CHAPTER 7

CONCLUSION

7.1 SUMMARY

Indian industries have to be competitive for which they need to adopt a proper strategy. These strategies have to be converted into action points for which there are various model available. The study of literature has made it very clear that the management practice of converting strategy into action is achieved through policy deployment developed by the Japanese. Also, the researchers from the west show that the balanced scorecard methodology is being used. A thorough study on those methodologies has been done. The various pitfalls were identified and with the researcher’s experience, developed a model, which was applied in three different Auto component industries.

To validate this model, a perception study has been conducted in two organizations. The respondents have understood the integrity and seriousness executed by the researchers and there was no scope for serious nonresponses. The perception from the operating people has helped us to understand further the linkage between the individual’s responsibilities in achieving the company goals.

The entire process of policy development and deployment requires involvement of high level of committed people and adherence to the discipline. It was felt that automating the process and linking through
workflow would help. So, the software was developed making the process simple and easy to monitor. It is clearly evident that this model will definitely accelerate in realizing the company vision by aligning the entire organization.

7.2 CONTRIBUTIONS

This study makes some key contribution to the process of policy deployment.

The study has interlinked both target and means deployment. Also the study has integrated the performance measurement system with the policy deployment process. Various forms have been developed to plan monitor and control the whole deployment process. A procedure has been developed for the creation of MP / CP form.

To give a proper perspective at each level in addition to the general QCDS format of TQM, the perspectives defined by BSC has been integrated.

The PDCA has been appropriately defined and administered like monthly, quarterly and annually to ensure that the proper feedback is given at the appropriate time so that the strategy and measures are re-evaluated which helps in achieving the goal.

This newly developed process has been implemented in Company A with appropriate education and training to the concerned, which has yielded good results. An attempt to implement was made in Company B & C.

Automation of the Policy deployment process integrated along with performance measurement system of individual has been attempted. The system alerts administered through their regular MS outlook inbox draws the
attention of the people concerned to take appropriate action rather than waiting for meeting. The automation has helped in systemization and institutionalization in Company A rather than depending on the knowledge of an administered person.

The perception study has been conducted in both the organizations to understand the implication as well as to validate the model developed.

7.3 MANAGERIAL IMPLICATIONS

The study has helped in the development of a comprehensive policy deployment process that can be implemented. The process aligns the entire organization towards the company goals, which is evident from the perception study.

This can be implemented and tried in other organizations also. The automation of the above process has made the entire deployment process simple and understandable.

From the perception study it is evident that in an organization people at various levels are clear about the organization’s goal and objectives. The deployment is effective because of the catchball process. The boss and the subordinates are clear about their annual target and means. Prioritization is set by the management, which helps people, down the time to execute their action clearly and comfortably. A strong correlation between the process and results has been evidenced from the study, which reinstates the validity of the model.
Results can be achieved by many ways. It may be by luck also. But we need a good process which will certainly lead to good results. This is where PD helps. This is represented pictorially in figure 7.1.

![Figure 7.1 PD Process vs Result](image)

7.4 LIMITATIONS

The study is not without limitations. The model developed in this study can be applied in an organization with defined hierarchy and therefore cannot be applied to matrix type of organizations.

The PDsoft developed in this study is industry specific and customized. Hence, this needs to be customized for each type of organization. This has been applied only in auto ancillary companies.

The perception study has been done only to those who are participating in the deployment process and not to the all members in the organization.
7.5 SCOPE FOR FUTURE RESEARCH

For future research, the model can be tested in industries other than auto industry (our target industry) to assess generalization.

The same concept that is used in this research can be extended to service sector and a suitable model can be developed. It would also be useful to analyze the differences between different industries, as this study has been limited to the automotive components industry.

This study can be extended further by making cross comparison between various countries. This model can be tailored to suit the requirement of individual organizations and this can also guide researchers who intend to pursue their research in the field of study.