

SECTION 2. ECONOMY AND OPERATION OF NATIONAL ECONOMY

Nona Karkuzashvili
Doctoral Candidate of
Tbilisi State University

COMMUNICATION STRATEGY – ONE OF THE MAJOR BARRIERS FOR SUCCESSFUL STRATEGY EXECUTION IN THE ORGANIZATIONS OF EMERGING COUNTRIES

There are different methods of strategy formation, which has its advantages and disadvantages, though no matter which method will be used for it. The most important for the organization is to execute strategy.

According to the experience of various organizations, those who pay an attention to their strategy communication with employees, they manage to realize their vision better.

In order to identify and study problems of strategy execution in the modern organizations of emerging countries, there was conducted a research on the example of Georgian companies. In this research, there were participated 59 top-level managers of organizations operating in Georgia and more than 100 employees.

Research results turned out to be interesting. One of the basic problems identified regarding strategy execution is that one part of organizations has no strategy formed completely and prepared as a document - only 53% of organizations surveyed have strategy prepared as a document. Also the declaration of strategy and its proper communication with employees takes place pretty rarely – 63% of employees mentioned, that they don't know organization strategy.

Employees need to know that the company where they are working has a clear strategy and the management understands where they are going very well. Those employees who understand company's strategy - work better. Everyday they make the decisions, which matches to company's long-term vision.