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## The Strategic Planning Process in Complex Settings: the Case of Construction Professional Service Firms

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# THE STRATEGIC PLANNING PROCESS IN COMPLEX SETTINGS: THE CASE OF CONSTRUCTION PROFESSIONAL SERVICE FIRMS

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## Overview

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- Research components
- Construction industry
- Professional service firms
- Strategic planning process and choice
- Research method
- Key findings
- What next?

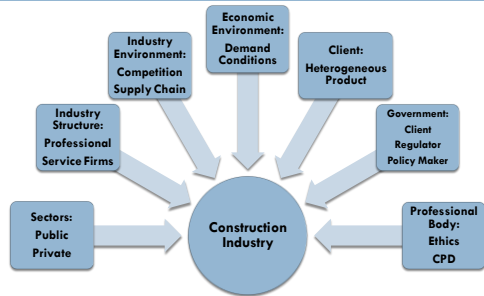
## Research Components

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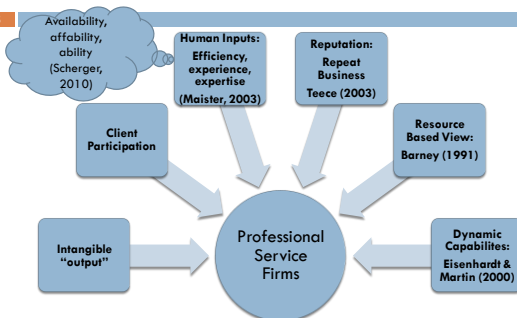
## Construction Industry

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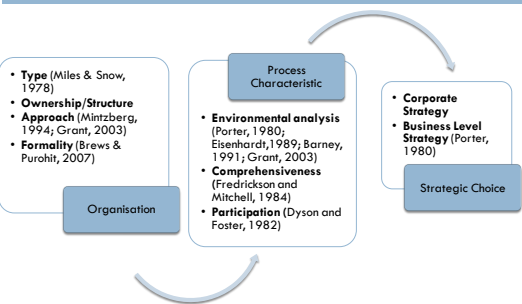
## Professional Service Firms

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## Strategic Planning Process

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## Research Method

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- Mixed methods
  - Flexible design
  - Managing director/managing partner level
- Qualitative phase
  - Semi structured interview
- Quantitative phase
  - Widespread survey
- Data analysis and handling
  - Computer aided software
- Limitations

## Key Findings

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### Those that do....

- Formal, planned process
- Prospector or analyser
- Widespread participation
- Internal and external analysis
- Lack of competitor analysis

### Those that don't...

- Informal, emergent process
- Defender or reactor
- Top management drive process
- Concentration on internal analysis
- Lack of competitor analysis

## Key Findings contd...

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- Corporate and business level strategy
  - Peak of construction boom to current
  - Combination strategy – the test of time
- Thinking and acting strategically
  - Not necessarily in a systematic fashion
  - Tactical versus strategic planning
- Top management recognition of need for systematic strategic planning
  - Implications....

## Researching in a Complex Setting

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- Multifaceted and complex nature of components under investigation
- Context of turbulent economic and industry environment
- Research design
  - Flexible
  - Mixed methods
- Uncertainties
- Strategic planning/performance relationship

## And now...

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- Research:
  - Longitudinal study
  - Cross-profession analysis
  - Cross-industry analysis
- Practice:
  - Training and education
  - Tactical planning to strategic planning



contact us

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