

Strategy implementation problem in micro and small businesses

Iris van Pinxteren

Student number: 1018429

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Thesis supervisor: Dr. Ir. F.J.H.M. Verhees

Second reader: Dr. Y.K van Dam



Abstract

Strategy formulation is the most important factor for successful strategy implementation. Poor strategy formulation is one of the main reasons why many small businesses fail. There is often a disconnection between formulating a strategy and strategy implementation, which is the so-called strategy implementation problem. There is little research on behavior reasons for strategy implementation failure. Therefore, this research aims to investigate how the strategy implementation problem could be understood based on behavioral theories in micro and small businesses. Three theories were taken into account; the decision avoidance theory, construal level theory and self-control dilemma. Semi-structured interviews were conducted to investigate why some microbreweries have implemented their strategy fully and why some microbreweries have not. Based on the results of this research, the construal level theory and the self-control dilemma indicate that microbreweries which implemented their strategy partially could not transition from high-level to low-level construals while formulating the strategy. Nudges are needed to guide this as microbreweries which implemented their strategy did use the nudges. The decision avoidance indicates the implementation problem in a lesser extent as there were too little results which were related to this theory. This research ends with a recommendation to microbreweries to make a detailed strategy and use all the nudges.

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Chapter 1 – Introduction

Craft beer becomes more and more popular in the Netherlands (Stichting Erfgoed Nederlandse Biercultuur, 2022). With this trend, the high number of microbreweries in the Netherlands continues to increase (Statista, 2022). Small and medium enterprises (SMEs) are important actors in most countries as it represent 99 percent of all European Union enterprises (Setyaningsih & Kelle, 2021). In addition, SMEs are important in maintaining competitiveness in Europe, economic and technological independence and resilience to external shocks (Setyaningsih & Kelle, 2021). Therefore, it is important that SMEs succeed in their business. However, according to Small Business and Entrepreneurial Council (2016), 20 percent of small businesses fails in the first year, in the second year it goes up to 30 percent. Five years later 50 percent of the small businesses survive and 10 years later only 30 percent remains. This means a 70 percent failure rate after 10 years.

Therefore, it is likely that eventually some microbreweries cease to exist as many small businesses fail. This could be due to a lack of vision, difficulties finding appropriate strategic choices or difficulties in implementing strategic actions (Forbes, 2019). In addition, in small businesses the day-to-day operations are very demanding and small businesses do not have a separate team to focus on strategy implementation (Cooper, 1981). One of the main reasons why small businesses fail is ineffective strategic planning, which results in strategy implementation failure (Noble, 1999). Using strategic planning techniques increased the survival rates of small businesses, especially startups, compared to small businesses which did not use these techniques (Delmar & Shane, 2003; Kraus, Harms, & Schwarz, 2008). Developing and implementing strategic plans position the business more optimal against its competitors (Turner & Endres, 2017). Thus, there is a positive relationship between implementing the strategic plan and the performance of a small business (Kraus et al., 2008).

According to Hrebiniak (2006), formulating a strategy is a difficult task, but implementing it throughout the business is even more difficult. Businesses often fail to operationalize their strategies in order to make it more feasible to implement the strategy (Sterling, 2003). Strategy implementation involves complex tasks and is the most significant management challenge (Yang, Sun, & Eppler, 2010).

Strategy formulation is the most important factor for successful strategy implementation (Shah, 2005). The chances of success are slim if the strategy formulation does not consider the customers and competitors. At the same time, the formulation also needs to focus on the

organizations capabilities (Shah, 2005). There is often a disconnection between formulating a strategy and strategy implementation (Kaplan & Norton, 2005). This is the so-called strategy implementation problem, which is described as failure to create change after seemingly viable plans have been developed (Nutt, 1983). Although research has been done on the strategy implementation problem, it is still not understood (Cândido & Santos, 2015). Therefore, this research will focus on strategy implementation.

There is little research on behavior reasons for strategy implementation failure. Cândido and Santos (2018) have done a review on strategy implementation problem, but no article has addressed behavioral reasons to understand the strategy implementation problem. There is a research gap in explaining why there is a disconnection between formulating a strategy and implementing a strategy with the help of behavioral theories. This is especially relevant in micro and small businesses. There are only a few people working in the business, therefore it is likely that the owner or manager should implement the strategy themselves. Large businesses are likely to have a separate division to focus on the strategy. Small businesses do not have a separate division and management control is less of an important role (Aurelia, Cardonib, Del Baldoc, & Lombardid, 2018). Thus, the strategy implementation problem is more likely to happen in small businesses and there could be behavior reasons why formulated strategies are not implemented by the owner or manager.

Looking at existing behavioral theories that explain why a certain behavior is postponed, a few theories should be taken into consideration when determining which theory could be applied to the strategy implementation problem. The first one is the decision avoidance theory, which is described as a tendency to avoid making a decision by postponing it or by doing nothing at all (Anderson, 2003). The second one is the self-control dilemma, which is described as the decision on whether or not to engage in a hedonic pleasure or vice (Dhar & Wertenbroch, 2000). The third and last theory that should be taken into consideration is the construal level theory, which is described as that temporal distance changes peoples' behavior to future events due to the way people mentally construe those future events (Trope & Liberman, 2003).

Understanding the theory in relation to strategy implementation and why certain processes take place could help in providing a solution to the strategy implementation problem. Therefore, the aim of this thesis is to look at how the strategy implementation problem could be understood based on behavioral theories in micro and small businesses.

Research question:

How could the strategy implementation problem be understood based on behavioral theories in micro and small businesses?

The following sub-questions will help in answering the research question:

Which behavioral theories explain the strategy implementation problem?

Why have some micro businesses implemented their premediated strategy and why have some micro businesses not?

Chapter 2 – Theoretical background

The main purpose of this chapter is to gain insight in the first sub-question, which theories could help in understanding the strategy implementation problem. This chapter starts with a literature study on existing literature concerning strategy implementation problems in small businesses, followed by an explanation of each theory. The literature study ends with a theoretical framework.

2.1 Strategy implementation problems

Key concepts of limited strategy implementation and small businesses were selected, which can be seen in Table 1. Keywords and their synonyms were combined by using Boolean operators (AND, OR) and wildcard characters (*). The final search term was ("issue*" OR "problem*" OR "insufficient" OR "ineffective" OR "limited") AND ("strategy implementation") AND ("micro" OR "small") AND ("firm*" OR "business*" OR "organization*" OR "enterprise" OR "company*").

Table 1

Keywords, Synonyms, and Search Terms Used for the Systematic Review

Keyword	Synonym(s)	Search term
Limited	Issue, problem, insufficient, ineffective, limited	"issue*" OR "problem*" OR "insufficient" OR "ineffective" OR "limited"
Strategy implementation	Strategy implementation	"strategy implementation"
Micro/small	Micro, small	"micro" OR "small"
Business	Business, firm, organization, enterprise, company	"firm*" OR "business*" OR "organization*" OR "enterprise" OR "company*"

Selection procedure

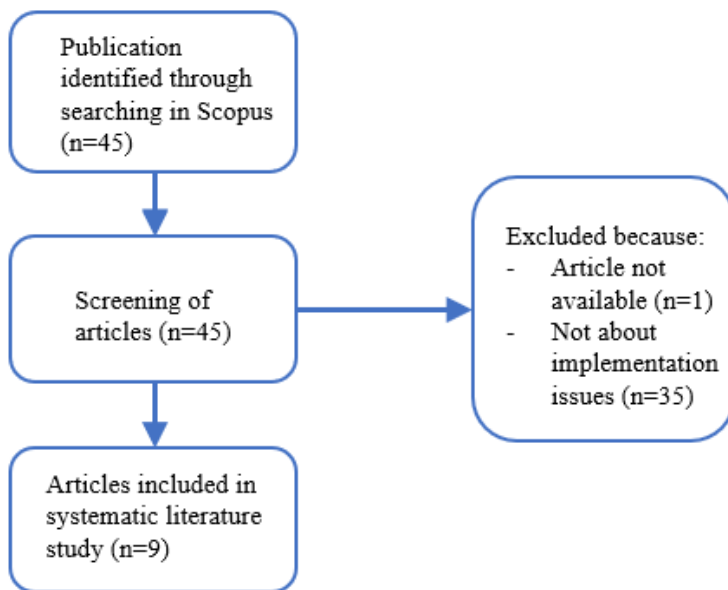
The search query was performed in Scopus on abstract, title and keywords. Articles were included when they met the following requirements:

- The article is peer-reviewed and published.
- The article is available for the researcher in full text.
- The article needs to involve implementation issues.

Figure 1 shows a flow diagram, which indicates how the nine articles were selected.

Figure 1

Flow Diagram of the Screening Process



Identifying problems in strategy implementation in small businesses

The strategy implementation problem happens due to a disconnection between strategy formulation and strategy implementation. There are many obstacles or problems that causes this disconnection and could explain why the plan does not translate into implementation. From the selected articles of the systematic literature review, the type of problems hindering strategy implementation in small businesses can be seen in Table 2. These problems are identified by selecting all the researched problems in the articles and are then categorized into existing generic categories used by Wolczek (2018). Only the category “other” is newly created, to categorize remaining problems. The generic categories which have been selected are strategy planning, organizational structure, information flow, leadership and employee involvement. These categories will be discussed in the following paragraphs.

Table 2*Type of Problems Hindering Strategy Implementation in Small Businesses*

Type of problems hindering strategy implementation in small businesses	Number of articles	Example
Strategy planning	5	Unclear strategy
Organizational structure	3	Lack of guidelines
Information flow	2	Poor information sharing between individuals responsible for strategy execution
Leadership	3	Managers lack leadership skills for strategy implementation
Employee involvement	4	Employees more focused on operational activities instead of the realization of the strategic objectives
Other	5	Time Resistance to change Financial resources Fear of failure

Strategy planning is mentioned across multiple articles as one of the main problems in poor strategy implementation (Akhtar & Sushil, 2018; Cortes & Kiss, 2022; Immawan, Pratiwi, & Cahyo, 2019; Kohtamäki, Kraus, Mäkelä, & Rönkkö, 2012; Wolczek, 2018). Strategy planning is a process in which the company's vision, purpose and strategic goals are defined. It is considered to have a lifespan of at least three years. The first step to effectively implement a strategy is to formulate a strategy. If the strategic goals or vision is unclear or vague, the strategic planning turns out to be poor. This will likely contribute to the strategy implementation problem, because it is unclear how to implement the strategy if there are no clear strategic actions.

Organizational structure is mentioned in the articles of Cortes and Kiss (2022); Tennant and Tanoren (2005); Wolczek (2018). It concerns the hierarchical outline of the firms roles, teams and employees. In addition, the articles include procedures and guidelines as part of the organizational structure. In micro and small businesses, there is a flatter and more flexible structure, meaning there are no formal departments as there are only a few people working in the business. The lack of guidelines to guide strategic action and having no clear procedures in small businesses contribute to hindering the strategy implementation.

Information flow concerns the way how the formulated strategy is communicated to the employees and how the employees communicate with each other about the strategy (Akhtar & Sushil, 2018; Wolczek, 2018). Poor information sharing between individuals responsible for strategy execution can result in a disconnection if the individuals do not have the same understanding of how to implement the strategy.

Leadership involves how the manager communicates with its employees and how the manager makes sure the strategy is implemented (Gil & Sousa, 2010; Tennant & Tanoren, 2005; Wolczek, 2018). The manager should communicate the strategy plan clearly to the employees in order for them to implement it. After communicating, the manager should control whether the strategy is implemented correctly. However, managers spend more time in monitoring operational performance than strategy control. In addition, they lack the leadership skills for strategy implementation, such as not being good in communication and not having the ability to manage change effectively.

Employee involvement concerns mainly the motivation to implement the strategy (Akhtar & Sushil, 2018; Kohtamäki et al., 2012; Setyaningsih & Kelle, 2021; Wolczek, 2018). Employees should be motivated to understand and implement the strategy, but they are more focused on operational activities instead of the realization of strategic objectives. This again could result in a disconnection between strategy formulation and strategy implementation as they lose track of the implementation.

The last category, other, are different reasons which are mentioned in different articles and cannot be assigned to the aforementioned categories, but they could be seen as reasons why a micro or small business loses track of the strategy implementation process (Akhtar & Sushil, 2018; Setyaningsih & Kelle, 2021; Tawse, Patrick, & Vera, 2019; Tennant & Tanoren, 2005; Wolczek, 2018). This includes time, which indicates that in micro and small businesses the employees are focused on the operational tasks. There is not a separate department focused on strategy implementation. In addition, resistance to change from the manager results in not implementing a new strategy. Moreover, financial resources encompasses that in small businesses the financial resources are limited compared to large businesses. So, there is less money available. Furthermore, fear of failure could postpone the implementation of the strategy. Another reason which belongs to the “other” category is that implementing a strategy is less rewarding than formulating a strategy. Lastly, a rapidly changing environment requires frequent modifications in strategy, which also hinders strategy implementation.

2.2 Behavioral theories

For this thesis, three behavioral theories are taken into consideration, namely the decision avoidance theory, self-control dilemma and the construal level theory. In the following chapters, the theories will be explained. Looking into behavior theories about not implementing or postponing a decision, decision avoidance theory is the most promising in this context. The second theory, self-control dilemma, is used by Tawse et al. (2019) to explain the strategy implementation problem, which is one of the articles in the systematic review about strategy implementation problems. The construal level theory is a widely used and known theory to explain people's behavior (Adler & Sarstedt, 2021). Therefore, this theory will also be used in this thesis as it could potentially explain the disconnection between strategy formulation and strategy implementation.

2.2.1 Decision avoidance theory

Decision avoidance theory is described as the tendency to avoid making a decision by postponing the decision or by making no decision at all (Anderson, 2003). This concept is derived from the decision attitude from Beattie, Baron, Hershey, and Spranca (1994), which is "the desire to make or avoid a decision independent of any consequence that they achieve". Whether individuals make or avoid a decision, depends on if they are decision averse or decision seeking. If it is the first, they prefer to avoid making a decision. If it is the latter, they prefer to make a decision, irrespective of whether the decision ends up with the same outcome that would have been offered anyway. The study of Beattie et al. (1994) showed that individuals are decision averse or reduced decision seeking when the decision has to be made for others, when there is an unfair division or when there is a possibility of regret by comparing the outcome with another choice.

In the review of Anderson (2003), he came to the conclusion that the rational-emotional model of decision avoidance is built on the consequentialist-emotion assumption that rational inferences (based on probability and outcome information), anticipated and anticipatory emotion are incorporated in a decision. The rational-emotional model incorporates anticipated regret, costs of action and change and selection difficulty, which have a direct impact on the options of decision avoidance. Specific emotional outcomes result from decision avoidance. Experienced regret and fear regulation are the most general and relevant effects for many acts of decision avoidance. This is to regulate the emotional state, specially to reduce negative emotions.

Anderson (2003) identified decision avoidance with four avoidant options; status quo bias (no change), omission bias, inaction inertia (no action) and choice deferral (delay). Status quo bias is the preference for the present state of affairs. The status quo choices can be rational when (a) preferences are unchanged, (b) there are costs for change or (c) there is uncertainty about the consequences of other options than the status quo options. Omission bias is the preference for an option that does not require action, irrespective of whether it is represented as the status quo or a change. Inaction inertia is the inclination of an individual to omit action when the individual already turned down a similar but more attractive opportunity. This especially happens when the next opportunity is less attractive, even though it would represent a gain. Choice deferral is when an individual does not make a choice for the time being. The individual could search for a better alternative, choose to not make a decision or avoid the responsibility to make a decision.

Emotions play a role in the decision avoidance theory, because an individual wants to limit or reduce future negative emotions (Anderson, 2003). Studies show that other things being equal, selecting the status quo option can reduce post decisional regret (Inman and Zeelenberg, 2002). On the other hand, omission, has been linked to differences in regret, action is associated with more regret than inaction (Kahneman & Miller, 1986; Zeelenberg, van den Bos, van Dijk & Pieters, 2002). An individual could experience unpleasant anticipatory emotions and cope with those emotions by selecting one of the avoidant options. Anticipatory emotions are experienced during a decision process and it could include emotions such as fear, anxiety and dread (Loewenstein, Weber, Hsee, & Welch, 2001). In addition, people also avoid decisions due to the potential for regret or uncertainty (Beattie et al., 1994). These mental states refer to potential future outcomes, but the emotional experiences occur in the present.

Relating this theory to the disconnection between strategy formulation and strategy implementation, you could argue that after formulating a strategy the business has to make a decision to start with implementing the strategy at a certain point in time. The emotion that could occur in the decision process to make the choice to implement is fear, which was shown by Loewenstein et al. (2001). To be specific, fear of failure could occur in this case which was shown in the research of Setyaningsih and Kelle (2021). Due to the anticipatory emotion the manager of the business could select one of the four avoidant options if the manager is decision averse. In the context of strategy implementation it could be the possibility of regret, which could make the manager decision averse.

2.2.2 Self-control dilemma

Self-control dilemma is described as the decision of whether or not to engage in or continue to engage in a hedonic pleasure or vice (Dhar & Wertenbroch, 2000). The subconscious struggle in this dilemma is the desire to engage in the vice and the willpower to resist the temptation. Tawse et al. (2019) propose that planning is hedonically more rewarding than implementing and that managers are stuck in the planning mindset rather than moving into the implementation mindset. This planning mindset relates to big-picture thinking, which is free of stress and limitations whereas the implementation mindset does have some constraints. Strategy formulation is more rewarding, because thinking about future goals relates to a positive mood (Labroo & Patrick, 2009). This positive mood relates to more abstract terms (why), by contrast, a negative mood relates to detailed terms (how) (Beukeboom & Semin, 2005). The detailed terms are necessary to effectively implement the strategy as thinking in terms of how to do things relates to problem solving.

In addition, implementing strategy is more emotionally draining, which managers try to escape (Tawse et al., 2019). Implementing strategy takes more cognitive effort, because, as mentioned, the implementation mindset does have some constraints. This means that it is characterized by attention narrowing as the focus is on details and thinking about how the problem is going to be solved. Reason why it is emotionally draining, next to more cognitive effort, is that the implementation mindset is related to negative affect, development of counter arguments and the outcome feasibility over outcome desirability. So, it involves more negative emotions. To preserve cognitive energy, managers try to stay in the strategy formulation as it is associated with positive emotions.

Translating the self-control dilemma theory to strategy implementation would mean that there is a desire to continue to plan the strategy and the willpower needed to transition to implement the strategy (Tawse et al., 2019). So, there is willpower needed to focus on strategy implementation. Therefore, the disconnection between strategy formulation and implementation could be explained by the self-control dilemma.

2.2.3 Construal level theory

Construal level theory describes that the temporal distance changes people's behavior to future events due to the way people mentally construe those future events (Trope & Liberman, 2003). It depends on whether the same information relates to the distant future or the near future. People make predictions about the future, which is a mental construction that represents an

event that is psychologically distant. The psychological distance is “a subjective experience that something is close or far away from the self, here and now” (Trope & Liberman, 2010). Trope and Liberman (2010) divide the construal level in high-level construals and low-level construals. High level construals occur if an event takes place in the distant future, because there is less knowledge about the future and therefore the construal is more abstract, simple and prototypical. Low-level construals occur when an event is psychologically close, these construals are more proximal, concrete, contextualized and have detailed information.

Psychological distance includes four different dimensions, which are explained by Liberman, Trope, and Stephan (2007) and consist of temporal, spatial, social and hypothetical. Temporal distance concerns an event or object which is predicted in the near or distant future. Spatial distance is about the location of the event or object. If the location is distant, the individual forms a more abstract representation whereas if it is close, the representation is more concrete. Social distance considers the distance between the self and other. Distant social targets relates to higher-level construals and close social targets relates to low-level construals. Hypothetical distance is the difference between certain and uncertain events or objects. If events or objects are construed on a lower level, it is more likely to occur than on a high-level construal. So, with every dimension there is an association between psychological distant events/objects and high-level construals and psychological close events/objects and low-level construals.

The authors also categorize goals into subordinate and superordinate goals. Subordinate goals are about ‘how’ the action will be executed, which contains specific details. Superordinate goals is about ‘why’ the action will be executed, which is more abstract (Trope & Liberman, 2003). These how and why terms regarding goals have some resemblance with the self-control dilemma, which is discussed in the previous chapter.

The construal level theory can be linked to the strategy implementation problem, which considers the strategy formulation and strategy implementation. Strategy formulation is focused on the future and therefore psychologically distant. Additionally, it can be classified as temporal distance and hypothetical distance. It is temporal, because the end goal will be reached in a future moment. It is hypothetical, because it is an uncertain event. Spatial and social distance depends on the situation. Social distance occurs when for example, the owner does not implement the strategy but the employees do. However, in micro businesses the social distance is relatively close. Spatial is in this case not applicable, because location is not involved. In addition, as it is psychology distant, it has a superordinate goal. Therefore, strategy formulation is represented in high-level construals. However, a clear strategy formulation, including a

certain and detailed strategy, is important for successful implementation. In order to do so, it requires to switch to detailed thinking, which is represented in low-level construals.

Strategy implementation consist of proximal and certain tasks. According to Trope and Liberman (2003), due to time discounting, the value of an option associated with low-level construal is more attractive than the value associated with high-level construal of the option. Therefore, it is more attractive in the near future. This could be a reason why strategies are poorly implemented as the strategic end-goals are not taken into consideration. Proximal tasks need to be translated into the desired end goal, which requires some thinking on an abstract level. However, employees perform proximal tasks and are handling the day-to-day operations, which is represented in the low-level construals. For the strategy implementation, the manager needs to take the desired end goal into consideration, which is represented in high-level construals. So, the manager needs to take a step back and think on an abstract level to keep the desired end goal in mind. Nudges could influence this process, which will be discussed in the next chapter. If the manager does not think on an abstract level, then the means to reach the end goal can become an end goal in itself. This results in a disconnection between strategy formulation and strategy implementation. Therefore, the construal level theory could explain the strategy implementation problem.

2.3 Combining theories in conceptual framework

As mentioned, there is some overlapping between the self-control dilemma and the construal level theory. Therefore, these theories will be merged together for this thesis. However, the decision avoidance theory could also be applied to the strategy implementation problem. The decision avoidance theory refers to anticipatory emotions when describing negative emotions and it could result in the avoidant options to reduce the negative emotions. It preserves cognitive energy and it avoids the drop in positive affect by not implementing the strategy.

There are a few things that the self-control dilemma has in common with the construal level theory. First of all, the planning mindset and implementation mindset could be related to high-level and low-level construals. The planning mindset could be related to high-level construals, as this mindset relates to big-picture thinking. The implementation mindset happens in the strategy implementation and relates to detailed thinking. Therefore, the implementation mindset could be related to low-level construals. Second, the self-control dilemma states that a positive mood relates to abstract terms and a negative mood relates to detailed terms. The theory says that future goals generate a positive mood. In the construal level theory, a difference is made

between subordinate goals (how) and superordinate goals (why), concerning abstract terms and detailed terms, are also used.

The difference between the two theories is the willpower and the emotionally draining part in the self-control dilemma. In the construal level theory, a transition between either low-level construals to high-level construals occurs or the other way around depending on whether a business is in the strategy formulation or in the strategy implementation phase. However, the construal level theory does not say what is needed to let this transition occur, especially from going to formulation to implementation. The self-control dilemma does, as it explains that there is a continuous desire to engage to plan and the willpower that is needed to transition to implementing. In addition, the self-control dilemma states that implementing strategy is emotionally draining. The implementation mindset is related to negative emotions. As mentioned, it could be the case that the implementation mindset is related to low-level construals. Therefore, the owner does not want to be in low-level construals. This could be a reason why it is harder to transition from the planning mindset to the implementation mindset.

These theories could be used to understand the strategy implementation problem, but it does not help in possibly solving the strategy implementation problem. To influence the owner of the business to make sure there is no disconnection anymore, nudges could be used. Tawse et al. (2019) proposed nudges (See Table 3) which could help to improve the willpower transition to implementation and help to reduce the desirability to continue to formulate strategy. In Figure 2, the conceptual framework is shown based on the theories and nudges.

The nudges which could improve the willpower to transition from formulation to implementation are removing the distraction to plan, developing implementation intentions and using verbal framing. Nudges which could help to reduce the desirability to continue to formulate are highlighting the end game, leveraging a crisis and celebrating small wins. Both outcomes of the nudges, either improving willpower or reducing desirability, will have an effect on the transition from strategy formulation to strategy implementation. This transition will lead to a connection between formulation and implementation, resulting in solving the strategy implementation problem.

Table 3

Nudges to Improve the Transition from Formulation to Implementation (Source: Tawse et al., 2019)

Name	Nudge	Impact
Remove the distraction to plan	Arrange implementation meetings that exclude any discussion of strategy formulation	Improves willpower by removing the temptation to plan
Develop implementation intentions	Perform if/then scenario exercises	Improve willpower by preparing the mind to resist future distractions from implementation
Use verbal framing	Say “we do” instead of “we can do”	Strengthen willpower by creating an implementation mindset
Highlight the end game	Inspire through motivational vision and mission statements	Increase the desire to implement through the intrinsic reward of achievement
Leverage a crisis	Nudge individuals into a state of negative affect	Decrease the desire to plan by creating a sense of urgency, where immediate action is required
Celebrate small wins	Extrinsic goals motivate task initiation	Tight deadlines and frequent rewards motivate individuals to initiate task-relevant action

Removing the distraction to plan could strengthen the willpower to make implementation a priority. To do this, implementation-only meeting can be held with the focus on problem solving and the implementation process. As a result, employees and the manager are less likely to strategize about the future to escape to a more emotionally rewarding process.

Developing implementation intentions is about solving if/then scenarios. The if/then exercise nudges the mind into a near-future focus. This is related to the implementation mindset and thus represented by low-level construals. If the team already thought of multiple scenarios and how to solve the implications when it occurs, the employees are able to still think in terms of how when it actually occurs.

Using verbal framing is also a nudge that could strengthen the willpower as it emotionally appeals to individuals. It increases intrinsic motivation to take action towards strategic goals. Using verbal mantras, such as Nike's slogan "Just Do It", managers could be nudged towards embracing implementation related activities. This nudge also transitions the mindset to an implementation mindset and thus represented by low-level construals.

Highlighting the end game reduces the desirability of planning. The focus is on future accomplishments, this ensures that the desire to get things done in the near-future increases. This nudge uses vision and mission statements to achieve strategic goals. This is represented by high-level construals.

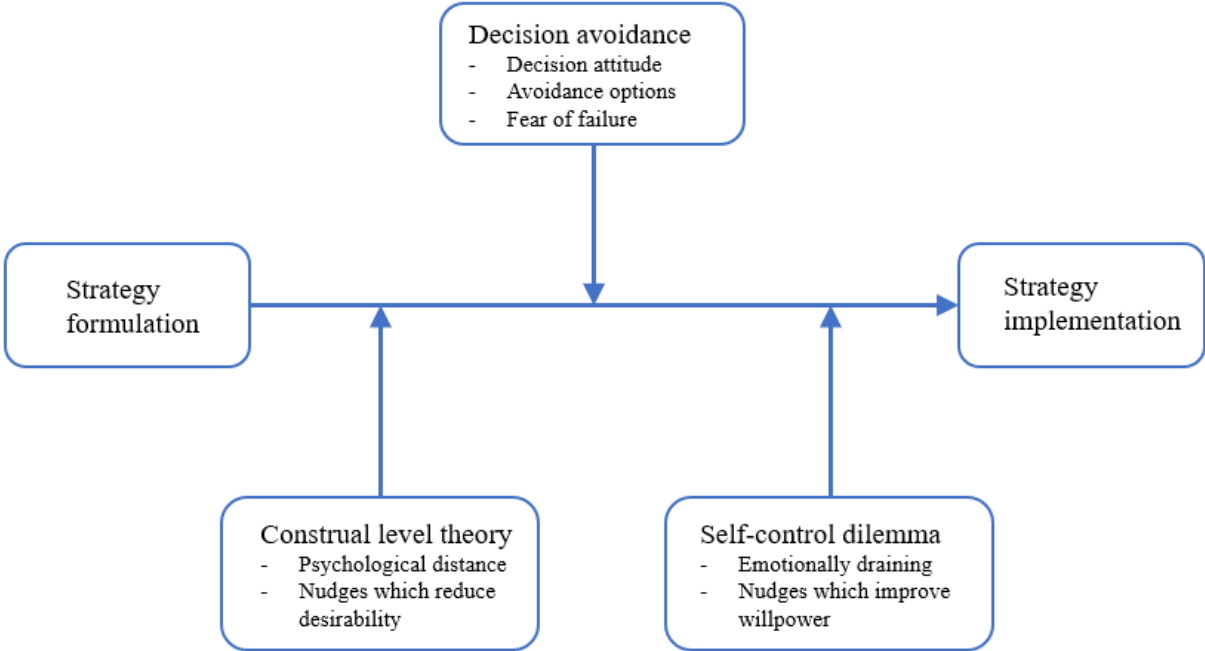
Leveraging a crisis can be used to create a sense of urgency, which increases the desire to implement. For example, if the business does not implement the strategy, the business could cease to exist. This pushes the employees and the manager towards a mindset to get things done. They think about the future, while working towards the strategic goals, which is represented in high-level construals.

Celebrating small wins also reduces the desirability of planning as the focus is on the near-future and implementation. The business could create near-future deadlines and celebrate those deadlines when they succeeded. So, there is an extrinsic motivation. This ensures they work towards the strategic goals as they keep the goals in mind, which is represented by high-level construals.

In Figure 2, the conceptual framework is shown, which starts with a direct relationship between strategy formulation and strategy implementation. The behavioral theories moderate the relationship. The decision avoidance theory consist of three aspects which could have an effect on the relationship between formulation and implementation. Decision attitude, avoidance options and fear of failure could cause a disconnection between formulation and implementation. For example, due to the possibility of regret, the manager could get decision averse and fall into one of the four avoidant options. The construal level theory and the self-control dilemma could also explain why a disconnection occurs, but with nudges who relate to these two theories, it could help in solving the strategy implementation problem. Even though the implementation process is emotionally draining, the nudges could ensure that the business does not deviate from implementing. In the framework, the nudges which reduce desirability are placed under construal level theory. Nudges which improve willpower are placed under self-control dilemma. These theories have a lot in common, therefore these nudges are probably

applicable to both theories. The nudges will help in executing the premediated plan, resulting in successful strategy implementation. Successful in this case means that the premediated plan is executed.

Figure 2
Conceptual Framework



Chapter 3 – Method

In order to investigate why some micro businesses have successfully implemented their strategy and why some micro businesses have not, case studies are used as research method. A case study tries to give insight into a decision or set of decisions, such as why the decisions were taken, how they were implemented and with what result (Yin, 2009). A multiple-case study design is used on microbreweries. Qualitative data is gathered by conducting semi-structured interviews. Questions about how they implemented their strategy or not were asked in order to gain insight about whether it can be related to the theory.

3.1 Procedures and participants

The microbreweries were contacted via the Stichting Erfgoed Nederlands Biercultuur. Before interviewing the microbreweries a short survey was sent in order to interview specific microbreweries. The questions are “Have you made a marketing strategy plan in 2022?” and “Have you implemented the premediated marketing strategy plan?” and “Are you willing to do an interview?”. The results of the survey were used to divide the microbreweries between microbreweries which implemented their strategy fully and microbreweries which implemented their strategy partially. The intention was to have a group which did make a strategy, but did not implemented the strategy at all instead of partially. However, the results from the survey indicated that the group with no strategy implemented could not be made. It could be that there is shame involved in admitting that they failed to implement the strategy while having a strategy made. Nonetheless, interviews were started with the group which implemented their strategy. Meanwhile, it came to light that there are participants who partially implemented their strategy. Therefore, this group was used in the research. Microbreweries which did not make a marketing strategy plan were not considered. This results in two different groups which are interviewed and compared afterwards. The interview guide was sent to the microbreweries before the interviews took place. The interviews were held in person or via Microsoft Teams.

The interviews were conducted with the owner of the microbrewery. In this case, the owner of the microbrewery is someone who rents a brewery. Dutch breweries consist for 40 percent of rental breweries who commercialize beer (Biernet, 2020). A rental brewery is an independent business that, under its own name, but without its own brewery, regularly trades in beer according to its own recipes and commercializes it as its main activity. Reason to choose this type of microbrewery is because this research is about marketing strategy. So, it is about the market position, the type of beer that is brewed, the type of advertising and promotion. With

another type of microbrewery, such as firms owning a microbrewery, a lot more things are involved. For example, the day-to-day operations, which includes getting suppliers, insurance, licensing, etc.

3.2 Interview guide

The interview guide can be seen in Appendix A. The interview consist mainly of open questions which are addressed in the first part. In the second part, more specific questions are asked to test the theory.

The open questions start out with a question about whether the owner has a marketing strategy plan that is written down. The literature study showed that strategy formulation is one of the main issues in poor strategy implementation. So, if the strategy is not written down in details, then this could be a main issue instead of a behavioral reason.

The following questions are open questions to make the owner open up about the process of formulating the plan and implementing the plan. Therefore, the question “If you look back at the plan and the execution, what are your first thoughts?” is asked. Then questions about what went well and what not concerning both formulating and implementing the plan were asked. The intention for these questions is to generate more practical answers. Therefore, the question why it was or was not difficult to implement the strategy was asked, which was intended to generate more emotional answers.

To test whether implementing strategy is emotionally draining or at least associated with a negative mood, the owners are asked which emotions they felt during formulating the strategy but also during implementing the strategy. Then, the question if the owner encountered specific obstacles in implementing the strategy was asked. The final question of this part that was asked is if the owner thought it was difficult to make decisions in their business in order to test if the decision avoidance theory is relevant.

After this, more specific questions were asked about the nudges, but in order to make it understandable for the owners, the questions needed to be adapted into understandable questions. To understand if they used the nudge ‘remove the distraction to plan’, it is adapted to the question whether the owner has ever worked out the details of the strategy about how and when to implement the strategy. The nudge ‘develop implementation intentions’ is about solving if/then scenarios, but it is complicated to ask if they have used if/then scenarios. Therefore, it is adapted to whether the owner has ever thought about situations which can hinder the strategy plan and how he/she can solve this. The nudge ‘use of verbal framing’ is about

using mantras, so the owner is asked whether they used motto's to be motivated to continue the implementation process. The nudge 'highlight the end game' focuses on future accomplishments with the use of vision and mission statements. Therefore, asking whether the owner always kept the vision of the business in mind when making business choices could provide an answer whether they used this nudge. The nudge 'leverage a crisis' can be used to create a sense of urgency, so the owners are asked whether it was necessary to implement the strategy this year. The last nudge 'celebrate small wins' is adapted to the questions if the owner ever celebrated small wins.

3.3 Data analysis

First, the interviews were transcribed. Second, to analyze the data the coding software atlas.ti was used. Deductive coding is used to assign the data to the theories. The framework is already the predefined set of codes, which the data is assigned to. This is done for both groups to compare the interviews.

The code book can be seen Table 4. The first column consist of the variables based on the theory. The second column consist of all the codes that belong to the variables. In the third column, there is an explanation of each code.

Table 4

Code Book

Variable	Code	Code explanation
Strategy formulation	Strategy formulation written down	Strategy formulation is written down on paper
	Strategy formulation not written down	Strategy formulation is not written down on paper
	Strategy formulating issues	When for example strategic goals are unclear or vague, not a detailed strategy
Decision avoidance	Decision averse	Owner prefers to avoid a decision
	Status quo bias	The preference for the present state of affairs
	Omission bias	The preference for an option that does not require action
	Inaction inertia	The inclination of an individual to omit action when the individual already turned down a similar but more attractive opportunity
	Choice deferral	When an individual does not make a choice for the time being

	Fear of failure	Owner has a fear of failure regarding the strategy
Construal level theory	Strategy formulation psychologically distant	When the owner think only in terms of the future when formulating strategy, abstract thinking, no specific details
	Low-level construal options vs high-level construal options	Low-level construal options are more attractive in the near future and high-level construal options are poorly considered. So, small tasks with immediate results are more preferred than bigger tasks with results in the future.
	Highlight the end game	If the owner always takes the vision of the business in mind when making business decisions
	Leverage a crisis	If it was necessary to implement the strategy this year instead of next year
	Celebrate small wins	If the owner ever celebrates small wins
Self-control dilemma	Strategy formulation rewarding	Formulating/planning is more rewarding than implementing
	Emotionally draining	Implementing strategy takes more cognitive effort, related to negative emotions
	Remove distraction to plan	If the owner worked out the details about how and when to implement the strategy
	Develop implementation intentions	If the owner ever thought about situations which could hinder the strategy and how to solve this
	Use verbal framing	If the owner makes use of motto's to be motivated

Chapter 4 – Results

This chapter analyses the interviews. First, the characteristics of the participants are explained. Then each variable of the code book will be explained. The answers of the interview will be discussed and linked to the codes. A link between the codes and the research questions will be made. In order to make a fair comparison between the groups, percentages are used.

4.1 Characteristics participants

In

Figure 3, the results of the survey are shown. In total 46 microbreweries responded on the survey. All participants who answered the questions “Have you made a marketing strategy plan in 2022?” and “Have you implemented the premediated marketing strategy plan?” both with ‘yes’, were contacted. The interviews took place with the participants who gave a response via email or phone. Three participants did not react, which resulted in nine participants. The nine participants were divided into successful owners and partially successful owners, with a ratio of 3-6, which is shown in Table 5. Successful owners (owners 1, 2 and 3) were the microbreweries which implemented their strategy fully. Partially successful owners (owners 4, 5, 6, 7, 8 and 9) were microbreweries which implemented their strategy partially by not executing the strategy completely. Owners 1, 2 and 3 all have a background in business. They all have their strategy formulation written down and it was a clear strategy. Owners 6 and 7 also have background in business, this is only two out of six of the partially successful owners. Owners 6 and 7 did have their strategy formulation written down, but in the following paragraphs reasons based on this research for why the owners are partially successful will be

explained. In addition, most owners co-owned the business and worked together with more people in the microbrewery. Only two owners worked alone.

Figure 3
Results of the Survey

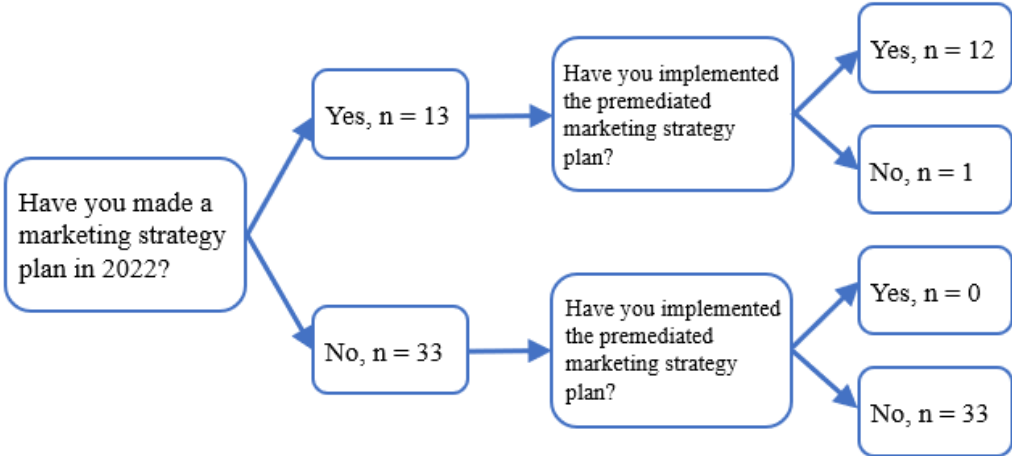


Table 5
Number of Successful Owners or Partially Successful Owners whom Answers Can Be Linked to the Codes of the Code Book

Variable	Code	Successful owners			Partially successful owners					
		1	2	3	4	5	6	7	8	9
Strategy formulation	Strategy formulation written down	✓	✓	✓			✓	✓	✓	

	Strategy formulation not written down				✓	✓				✓
	Strategy formulating issues				✓	✓	✓		✓	✓
Decision avoidance	Decision averse									
	Status quo bias									
	Omission bias				✓					
	Inaction inertia									
	Choice deferral	✓				✓			✓	
	Fear of failure						✓			
Construal level theory	Strategy formulation psychologically distant					✓	✓	✓	✓	✓
	Low-level construal options vs high-level construal options				✓	✓	✓			
	Highlight the end game	✓	✓	✓	✓		✓		✓	✓
	Leverage a crisis	✓	✓	✓		✓	✓	✓		
	Celebrate small wins	✓	✓	✓	✓		✓		✓	✓
Self-control dilemma	Strategy formulation rewarding	✓	✓		✓					
	Emotionally draining	✓	✓	✓	✓		✓	✓		
	Remove distraction to plan	✓	✓	✓	✓		✓	✓	✓	
	Develop implementation intentions		✓	✓		✓	✓			
	Use verbal framing		✓	✓				✓		

4.2 Strategy formulation

The strategy formulation variable has three codes including if the strategy formulation is written down, if the strategy formulation is not written down and strategy formulating issues. The distinction between the two groups is shown. The successful owners all have written down their strategy. Regarding the partially successful owners, three owners have written their strategy down and three have not. The partially successful owners had strategy formulating issues, except for owner 7. The strategy was not detailed and it just contained some main features of the strategy in their heads or on paper. Strategy planning is a main problem in poor strategy implementation, which is the case with five out of six of the microbreweries whose strategy is partially implemented. This resulted in a vague strategy with no clear strategic actions.

4.3 Decision avoidance

Decision avoidance has several codes, such as decision averse, the four avoidant options and fear of failure. Only three out of six codes were related to the answers of the participants. Decision averse, status quo bias and inaction inertia could not be linked to the answers.

Omission bias could only be linked once to the answer of owner 4 who is partially successful, as this answer resembled the option that requires no action. The answer:

Owner 4: "I think we choose the path of the least resistance."

Choice deferral is linked to answers of three owners, two of them who are partially successful and one who is successful. The question which led to these answers was about if the owners find it difficult to make decisions in the business. In the literature research in the theoretical background, the factor such as time was confirmed in the interviews as a problem. Financial resources was also a problem according to the literature research in the theoretical background. In the interviews, one of the main issues was financial resources which led to difficulties in terms of decision making. This could have been a reason why decisions were postponed, related to choice deferral. The owners needed to talk about it more with others and think about it more. The answers:

Owner 1: "Now we are having a discussion about a company car whether we do it or not. That is a huge investment so you have to make choices and that is difficult right now."

Owner 5: "Yes, that is tough decision. I can't really talk to anyone about it. I do have some good friends who I can ask for advice."

Owner 8: "Yes, it is tough. Especially about the future and planning where I want to be in six months. In the end I listen to my own feeling, but it takes some time."

Fear of failure is only linked to owner 6, who is partially successful. It is an interesting finding, even though only one person mentioned it. However, the fear of failure did not lead to an avoidant option. In addition, it does not necessarily have to be linked to decision avoidance as fear of failure was also found in literature research, independently of the theory. The answer:

Owner 6: "Maybe it is the rejection I can't handle because of the passion I have for the product."

Overall, based on these results, the decision avoidance theory is not the best behavioral theory to understand the strategy implementation problem better as not all answers could be linked to the codes.

4.4 Construal level theory

Construal level theory has five codes. The first code is about that strategy formulation is psychologically distant, meaning that the owners only think in terms of the future when formulating strategy instead of being more specific in detail. None of the successful owners gave answers which could be linked to the code. Five out of six of the partially successful owners have answers that do link to this code. They found it difficult to translate the future thinking to detail thinking for the strategy. It could be the case that they think in high-level construals and are in the planning mindset. Reason for this could be that they have strategy formulating issues or that they did not write the strategy on paper at all. As they have no clear strategy in mind, they will never think in detailed terms. They will not transition into an implementation mindset and therefore not think in low-level construals. The successful owners did not find this difficult. Example of a few answers:

Owner 6: "I am more of thinker than a doer."

Owner 7: "My first thought is that I basically had a blue ocean idea behind it. I thought I'd just go into the market here and I'm going to take a piece of this."

Owner 9: "But not so much the business part but the dreamy and the future thinking, of let's do this and do this."

The following code is the code about that the value of an option with low-level construal is more attractive than the value associated with high-level construal of the option. This refers to that small tasks are more preferred than bigger tasks due to the immediate results. This code did not show interesting findings. Only the answers of owner 3 and 6 can be linked to this code. Owner 6 hated doing cold acquisition. He explained that it involves a lot of rejection and it did not obtain an immediate result, but it is necessary for the strategy in the long term. The warm acquisition is short term and therefore he liked it more as it gave an immediate reward if he succeeded. The answer of owner 3 was about the expansion in product range and the operationalized activities went well. These are the options with low-level construal with immediate results. However, owner 3 said that the consequences did not go very well, which

could imply that he did not take the option with high-level construal into consideration. The answers of owner 3 and 6:

Owner 3: "Operationalized activities went well. The consequences it had did not go very well."

Owner 6: "I hate doing cold acquisition. I prefer warm acquisition, I'm better at that."

The three nudges that relate to the construal level theory are used by all the successful owners. For the partially successful owners, only three out of six used 'leverage a crisis', four out of six 'highlight the end game' and four out of 'celebrate small wins'. The majority of the partially successful owners used the nudges. However, the difference could be the self-control dilemma regarding to why they have a hard time to make the strategy formulation less psychological distant.

4.5 Self-control dilemma

Self-control dilemma has five codes. Two successful owners gave answers which could be linked to the code strategy formulation rewarding and only one partially successful owner. Strategy formulation is likely more rewarding than implementing according to the answers of the successful owners. A reason could be is that they spend more time on formulating the strategy and due to their business background they like to do that. The next code will explain why implementing is less rewarding. One of the answers regarding the strategy formulation rewarding code comes from owner 4, which explains that they like formulating, but do not like sales which is part of implementing the strategy:

Owner 4: "We like to deal with the strategy, but we don't really like sales."

All the successful owners thought implementing strategy was emotionally draining. From the partially successful owners also three participants thought it was emotionally draining. A reason for why it could be emotionally draining for all successful owners compared to partially successful owners is that the successful owners spend more time in formulating strategy. Therefore, when implementing the strategy it is even more frustrating when there are some obstacles along the way. From the answers it became clear that the owners are dependent on the catering industry, therefore it is frustrating that even with a detailed strategy, that they have to keep trying to get in. A reason for why three partially successful owners thought it was not emotionally draining is that they had the mindset of "Let's see how it goes". This could result in less disappointment as there are no expectations. Even though it is emotionally draining for the successful owners, from the results it appears that with a good formulated strategy it will

set the owners up for success. In addition, the successful owners managed to implement the strategy probably due to using the nudges. A few answers which link to emotionally draining:

Owner 2: "It's annoying in the sense that it's boring."

Owner 3: "There was frustration and anger."

Owner 4: "Sales has a lot to do with rejection and you have to keep trying and trying."

The three nudges that relate to the self-control dilemma all successful owners used the nudge remove distraction to plan. Two successful owners used the develop implementation intentions nudge and the use verbal framing nudge. Not all partially successful owners did use the 'remove distraction to plan' nudge, only four out of six did. Two out of six of the partially successful owners used 'develop implementation intentions' and one out of six 'verbal framing'. As mentioned, based on the results the difference is in using the nudges. All the successful owners thought, for example, about situations which could hinder the strategy, so they were prepared for all scenarios and know how to solve it compared to the partially successful owners. The partially successful owners have a low percentage of owners using the nudges 'develop implementation intentions' and 'verbal framing'. Overall, based on these results, the construal level theory and self-control dilemma are theories that are of value to understand the strategy implementation problem better.

Chapter 5 – Conclusion

This research is done to investigate how the strategy implementation problem could be understood based on behavioral theories in micro and small businesses. With help of the sub-question, the main research question could be answered. First of all, which behavioral theories exist that potentially indicate the strategy implementation problem was investigated with the literature research. Three theories were taken into account; the decision avoidance theory, construal level theory and self-control dilemma. These theories were explained in relation to the strategy implementation problem and how it could be used for this problem. The interviews took place to give an answer to why some micro businesses have implemented their premediated strategy and why some micro businesses have not, regarding to the theories.

Based on the results of this research, the decision avoidance is a less good theory to understand the strategy implementation problem better in microbreweries than the other two theories. No differences between the groups were seen and there were too little answers that link to this theory. Therefore, it is harder to indicate the disconnection between formulating a strategy and strategy implementation.

Proceeding from the results of this research, the construal level theory and self-control dilemma theory are theories that can be used to indicate how the strategy implementation problem can be understood in microbreweries. The strategy implementation problem happens to the microbreweries which have implemented their strategy partially. Regarding the construal level theory, there is a difference in successful owners and partially successful owners in being able to transition from high-level construal to low-level construal. Strategy formulating is psychologically distant, therefore represented in high-level construals. However, it seems that partially successful owners cannot transition to low-level construals. They are stuck in the planning mindset and therefore in the big-picture thinking. Compared to the microbreweries which implemented their strategy, they could transition to low-level construals and to detailed thinking, which is why they wrote down a detailed strategy on paper. A reason why the microbreweries which implemented their strategies partially is due to not using all the nudges. The nudges help to improve the willpower to transition from formulation to implementation and reduce the desirability to continue to formulate. The nudges that reduce the desirability to continue to formulate is not what makes the difference. The majority of the partially successful owners used the nudges. Therefore, there is no difference between the groups. In addition, in order to reduce the desirability to continue to formulate is if the microbreweries have a detailed strategy which is written down and not vague. Therefore, they have to have the willpower to

transition from formulation to implementation and that is where the biggest difference between the groups occur. This results in a disconnection between formulating a strategy and strategy implementation.

The self-control dilemma indicate that the implementation mindset is emotionally draining, which is the case for the successful owners. They are in the implementation mindset and the transition to low-level construals occurred. The partially successful owners do not really make this transition because they are still thinking in big-picture and dreaming about the future. Therefore, it will not be as emotionally draining. They do not get into that low-level construal as they do not think in details. This is also the reason why formulating strategy is not more rewarding than implementing for them compared to the successful owners. Therefore, based on these results, both theories indicate why the disconnection occurs and the nudges help the transition to occur in microbreweries.

Chapter 6 – Discussion

6.1 Scientific relevance

The results of this research did help in contributing to the research gap. The research gap was that the strategy implementation problem has not yet been addressed with behavioral reasons in trying to understand the strategy implementation problem. This research is of scientific relevance as the construal level theory and the self-control dilemma are the behavioral theories which can be used to understand the strategy implementation problem. The problem of the disconnection that occurs between formulating a strategy and implementing a strategy, is indicated with these theories. It seems that the nudges reduce the disconnection. However, for further research an experiment should be conducted to test these nudges in which one group imply on the nudges and one group does not. Then, the nudges should be related to the outcome of whether it has an effect on the implementation of the strategy.

6.2 Limitations of research

The first limitation is about not getting the participants needed to make this research more reliable. It was intended to compare the microbreweries which made a strategy and fully implemented it to microbreweries which made a strategy but not implemented it at all. However, this was not possible due to not having the participants to do so. For future research, it would be interesting to investigate a group that did not implement a strategy in any matter. It could result in even more differences between the groups when a microbrewery has not implemented its strategy at all. A possibility to get this group, is to call microbreweries and directly ask them the questions of whether they have a strategy and implemented it. Or next time, specifically mention that the research requires this type of group. It could lower the shame, because they thought they did not think they were valuable.

The second limitation is about the interview itself. In the interviews, the rental brewers are asked to think back to the moment they formulated the strategy and possibly implemented the strategy. Thinking about the past is psychological distant, therefore, it results in more high-level construal answers. The answers could differ when they experience the process of formulating or implementing in the moment.

Third, in the interview, there were not enough questions about the decision avoidance theory, which could be the reason for why the theory explains the strategy implementation problem in a lesser extent. However, asking direct questions about for example each avoidant option could lead to responders bias. The participants would be directed too much to say they act on the

avoidant option if each avoidant option is asked separately. Therefore, only generic questions were asked which makes this theory hard to test as not all aspects of the theory will be answered with a few generic questions. It could also be that this theory does not work in this domain. Most of the microbreweries co-owned the businesses, therefore, it could be that decisions are easier made compared to when owning the businesses on your own. For further research, this theory should be tested in other domains or industries.

Fourth, the data analysis has the limitation of only one person evaluating the data. The transcript are coded by one person and analyzed by one person. If more people coded the data and analyzed the data, it would be more reliable.

Fifth, when reporting the results, the Dutch answers needed to be translated to English which could alter the meaning slightly.

Finally, the research question is based on micro and small businesses, not only on microbreweries. Therefore, it is not generalizable across all industries, it only applies to microbreweries in the Netherlands. For further research, different kind of industries need to be taken into account to make it more generalizable.

6.3 Managerial implications

This research contributed to the practical understanding of why strategies are not fully implemented. There are two main things that owners of microbreweries should do to set themselves up for success. First of all, owners should make a detailed strategy plan on paper, which has clear strategic goals. The main reason for poor strategy implementation is poor strategy formulation, which involves a vague strategy with no clear strategic goals. Therefore, it is important to make detailed strategy. This requires them to think in low-level construals, which is needed to think in details. Second of all, the owners of microbreweries should make use of all nudges. From the results, it became clear that the owners that uses most nudges are more likely to succeed in implementing their strategy. Therefore, all nudges should be used to increase the chance of succeeding:

- Removing the distraction to plan by working out the details of the strategy about how and when to implement the strategy.
- Developing implementation intentions by thinking about situations which hinder the strategy plan and how to solve this.
- Use verbal framing by using mottos to be motivated to continue the implementation process.

- Highlighting the end game by using the vision of the business while making business choices.
- Leverage a crisis by creating a sense of urgency, such as if the strategy would not be implemented, the business could be in financial trouble.
- Celebrating small wins by for example celebrating small strategic goals.

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Appendix A

Interview guide

Inleiding

Ten eerste wil ik u bedanken dat u dit interview wil doen. Mijn onderzoek gaat over het uitvoeren van strategie in micro brouwerijen en wat de reden kan zijn waarom dit wel of niet lukt. Ik ga beginnen met open vragen. Probeer zo uitgebreid mogelijk te zijn. Ik ga ook steeds doorvragen.

Open vragen:

- Staat het marketing strategie plan op papier?
Zo ja: Welke onderdelen/onderwerpen zijn daarin uitgelegd?
- Als u nu terugkijkt op het plan en de uitvoering ervan, wat zijn dan uw eerste gedachten?
Verder nog iets?
- Wat ging er goed en wat ging er slecht bij het formuleren van het plan?
Verder nog iets?
- Welke emoties ervaarde u bij het formuleren van het plan?
Verder nog iets?
- Wat ging er goed en wat ging er slecht bij het uitvoeren van het plan?
Verder nog iets?
- Waarom was het wel of niet lastig om het plan uit te voeren?
Verder nog iets?
- Welke emoties ervaarde u bij het uitvoeren van het plan?
Verder nog iets?
- Wat waren hindernissen in het uitvoeren van het plan?
Verder nog iets?
- Vindt u het lastig om beslissingen te nemen in uw bedrijf?
Waarom wel of waarom niet?

Ik ga nu wat meer gerichte en gesloten vragen stellen.

Gerichte vragen:

- Heeft u de details uitgewerkt over wanneer je wat moet doen om de strategie uit te voeren?

- Heeft u wel eens nagedacht over situaties die het strategie plan kunnen hinderen? En ook hoe u dit kan oplossen?
- Heeft u een motto waardoor u gemotiveerd raakt om door te gaan?
- Als u een bedrijfsvisie heeft, heeft u altijd de visie van uw bedrijf in gedachte bij het maken van bedrijfskeuzes?
- Was het noodzakelijk om de strategie in te voeren in het jaar waarin de strategie is gemaakt of had het later gekund?
- Heeft u wel eens tussentijdse doelen die behaald zijn gevierd?