SUMMERY

STATEMENT OF THE PROBLEM
Modern day corporate world is highly appreciative of the fact that strategic management affects a firm’s success or failure more than any other factors. It is widely believed that success of any organisation hinges on the way its strategies are conceptualized, implemented and controlled. Thus, strategic management is assumed to be imperative for bringing good fortunes for any organisation. Practicing strategic management in letter and spirits however is a tough ask. It is often believed that in an extremely dynamic environment, adhering to the strategies mentioned in the official papers of an organisation is not at all easy. Moreover keeping a strategic inclination require significant deployment of resources viz. time, money, and staff etc. Under such a situation, managers keep their fingers crossed concerning the extent to which their organisation remain inclined towards adopting strategic management. The present study has made an endeavour to see the extent to which selected large organisations operating in India keep strategic inclination. To make the study more illuminating, three important industries of the country viz. Banking, FMCG and Passenger car have been chosen and prominent players of these have been picked up for knowing their inclination towards practicing strategic management.

RESEARCH OBJECTIVES
The present study seeks to accomplish following objectives:

• To examine the strategic inclination of selected organisations in India.
• To see if the players of the same industry keep same strategic inclination.
• To detect the cross industry variation in the strategic orientation.
• To assess the focus of selected organisations on individual variants of strategic management viz. strategic intent, strategic formulation, strategic implementation and strategic control.
• To detect the loopholes in the strategic orientation of the selected organisations which might have retarded their operating efficiency.
To give some practicable suggestions to the selected large organisations so that these may make necessary changes in their strategic outlook for competitive advantage.

RESEARCH HYPOTHESES

Keeping in mind the objective of the study following hypotheses have been tested:

Ho1: There is no significant difference in the strategic orientation of the organisations operating within the same industry.

Ho2: The organisations give equal weightage to various variants of strategic management viz. strategic intent, formulation, implementation and control.

RESEARCH METHODOLOGY

This empirical study has primarily relied on primary data to accomplish the objectives of the study. Necessary inputs have also been taken from various secondary sources. As strategic inclination is largely the prerogative of the top management, a well structured questionnaire has been addressed to the top level managers /strategists to get inputs on strategic inclination of the selected organisations. Before going ahead with the questionnaire, the reliability of the same was checked through Cron Bach Alpha Reliability Test and the reliability score of the same came out to be 0.71.

Sampling has been required at various stages of the survey. At the outset, it was to be decided as to which industries were to be chosen for the survey. The judgment has been used to pick up the diversified industries viz. Banking, FMCG and Passenger Cars. These three industries are not only large but also growing at tremendous pace in the country. Moreover, these represents service sector, durable goods and FMCG sector and hence wider representation is ensured by picking up these industries. The three prominent players of each of these industries have purposely being chosen as it is believed that practicing strategic management in letter and spirits is a tough ask for small players. Picking large companies thus sounds more meaningful in this case. It may thus be said that purposive sampling has also been used in this study. The choice of respondents for collecting primary data has also been based upon the judgment of the researcher as top
managers/strategists who are involved in strategic planning who have awareness
about it, have been chosen. In all 486 respondents (206 of banking industry, 160 of
FMCG industry and 120 of passenger car industry) have responded on strategic
inclination of their organisation. Secondary data have been collected from annual
reports of the organisations, various journals and magazines relating to trade and
industry, other journals, books, newspaper, other published and unpublished and
authentic websites etc.

Primary and secondary data so collected have been analysed with the help of statistic
software package SPSS using various statistical techniques like Mean, Standard
Deviation, Analysis of Variance and Post-Hoc LSD Test.

- **ARITHMETIC MEAN**

This method is used to get the average of scores collected by the researcher. This is
the value obtained by adding together all the items and by dividing this total by the
number of items. The arithmetic mean has been calculated by using the following
formula:

\[
A = \frac{1}{n} \sum_{i=1}^{n} a_i
\]

Where \( \sum a_i \) = Sum of all the values of the variable a and

\( N \) = Number of observation.

Arithmetic mean has been used to see the rating an organisation has got on a
particular aspect. It has given a clear picture to the researcher as to where the
organisation stands on a particular aspect viz. a viz. its competitors.

- **STANDARD DEVIATION**

It is measure of how widely values are dispersed from the average value (mean). It
has been used to study the variation in the responses disclosed by the respondents.
The formula for Standard Deviation used in the study is as follows:

\[
s = \sqrt{\frac{1}{N-1} \sum_{i=1}^{N} (x_i - \bar{x})^2},
\]

Where \( x_1, x_2, \ldots \ldots, x_n \) is the sample.

\( \bar{x} \) is the mean of the sample.
N-1 is the degree of freedom.

Standard Deviation has been used in the study to see how far the views of the managers of a particular company differ with each other on a particular aspect.

- **ANOVA**

The analysis of variance technique is a statistical technique designed to test whether the means of more than two quantitative populations are equal and if not then how much different they are.

The following formulae have been used in the study to calculate ANOVA.

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>Sum of Square (SS)</th>
<th>Degree of Freedom (N)</th>
<th>Mean Square (MS)</th>
<th>Variance Ratio (F)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Between Sample</td>
<td>SSC</td>
<td>V1=c-1</td>
<td>MSC=SSC/(c-1)</td>
<td>MSC/MSE</td>
</tr>
<tr>
<td>Within Sample</td>
<td>SSE</td>
<td>V2=n-c</td>
<td>MSE=SSE/(n-c)</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>SST</td>
<td>n-1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Where

SST: Total Sum of Square of variation.

SSC: Sum of Square between Samples (Columns).

SSE: Sum of Square within Samples (Rows).

MSC: Mean sum of Square between samples.

MSE: Mean Sum of Square within Samples.

ANOVA has been used to detect if the difference among the organisations of a particular industry on a particular aspect is significant or not.

- **POST HOC LSD TEST**

Post Hoc tests are designed for situations in which the researcher has already obtained a significant omnibus F-Test with a factor that consists of three or more means and additional exploration of the differences among means is needed to provide specific information on which means are significantly different from each other. This test consists of pair wise comparisons that are designed to compare all different combinations of the treatment groups. So, it is rather like taking every pair
of groups and then performing a t test on each pair of groups. Further LSD (Least Significant Difference) test is basically a set of individual t tests. This method is used in ANOVA to create confidence interval for all pair wise differences between factor level means while controlling the individual error rate to a significant level.

Post Hoc LSD test has been used to compare the mean difference of any two companies of particular industry on a given parameter.

**SCOPE OF THE STUDY**

Three prominent industries of Indian corporate sector viz. Banking, FMCG and Passenger Car have been included in the survey. A bird’s eye view of selected industries and players is as under:

1) **FMCG Industry:**
   - Hindustan Unilever Ltd. (HUL).
   - Indian Tobacco Company Ltd. (ITC Ltd.)
   - Proctor and Gamble Ltd. (P&G Ltd.)

2) **Banking Industry:**
   - State Bank of India.
   - ICICI Bank Ltd.
   - Punjab National Bank

3) **Passenger Car Industry:**
   - Maruti Suzuki Ltd.
   - Tata Motors Ltd.
   - Hyundai Motor India Ltd.

Strategic inclination of these companies has been portrayed in the study.

**ORGANISATION OF THE STUDY**

The present study has been discussed in following chapters:

Chapter - 1 has deliberated upon various theoretical aspects relating to strategic thinking. The chapter has also thrown light on selected industries and companies included in the research.

Chapter - 2 has reviewed the existing literature pertaining to the problem in hand.
Chapter - 3 has presented the detailed plan of the research. After throwing light on the problem, objective and hypothesis of the research, the chapter has commented on methodology adopted, scope and organisation of the study. Towards the end, significance and limitations of the study have been discussed.

Chapter - 4 and 5 and 6 may be considered as backbone of the study. These have analysed interpreted the data pertaining to strategic inclination of the selected industries and organisations.

Chapter - 7 has contained findings of the study and suggestions given to the selected industry specific players.

SIGNIFICANCE OF THE STUDY

The present study has made an endeavour to see the strategic inclination of selected top companies of diversified industries. The study assumes significance on following counts.

At the outset, the selected organisations would be able to assess themselves as to how far these practice strategic management in letter and spirits. There is no denying the fact these organisations may have their own idea in this regard yet, the findings of the study may give them more elaborative picture. Obviously, the organisations, on the basis of the findings, may pick up the areas wherein these have to focus more.

The organisations may also check the strategic inclination of other prominent companies of the same industry and that of large companies of other industries too. This may help these in knowing how far these are strategically inclined viz. a viz. other direct and indirect competitors.

The study is also of paramount importance to various corporate/industrial bodies like CII and FICCI etc and regulatory bodies operating in the country. These may get an insight on strategic focus of the Indian industry. As modern business world preach strategic thinking, such bodies may assess its status in the country and work on improvement plan if necessitated.

The present study may also be gainfully used by other companies (not included in the study) to get an idea about strategic thinking and its mechanism in India.

The study assumes a lot of importance to practitioners and budding researchers in the field of strategic management. In fact, there are not too many studies conducted
in India on the concerned theme. They may eye the study to shape their own thinking.

The researcher has made sincere efforts to ensure that various stakeholders to the study are not disappointed by it.

LIMITATIONS

The resource constraints and no so conducive research environment usually hamper research in a developing country like India. The present study may not be an exception to it. However more than it, various others limiting factors have acted as blocking stone in the present study.

At the outset, it was extremely difficult for the researcher to trace managers who were comfortable in giving information related to strategic management practices being adopted by their respective organisations. Even those who were found competent on this front were reluctant on sharing information either on account of being busy or confidentiality. The researcher remained on his toes getting desired information.

After managing decent responses, analyzing the same was a tough task. Strategic insights are not mentioned like profit and loss into the books of account and hence any input on these are extremely individualised and may vary person to person. The researcher experienced this throughout the course of data collection. Still, every effort has been made to get most genuine responses from the respondents.

While reviewing literature, the researcher came across most of the foreign studies pertaining to problem in hand. It is so because, strategic inclination in Indian context is rather very less tapped field. Still, every effort has been made to include whatever work in this area has been done in India.

The study may not be thoroughly representative as three industries have been covered in the survey. Still, it may go on giving necessary insight about strategic inclination scenario in the country.

In spite of the above and many more limitations, the researcher hope that quality of the research will not be unduly affected.
FINDINGS
Following are the major findings pertaining to strategic inclination of the selected chosen players of varied industries that have emerged after in-depth primary investigation.

VISION
Barring few exceptions all the companies of all the industries have been found keeping a very high opinion about their vision. All have viewed their vision as clearly defined and a well crafted one. They also feel that the same inspires them to the desired extent. The two public sector/ nationalised banks have opined that there are rare occasions when these are not guided by their vision. However, all other companies have rated their vision as a permanent guide to them. The managers of all the selected companies have claimed in one go that their vision is unique and competitive. Meanwhile, it is again the two public sector banks only that have some doubts about their vision being the one that fosters risk taking and induces experimentation.

MISSION
FMCG Industry
HUL and P&G India have been found keeping customers at the core of their mission statement. HUL mission is endeavoured at adding vitality to the life of customers while that of P&G India is making life better for the customers. ITC’s mission, meanwhile is only indirectly referring to customers. It is once again HUL and P&G India only that have been rated as giving more weightage to product and services in their mission statement in comparison to ITC. HUL is clearly keeping an edge over both ITC and P&G as far as focusing on market, technology, concern for social welfare and concern for employees in concerned. ITC has joined hands with HUL as far as concern for survival, growth and profitability is concerned. In nutshell it can be said that HUL is focusing maximum on various prominent areas/entities in its mission statement. It is followed by P&G India. ITC has been found relatively less focused in this regard.

Banking Industry
All the selected banks have been found focusing immensely on customers in their
mission statements. PNB is found lagging behind its counterparts (SBI and ICICI Bank) as far as focusing on products and services, market and technology in its mission is concerned. The private sector bank ICICI bank is found focusing more on growth and profitability in its mission, while it is the selected public sector/nationalised banks which are focusing more on concern for social welfare in the same. Not even a single bank is found focusing on employees in its mission statement.

**Passenger Car Industry**

With MSIL’s mission aiming at driving extra miles, that of TML’s at providing best vehicle and experience to customers and of HMIL’s at making customers life time companion, the mission of all the selected passenger car companies have claimed to be oriented towards customers. TML has found to be highly inclined towards including product and services and market served in its mission statement. MSIL and HMIL, meanwhile have not been found inclined towards including these two elements in their mission. None of the selected passenger car company has shown great interest in inculcating technology, concern for survival and growth and concern for employees in their mission statements. HMIL, however has been found concentrating on social welfare in its mission statement.

**OBJECTIVES**

**FMCG Industry**

None of the selected FMCG major has been found relying heavily on management by objectives. In other words, day to day governance in these is not undertaken by practicing the philosophy of MBO. The managers of all the FMCG majors meanwhile have considered their objectives as understandable. It is interesting to note that managers of P&G India have not considered their objectives as concrete and specific, always related to time frame, providing standards for performance appraisal and acting as the basis for making the decision. None of the selected organisations has been detected as keeping such objectives as which are highly correlated with each other. It is HUL again which has been detected as adhering maximum to various essentials of objectives. Unlike ITC, which was lagging on mission front, P&G has been found lagging on objectives front.
Banking Industry

Barring few exceptions, all the banks have claimed themselves to be adhering to various essentials of objectives. The managers of all the banks have agreed on the fact that their objectives are not always related to time frame. PNB has maintained that its objectives are not very challenging. Both the public sector banks meanwhile have expressed some doubts about their objectives highly correlating with other objectives. Barring these few reservations, all the banks have given a very high rating to their objective on characteristics meant for good objectives.

Passenger Car Industry

All the passenger car companies have claimed that their objectives are understandable, set within the constraints, provides the basis for strategic decision making and help them in accomplishing their vision and mission. However, the passenger car majors have not rated their objectives very highly for being challenging and correlating with each other. Only TML has been claimed to be practicing MBO in letter and spirits. It is once again TML which has been found keeping its objectives concrete and specific. HMIL’s objectives have not been detected as adhering to time schedule because of which these become bit tough to measure and control.

EXTERNAL ENVIRONMENT SCANNING

FMCG Industry

ITC has been found paying more attention to the scanning of economic environment in comparison to its FMCG counterparts. All the three players of FMCG industry viz. HUL, ITC and P&G India have been found moderately inclined towards scanning of political environment. Their inclination towards scanning of socio culture environment, legal environment, technological environment, competitors’ environment and customers environment meanwhile is very high. HUL is scoring over its FMCG counterparts as far as scanning of natural environment is concerned. The scanning of suppliers and international environment are been paid only moderate attention by selected FMCG players. The survey has indicated that overall ITC is more inclined towards scanning of external environment than its counterparts. It is perhaps the diversified nature of ITC’s business that is instrumental in it.
**Banking Industry**

All the banks have shown an externally high inclination for scanning economic environment. It is only public sector/nationalised banks that have shown inclination for scanning political environment. The private sector ICICI Bank has not been found perturbed with political factors and hence has not shown interest in scanning the same. ICICI Bank, however, is found more keen in scanning socio cultural environment than its public sector/nationalised counterparts. All the banks like other the selected industries are giving top priority to the scanning of the customers and competitors’ environment and medium priority to the scanning of legal and technological environment. Natural environment and suppliers environment (barring PNB which scans supplier environment) are of least importance for the banks to scan. The public sector/nationalised banks have been found more inclined to scan international environment than the chosen private sector bank (ICICI Bank).

**Passenger Car Industry**

Like in the case of FMCG industry, selected passenger car players have not been found desirably inclined towards scanning of political environment. Scanning of economic environment, however has been given immense weightage by passenger car players, much more than what FMCG players are giving. This shows economic environment is making more influence on passenger car and banking industry than what it is making on FMCG Industry. The passenger car players have also been found giving due weightage to the scanning off socio-cultural, legal and technological environment. These however have not been found inclined towards scanning natural environment. MSIL has found less keen in scanning competitors and suppliers environment in comparison to its passenger car counterparts. All of them however are fairly focused on scanning customers and international environment.

**INTERNAL ENVIRONMENTAL SCANNING**

All the selected players of all the selected have been found highly oriented towards scanning of various internal environmental factors. The managers of all the 9 organisations claimed that scanning of various internal forces like finance and accounting, marketing, production, human resource, research and development and
managerial capability etc. is indispensible for their success. With overwhelming responses given by all the players of all the selected industries, the researcher could not detect differences in the orientation of players of a particular industry or among the industries as such.

INTERNAL ENVIRONMENTAL SCANNING TECHNIQUES

**FMCG Industry**

HUL and P&G have been found using Values Chain Analysis to assess their internal strength while ITC has not been found inclined towards using the same. All the selected FMCG players are found immensely focused towards using techniques viz. Financial and Non Financial Quantitative techniques, Historical Analysis and Benchmarking to assess themselves internally. HUL has been found more keen to use Qualitative Analysis, Industry Norms and Strategic Advantage Profile than its counterparts of this industry. None of the FMCG majors has been found resorting to techniques viz. Balanced Score Card and Key Factor rating to know where these stand.

**Banking Industry**

The banks have been found relying on techniques viz. financial and non financial quantitative analysis, historical Analysis, Industry norms, Benchmarking and Strategic Advantage Profile to scan internal environment. Qualitative analysis is finding more favour with ICICI Bank in this regard.

**Passenger Car Industry**

Like in case of other industries, financial and non financial quantitative techniques, Historical Analysis and Industry Analysis are favourite among passenger car players to scan internal environment. MSIL has been detected to be more keen than its counterparts in using Value Chain Analysis in this regard. Qualitative analysis is used to a certain extent by TML while other two players of passenger car industry are discarding it. Other techniques especially Balanced Score Card and Key Factor Rating are not finding much favour with any of the selected passenger car companies. Interestingly other industries have also been found cold shouldering these methods.
7.1.7 STABILITY STRATEGY

FMCG Companies
None of the selected FMCG companies use ‘NO Change strategy’. These believe in ‘Keep on Moving’ philosophy even during worst of the times. The companies have also not been found vigorously pursuing pause/proceed with caution strategy while their inclination towards use of profit/endgame strategy is only moderate.

Banking Industry
ICICI Bank has been found using pause/proceed with caution strategy and profit/end game strategy. The public sector/ nationalised banks meanwhile are not found relying much on the use of various types of stability strategies. ICICI Bank generally adopts this strategy during recessionary phase when scope for growth is not much.

Passenger Car Industry
Like in case of FMCG and Banking Industry, No Change Strategy is not finding favour with any of the player of passenger car industry. However, HMIL is not found averse to taking a pause and subsequently proceeding with a caution during stagnant periods. Both MSIL and HMIL through the use of profit/end game strategy are found getting maximum from their old and stagnant brands before discontinuing them.

EXPANSION STRATEGY

FMCG Industry
Whereas HUL and P&G have been found focused on expanding through concentrating on the core business, ITC has been found more inclined towards expanding through diversification. It is because of this difference in orientation that ITC has forayed into various diversified industries while HUL and P&G India are confined to FMCG industry only.

Banking Industry
All the banks have been found very keen on expanding through concentrating on their core business. ICICI Bank, meanwhile has been found more inclined than its counterparts towards expanding through integrating non banking businesses such as insurance. None of the bank is found paying huge attention to expanding through diversification. It is only SBI that makes endeavour to expand itself through inetrnationalisation.
Passenger Car Industry
Whereas expansion through concentration is the main plank of MSIL and HMIL, TML emphasises on expanding through integration. None of the selected passenger car majors make an endeavour to expand through diversification while all are extremely keen on expanding through internationalisation.

RETRENCHMENT STRATEGY

FMCG Industry
All the three FMCG companies have been found relying heavily on the use of ‘Turnaround strategy’ to change their fortunes. The managers’ of the companies narrated various instances to the researcher wherein this strategy was used by their organisation. Both P&G and HUL have been found using divestment strategy too. HUL has sold off money of its brands such as Revel washing powder, oxy fresh and Aim tooth paste etc. in the past. Similarly P&G has also shelved off many of its brands. ITC, meanwhile has not been found using divestment strategy. None of the three companies, meanwhile use liquidation strategy.

Banking Industry
Both divestment and liquidation strategies are not at all focused by any of the selected banks. PNB and ICICI Bank, meanwhile have not been found averse to the occasional use of turnaround strategy.

Passenger Car Industry
Both TML and MSIL are found extremely inclined towards using turnaround strategy to revitalize themselves. Restructuring is the prime mode of turnaround for them. HMIL, however is not focused towards using turnaround strategy. TML and HMIL have not been found using divestment strategy. However, MSIL has seen disinvestment in past when Government of India’s share in the company was sold off to Suzuki Corporation. Liquidation Strategy is not at all in the scheme of things of any of the selected players of passenger car industry as the case was with players of Banking and FMCG Industry.

COMBINATION STRATEGY

FMCG Industry
All the FMCG majors have been found preferring simultaneous combination over sequential combination strategy.
Banking Industry

ICICI Bank has been found relying heavily on the use of sequential combination strategy. It adopts growth strategy during favourable times and stability strategy during tough times. The use of other types of combination strategies is minimal in case of all the banks.

Passenger Car Industry

As in the case of FMCG Industry, players of passenger car industry have also been found using simultaneous combination strategy. It is perhaps because of multiple brands in their portfolio that FMCG and passenger car players are adopting simultaneous combination strategy. A different approach has been witnessed in case of players of these industries viz. a viz. players of banking industry.

STRATEGIC CHOICE TECHNIQUES

FMCG Industry

All the selected FMCG majors have been found using BCG matrix, SWOT Analysis and Industry Analysis technique given by porter to make strategic choices. Techniques viz. Hofer Model, Directional Policy Matrix and SPACE etc. are not used by any of the FMCG players in this regard. It is P&G India only that has found using GE matrix to choose among available strategies for various of it products and services.

Banking Industry

Portfolio techniques viz. BCG Matrix, GE Nine Cell Matrix and SWOT Analysis are popular among all the banks to make strategic choices. Directional policy matrix and Industry Analysis are used by ICICI Bank alone. Other such techniques are not finding favour with any of the banking major of India.

Passenger Car Industry

A high degree of sinonimity has been seen in case of FMCG industry and passenger car industry as far as use of strategic choice techniques is concerned. Like the players of FMCG industry, players of passenger car industry are also relying on the use of techniques viz. BCG Matrix, SWOT Analysis and Industry Analysis techniques to make strategic moves. Thus, once again a slight difference is detected
in between passenger car and FMCG industry on one hand and banking industry on the other.

IMPLEMENTATION OF STRATEGIES

FMCG Industry

All the FMCG companies have been found initiating their implementation process with establishment of annual objectives. Subsequently, all have been found allocating various resources to various departments. HUL have been found scoring over its FMCG counterparts in managing its conflicts arising during implementation stage. It is meanwhile P&G India that has been found making efforts to match organisational structure with revised strategy. Both HUL and ITC have not been detected as making efforts to revise their organisational structure with revised strategy. HUL and P&G have been found very prompt in restructuring and reengineering their businesses. The managers of the two companies rated various instances when restructuring was done in their organisation. ITC, meanwhile has not been found immensely focused towards restructuring and reengineering its business on continuous basis. It is only HUL that has been found linking pay to new strategy. P&G and ITC have fixed pay structures and the same are not deviated by new strategy. All the FMCG companies have been found paying some attention to manage resistance to change and huge attention to devising functional plans.

Banking Industry

All the selected banks, like players of other selected industries are establishing annual objectives and allocating resources to the needy. ICICI Bank has been found having a decisive edge over its public sector/nationalised counterparts in managing conflicts. None of the selected banks meanwhile make any sort of effort to match organisational structure with revised strategy. PNB has been found highly inclined toward restructuring while ICICI Bank towards linking performance and pay to strategies and managing resistance to change on account of new strategy. All the banks have been found very prompt in devising various types of functional plans.

Passenger Car Industry

All the selected players of passenger car industry have been found paying huge attention to establishing annual objectives and allocating resources while
implementing the strategy. MSIL, meanwhile has found lagging behind its counterparts TML and HMIL when it comes to managing conflicts. TML is the only selected passenger car company that is giving weightage to making alteration in its organisational structure with revised strategy. MSIL and HMIL are not found keen in this direction. All the players are found prompt in reengineering and restructuring their businesses while only HMIL is detected as being serious in linking performance and pay to new strategy. It is HMIL again which is rated better than MSIL and TML in managing resistance to change. All the companies, meanwhile have been found devising functional plans on priority basis.

EFFICIENCY AND EFFECTIVENESS OF EVALUATION AND CONTROL SYSTEM

FMCG Industry

P&G’s evaluation and Control system has been rated as more economical in comparison to that of HUL and ITC. Both HUL and P&G have been found relating their control system to their objectives. ITC’s control system, meanwhile is not rigidly related to its objectives. The managers of all the FMCG companies have regarded their control system as one that provides timely information and true picture to them. The same has also been rated as facilitating managerial actions. P&G’s control system meanwhile has been rated as superior to that of its FMCG counterparts on fostering understanding, trust and common sense.

Banking Industry

SBI’s managers have some doubts about the banks evaluation and control system being economical. Such doubts are non existence in case of the managers’ of other two banks. public sector banks have their control system more tightly linked to their objectives in comparison to that of ICICI Bank. All the banks have been found quite satisfied with their control system providing them timely information and true picture, facilitating managerial actions and fostering trust.

Passenger Car industry

The managers of HMIL do not feel that company’s evaluation and control system is economical. The views of the managers of MSIL and TML are more positive in this direction. It is however HMIL again which has been found scoring over its
counterparts on its evaluation and control exercise being meaningful and specifically related to its objectives. Even the company has been found more sure than MSIL and TML on this system of promoting trust and common sense. All the companies meanwhile think that their control system is a facilitator to managerial actions and a provider of true picture.

**CONTROL TECHNIQUES**

**FMCG Industry**

None of the selected FMCG companies has been found using ‘Strategic Momentum Control’ technique for exercising the strategic control. Comprehensive analysis is also not restored to by them in this regard. It is the ‘Internal Analysis’ which has been found very popular among selected FMCG players for exercising strategic control. Comparative analysis is restorted to by HUL and P&G India while ITC is discarding the same.

**Banking Industry**

Whereas Strategic Momentum Control technique is totally discarded by selected banks, Internal Analysis is favourable among them for exercising control. Comparative Analysis is also used by ICICI Bank in this regard.

**Passenger Car Industry**

Internal Analysis and Comparative Analysis are more used control techniques in passenger car industry. This is true in case of all the players. Only HMIL has been found giving some weightage to the use of comprehensive analysis also. Strategic momentum control is certainly not the favourite technique in this regard.

**SUGGESTIONS**

Keeping in mind findings of the study, the researcher deems it fit to give following suggestion to the selected players to the three chosen industries:

- Barring few exceptions, the companies of the selected industries have been found ignoring employees in their mission statement. This is certainly not the ideal way to go. Those entities which becomes a part of mission statement are most likely to get their due. Those which fails in this regard however remains less focused rather ignored. The success of any organisation hinges on its employees. Not including employees in mission may lead to their
ignorance which may culminate into their dissatisfaction. The same in turn may spell doom for the organisation. The selected players especially those of banking and passenger car industries must bring employees in the scope of their mission statement.

- ITC (FMCG Industry), PNB (Banking Industry) and MSIL & HMIL (Passenger Car Industry) may seriously think of broadening the scope of their mission statement. By bringing various elements viz. products and services, market, technology and social welfare etc in their mission, these can hope to address themselves well among their shareholders. Moreover, such focused areas may only bring more success for the organisation.

- Although the organisations under study have been found fairly focused towards various essential elements in their objective yet, by concentrating a bit more on these, the organisations can definitely hope to attain even greater success. It is so because objectives are a base for entire planning system. These lacking somewhere may jeopardize the planning system which in turn may adversely affect the end results and hence success.

- It has been observed that barring some exceptions few of the external environmental factors such as natural environment and supplier environment etc. are less scanned ones. Undermining any environmental variable is nothing but forgoing possible opportunity and ignoring an upcoming threat. Natural environment for instance can be judiciously scanned to undertake some of the cherished CSR initiatives. Similarly scanning of suppliers’ environment can be a potent source of sustainable competitive advantage in value chain for the company.

- The study has revealed that all the companies, irrespective of the industries in which these are operating are relying on few of the traditional techniques like financial and historical analysis to assess their performance. Strategists in the last few decades have devised various innovative techniques such as Strategic Advantage Profile, Balanced Score Card etc. which analyse the strength and weaknesses of the organisations more comprehensively. The organisations should not merely confine to traditional techniques. Adaption
of newer techniques alongside these traditional techniques may give a more comprehensive picture of the organisation to them. These can thus aim at success with clear knowledge about themselves.

- Except for ICICI Bank, MSIL and HMIL which have been found using a variant or two of stability strategy, the use of this strategy is minimal to moderate. There is no denying the fact selected players are amongst the top players of their industry and can keep a high growth focus yet, turbulent times can come for all and merely keeping a growth focus at that time can spell doom for them. Rigidity should pave way to flexibility. By not ignoring Stability strategy the organisations except those mentioned above can ride over tough time very smoothly.

- HUL and P&G India are established FMCG names in India. These have not been found immensely diversified beyond FMCG sector. With their strength of FMCG sector, these can easily explore other sectors and further strengthen the group. They may take a leaf out of the books of ITC in this regard.

- The selected public sector/nationalised banks can emulate private sector bank (ICICI Bank) in expanding themselves through integration. Various non-banking services such as general and life insurance etc. can be promoted alongside banking services to enjoy synergy advantage.

PNB and ICICI Bank meanwhile can emulate SBI to expand through internationalisation. With their strength in domestic market, these can venture into foreign market also.

- Both MSIL and HMIL can expand themselves by using their strength of passenger cars in other areas such as commercials vehicles, trucks, buses etc. TML has been found very active in this and stage is also ready for MSIL and HMIL to venture more aggressively into commercial vehicle segment. This may also help them to ride over cut-throat competition prevailing in the passenger car segment.

- Some companies like HUL (FMCG Industry) and TML (Passenger Car Industry) have been found reviving and revitalising themselves with the adoption of turnaround (restructuring) strategy. As the competition is
becoming immense in all the selected industries, the other players can look at success stories of above players and keep in store an exigency plan for themselves.

- Like in case of internal analysis techniques, all the selected players have been found using almost similar and more popular techniques like BCG Matrix, SWOT Analysis and Industry Analysis to make strategic choices. Once again, there is no harm in trying out modern techniques in this regard as some of these are merely extension of above techniques and bring more comprehensive picture.

- Only P&G India (FMCG industry) and TML (Passenger Car Industry) have been found making some modifications in their existing organisational structure with a revised strategy. Other companies are not making any such changes. Such an attitude needs to be changed a bit. A new strategy demands making necessary adjustments in existing organisational structure failing which the new strategy may not work. There is an urgent need for understanding and practicing this.

- Few companies especially PNB (banking Industry) and MSIL (Passenger Car Industry) have been found very vulnerable in managing conflicts during implementation process. Such a conflict has the potential of culminating into employees dissatisfaction which in-turn may lead to serious consequences. Who can forget the episode of MSIL in this regard? There is a high time that these organisations may bring in conflict management resolution on papers and practice the same in letter and spirits.

- Only HUL (FMCG Industry), ICICI Bank (Banking Industry) and HMIL (Passenger Car Industry) have been found giving due weightage to linking performance and pay to revised strategy. Other companies are either ignoring or less focusing on the said issue. Unless and until performance and pay are linked to a strategy, the strategy may find implementing itself successfully a tough task. Rigidity must pave way to flexibility in ignorant companies in this regard. A continuous monitoring of existing performance and pay structure must be done and changes should be brought in the same if need
arise. Not doing the same may bring in resentment among the employees. It must be kept in mind that non-revision of pay was source of conflict in MSIL which lead to an unwanted situation in the organisation.

- Some of the selected organisations have also been found not very enthusiastic in managing resistance to change during implementation. These must understand that it is a human tendency to resist any change. Forcing the change may generate ill will but managing the same to the liking of employees may bring in best from them. There is a need for selected organisations to work in this direction.

- The organisations viz. HUL and ITC (FMCG Industry), SBI (Banking Industry) and HMIL (Passenger Car Industry) must strive to make their control system more economical. An uneconomical control system becomes burden on the organisation and sooner or later such an organisation start taking it as a liability. These organisations must start reviewing their control system. There is also a scope for ITC, ICICI Bank and MSIL to make their control system more meaningful by addressing them more strictly to their objectives. Similarly, HUL, ITC, ICICI Bank and MSIL must generate sufficient trust for control system among employees. The same is possible by involving employees in designing of control system.

- Once again, the selected organisations have been found using techniques such as Internal analysis and to a lesser extent Comparative analysis to exercise control. The organisations by using other techniques can make their control system more comprehensive and an elaborative one. The economy of the system however must not be sacrificed in doing so.

The researcher feels that above suggestions if followed in right earnest by the organisations may go a long way in giving them desired results of their strategic endeavours.

**SCOPE FOR FUTURE RESEARCH**

The present study has make an endeavour to assess strategic inclination of prominent players of three important industries of India viz. FMCG Industry, banking industry and passenger car industry. The researcher firmly believes that this
area has a huge scope to explore many more studies. The following related areas seriously deserves to be explored:

The researcher has picked three industries and three prominent players of these have been studied to know their strategic inclination. The budding researchers may concentrate on a particular industry and pick all the players of the same to get the input on their strategic inclination. This may give them further inputs as to how top players of any industry keeps a strategic inclination viz-a-viz lower ranked players of the same.

There are many other equally important industries operating in India. The budding researchers may pick such industries and can gainfully work on knowing their inclination towards practicing strategic management.

The budding researchers may also think of crossing the national boundries and pick some of their similar industries of foreign countries. This may be an illuminating study and give them an idea as to whether importance of strategic thinking is same or different across the globe.

In the present study all the components of strategic management viz. strategic intent, strategic formulation, strategic implementation and strategic evaluation and control have been studied. Even any of these aspects is exhaustive in itself and demands an in-depth investigation. The researchers may undertake such an investigation covering each and every sub aspect of a particular component in detail.

The present research work has been a rewarding experience for the researcher and he hopes that budding researchers would thoroughly enjoy working in any related area.