reengineering of enterprise systems.

In the effort to improve capacity, Emaar has established divisions that are grouped based on skills and employee specialty. The company has different employees with varied know-how and abilities like accountants, auditors, engineers, marketers, etc. Through cooperation, employees from each department (CFO, Emaar properties, HR, International projects, Operations, and the like), work to deliver the set department goals. To promote cooperation, the company ensures the supervision of tasks, incentives (bonuses), persuasion, and shared values through regular training on emerging technological market trends. The company, through management, coordinates various departments seamlessly to provide valuable real estate products to customers (Moussa, 2019). For instance, strategic projects work hand in hand with Emaar properties, operation, and CFO department to needed supplies are procured, and constructions run smoothly. To ensure proper coordination, the company has set rules and procedures, job descriptions and operation processes.

How companies successfully implement strategies.

Strategies are not enough to guarantee success; even the best strategy can fail when not correctly implemented. Most companies consider strategy implantation as the critical component in ensuring success (Hartnell et al., 2019). The process of successful strategy implantation involves several aspects to prioritize, as outlined below.

a. Communication and Task Alignment

Leadership, CEOs, have to communicate the strategic objectives that are in line with company vision and values to all employees promptly. Management should avoid sharing these strategic objectives at the last minute and should involve all stakeholders at the initial stages of implementation (Lindsay et al., 2017). CEOs need to share broad goals and provide guidelines

clearly to ensure proper planning and achieve expected results from everyone (Greer et al., 2017). It is at this stage that various tasks are aligned towards the company's strategic objectives. Managers need to have conversations with subordinates regarding the importance of their roles in achieving the set strategic goals.

b. Ensuring Accountability

CEO, as the leader of the strategy, must take complete responsibility for the process by establishing goals and sharing them with department managers and the entire staff team (Lindsay et al., 2017). He or She should be responsible in indicating how the day to day activities of everyone is linked to the main goal and the success of the company. Sharing these goals with employees ensures and promotes cooperation and coordination among employees and departments (Hartnell et al., 2019). When everyone understands the role in the achievement of the strategic objectives, it becomes more comfortable to hold all employees accountable to their goals.

c. Focus creation

Noted by Greer et al., (2017), the bigger the goals shared by the CEO, the higher the probability of not meeting them. Goals should be delivered in piece meals per task and per day. Structured conversations that track and share the implementation progress should be made regularly by the company leadership.

d. Action Orientation

To take actions daily is the common cause of failure for most organizations in the implementation of strategies. All employees need to understand how daily activities are critical in moving the organization forward, and managers should manage this process carefully (Lindsay et al., 2017). The focus should be for everyone to perform specific tasks on a daily and weekly basis that drive the company goals

e. Tracking progress

Should be held regularly at all organizational levels to discuss progress. Team members seem to understand their role in meeting the company goal when regular meetings are held where various concerns and challenges are shared and addressed (Greer et al., 2017). Clear communication of progress challenges and suggestions should be insisted to ensure everyone stays on track. Strategy implementation is a daunting task for everyone including CEOs; hence the ability to adhere to the above steps will be critical in the success of the organization strategy.

Keys to strategy implementation success.

Implementation is based in the philosophy of “end justifies means” because the process consisting of specific plans and actions determines the success or failure of the strategy. The majority of studies confirm that implementation of the policy is equally important or sometimes more important than the procedure itself. The specific plans and actions convert a strategy document into company growth and success. Among the key areas to consider when implementing procedures is by ensuring effective communication, discussing strategy goals regularly, ensuring the strategy is linked to budgeting, and providing employees with incentives upon meeting certain thresholds during implementation (Greer et al., 2017).

The company must have an actionable plan that offers directions in achieving performance goals and enhancing customer value. Having a plan does not guarantee success the same as auctioning without a plan; both are equally critical. A successful implementation plan must address the issue of what and why, as well as the questions of who, when, how, and where (Hartnell et al., 2019). A major pitfall in strategy implementation includes; communication breakdown, overwhelming plan, lack of ownership and accountability, failure in tracking progress, and failure to empower those involved.

Identify potential implementation problems for your company.

Emaar properties are a complex organization, given its international presence and diversified products and lines of business (Al Shamsi, 2019). A single strategy may not cut across all the divisions and regions. For instance, the strategy for the Hospitality division will not be similar to the strategy for enhancing the growth Emaar properties Division or Almak finance division. Secondly, the centralized nature of decision making may not lead to the successful implementation of a general strategy. Implementation plans should be structured based on regional specific situations and characteristics. Lastly, given the interdependence of departments and employee skills, the transfer of employees from one division or region to another may create confusion regarding the specific department goals hence affecting the achievement of the overall goal.

Conclusion

Emaar properties a leading company in global real estate development that was started in 1997 with an international presence. Due to its diversification of business segments and wide operation area, the company has a matrix organization structure that includes both functional and regional characteristics. Over the year's specialization, cooperation and coordination of staff, skills, and departments have been critical to helping to achieve the company goals.

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