

## Foreword

In the present book, Adele J. Huber proposes that a firm's strategy implementation capability is key to understanding a strategy's performance outcomes and, ultimately, a firm's performance. Based on a thorough review of the relevant literature, she integrates extant knowledge on firms' strategy implementation and capabilities and conceptualizes strategy implementation as an organizational capability of firms. The author develops and validates a way to measure a firm's strategy implementation capability. Using data from more than 250 senior marketing managers and sophisticated data analysis techniques, she convincingly shows that a firm's strategy implementation capability is both an important determinant of firm performance as well as a key element of the mechanism that links marketing strategies to a firm's performance.

This dissertation is no doubt highly important to managers. By and large, marketing managers agree that market success depends heavily upon the implementation of the marketing strategy. In addition, firms invest huge amounts of money in strategy implementation. As a result, they are extremely interested in ensuring that this implementation is effective and efficient. However, in practice there is insufficient knowledge for effective and efficient strategy implementation, as many strategy implementation initiatives fall far below expectations. Against this background, her research informs managers about how they can increase the performance of given strategies. The author also argues that a firm's strategy implementation capability is an important resource for the firm's competitive advantage, and offers insights into how this resource can be managed effectively.

The present dissertation also makes a major contribution to research. The majority of the research on the effectiveness of strategy implementation and its importance for the success of strategies has so far been conceptual. The few empirical studies have focused on specific aspects, providing fragmented findings and little basis for explanation. Adele J. Huber has used this research to identify research gaps and develop a conceptual framework,

the focus of which is on implementation-related capabilities. This will help future research address issues that are relevant to both research and management. In addition, she has contributed not only the construct of a firm's strategy implementation capability and a scale for measuring it, but also provided evidence for the importance of the construct to explain strategy implementation effectiveness, breaking ground for empirical implementation research that focuses on the firm's capabilities. Last but not least, Adele J. Huber demonstrates that the construct of a firm's strategy implementation capability is central to understanding the implementation and performance outcomes of marketing strategies. In sum, the results not only significantly extend our knowledge on strategy implementation but also have the potential to strongly influence and stimulate future research on the implementation of marketing strategies.

Overall, her work notably advances our understanding of how marketing strategies translate into performance. Consequently, I hope that the present book will become a must-read for, and provide inspiration to, many managers and researchers.

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