

The impact of middle managers' roles on marketing strategy implementation: A study of a sample of middle managers

تأثير أدوار المديرين المتوسطين في تنفيذ الاستراتيجية التسويقية : دراسة على عينة من المديرين المتوسطين

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ملخص:

تهدف هذه المقالة إلى تحديد تأثير أدوار المديرين المتوسطين على تنفيذ الاستراتيجية التسويقية ، حيث اعتمدنا على المنهج الوصفي التحليلي القائم على وصف المتغيرات وتحليل البيانات واختبار الفرضيات ، كما تم جمع البيانات من خلال مسح من 138 مديراً متوسطاً في 11 دولة ، ولاختبار الفرضيات اعتمدنا على تحليل نمذجة المعادلات الهيكلية باستخدام SPSS 25 ؛ AMOS 22 ، أظهرت النتائج أن هناك أربعة أدوار رئيسية لها تأثير إيجابي على تنفيذ استراتيجية التسويق ، نذكرها على النحو التالي: منسق استراتيجي ، مؤثر استراتيجي ، ميسر إستراتيجية ، مخصص موارد.

الكلمات المفتاحية : تنفيذ الاستراتيجية التسويقية ، المديرين المتوسطين ، منسق استراتيجي ، مؤثر استراتيجي ، ميسر استراتيجي ، مخصص الموارد

Abstract:

This article aims to determine the impact of middle managers' roles on marketing strategy implementation, we relied on descriptive and analytical methodology based on variables description and data analysis and testing the hypotheses, the data were collected through a survey from 138 middle managers in 11 countries, and for testing the hypotheses we relied on Structural Equation Modeling Analysis SEM by using (SPSS 25; AMOS 22), the results showed that there are four main roles that have a positive impact on marketing strategy implementation ,we mention it as follows: Strategy coordinator, Strategy influencer, Strategy facilitator, Resource allocator.

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Key words: marketing strategy implementation, middle managers, strategy coordinator, strategy influencer, strategy facilitator, resource allocator.

Introduction:

Past years have witnessed an increased focus on the importance of marketing strategy implementation over other strategic management elements, where the issue of implementation has become an area of interest for many researchers in the field of administration and marketing, and this is due to the fact that the step of strategy implementation is more important and more difficult than formulating and controlling the strategy, as many studies have indicated that the marketing strategy fails to achieve the goals set For its sake, not because the poor quality of the strategy but because the poor quality of the implementation process¹, according to a study conducted by the Economist magazine, that 57% of the organizations have not succeeded in implementing their marketing strategy during the past three years², in this context, there are many approaches (planning approach, learning approach, formative approach) that clarified the influential actors in the implementation process where middle management occupied a high and important position in it³.

Middle management consists of a group of managers who perform several tasks, which consist in sending and receiving information and instructions from upper and lower management. It is mainly involved in the process of formulating, implementing and controlling the marketing strategy⁴, Middle managers have a strategic position within the organization, which allows them to communicate continuously with the upper and lower management, as they play an important role in organizational decisions and procedures, but this strategic position between upper and lower management poses many challenges and problems, the most prominent of which is how to implement marketing strategies and control them⁵. the middle managers roles are not limited to implementation only, but rather to reach an upward, downward influence and facilitating adaptability, interpretation and communication⁶.

we will focus on four roles of middle managers, which are: (**Strategy coordinator, Strategy influencer, Strategy facilitator, Resource allocator**).

Research problematic

The abundance of contemporary management and marketing literature has not covered much about the impact of middle managers' roles on the success of marketing strategy implementation. It has also not been sufficiently researched about some of the roles through which it might affect this important phase, Our study aims to answer the following problematic: **How middle managers roles influence the marketing strategy implementation ?**

Research objectives

The aim of the research is to address the issue of implementing the marketing strategy, as many factors affecting this process have been identified. Through our study, we will focus on the human factor represented in middle managers and the

extent of their impact on the success of implementing the strategy, in addition to secondary objectives, we mention them as follows:

- Identify the concepts related to the marketing strategy implementation;
- Identify the concepts related to the middle managers;
- Determine the relationship and influence between middle managers and marketing strategy implementation;
- Preparing a model that helps to understand the roles of middle managers in organizations.

Research methodology

Study applied the descriptive and analytical methodology based on diagnosing the dependent and independent variables and testing hypotheses. The conceptual aspects and content were studied through data extracted from books and articles related to the research topic, the statistical analysis tools were relied upon in analyzing and discussing the results of the field study, this study was also divided into five sections: introduction, theoretical background, methods, results and discussion, conclusion.

Research Hypotheses

Hypothesis1: Strategy coordinator role has a positive impact on marketing strategy implementation.

Hypothesis2: Strategy influencer role has a positive impact on marketing strategy implementation.

Hypothesis 3: Strategy facilitator role has a positive impact on marketing strategy implementation.

Hypothesis 4: Resource allocator role has a positive impact on the marketing strategy implementation.

2. THEORETICAL BACKGROUND

2.1 Marketing strategy implementation (MSI)

Before the strategy formulating and implementing phases, decision makers and stakeholders in the organization must think about all expected processes and provide various needs that achieve goals and are in line with their vision⁷, the marketing strategy succeeds and the established goals of the organization are achieved if they are implemented as required⁸, behaviorists defined the strategy implementation as series of actions, decisions, and interventions aimed at achieving the desired goals, using resources, systems and an appropriate organizational structure. and for the process perspective, strategy implementation was defined. However, it is the process that transforms plans into practical tasks to ensure that these tasks are executed in a way that achieves the stated goals of the plan⁹.

There are many barriers facing the strategy implementation phase, According to mentioned it as follows " Failure to manage modification; Weak or insufficient information sharing; Unclear accountability and duty; an unclear strategy and conflicting priorities; poor vertical communication", these are a common barriers to the success of strategies and the failure of the institution to reach its goals behind this marketing strategy¹⁰.

According to "the success factors for strategy implementation are summarized in Communication; Development of the Strategy; employee commitment and participation; Resource allocation; Development of the implementation plan"¹¹, As for " the success factors for implementing the strategy are: resource allocation; setting up policies, Development the subsidiary programs; organization structure; rewards; employees"¹².

Implementation is divided into three dimensions. First, organizational structures where is the roles of structures and control and systems in the implementation processes. Secondly is interpersonal processes represent the roles of strategic consensus and autonomy, and the organizational innovations and leadership patterns, communication. Third, individual process is the cognition, organizational, roles, and commitment.¹³

2.1.1 Implementation process and models

According to There are 5 steps to the strategy implementation process, the first step: improving the vision, as the implementation depends on the quality of the strategy itself, the second step: formulating individual systems, dividing tasks, allocating responsibilities, the third step: program integration, allocating resources, determining metrics and evaluating expectations, step Fourth: strategy approval, the marketing strategy is approved, Fifth step: implementation, initiation of the actual implementation of strategy.

According to, " there are 5 models of execution, First, leader model. The leader has total control over the implementation process. second, change model, is used in the event that new strategies are adopted that require a change in organizational factors. Third, collaborative model, based on the involvement of multiple parties in strategic decision-making. fourth, cultural model, depends mainly on consolidating the culture of the organization among all parties. Fifth, growth approach, based on developing strategy"¹⁴.

2.2 Middle managers

Middle managers were defined as "The general operations managers are responsible for all operational decisions and they have a working team under their supervision and work in coordination with the senior manager."¹⁵, many researchers have limited the key roles of middle managers in marketing strategy implementation, and according to there is four roles of middle managers in the implementation process, First, Championing alternatives, which expresses the continuous communication of the strategic options of top management, Second,

Synthesizing information whereby the middle managers provide the information needed for an implementation process, Third, facilitate adaptation by empowering employees to take action and change, Fourth, strategy implementation through the managerial and organizational interventions they undertake. and It was also done to determine four strategic roles to middle managers in the implementation process. First, interpretation and transfer of information, the transfer and clarification of information and instructions. Second, facilitating adaptability. It facilitates the processes of change and integration. Third, downward support, provides services to lower management. Fourth, upward influence affects the top management¹⁶.

2.2.1 Strategy coordinator (SC)

Coordinator occupies an important role in directing the work team and leading the organizational processes that take place between the different departments and increasing the communication between them by creating a link that allows the transfer of instructions and recommendations from one side to the other¹⁷, They work to transfer the concept of strategy from the top level to the lower levels, in addition to establishing acceptance of new strategies. They can also break down strategy from their general position into actionable sites. In this sense, this button enables the coordination to increase flexibility throughout the process. It also helps in the success of the educational process and the ability to withstand in the face of obstacles, and face a weak strategy.¹⁸

2.2.2 Strategy influencer (SI)

Middle managers influence the strategy implementation through two types of influence, The first type is the downward effect that is directed towards lower management with the aim of accomplishing tasks and achieving greater effectiveness¹⁹, Second type is the progressive effect, which is the ability to influence the behavior of the top management and the stakeholders in the organization²⁰. This roles are in the form of contributions, suggestions, and ratings. Also, middle managers are a means of communication and a carrier of many strategic and organizational issues, and enhance the feedback, which would provide solutions to problems that hinder the success of implementation, and this effect can also be negative, such as disruptive behaviors, the deliberate creation of implementation barriers or Delaying implementation of strategic decisions²¹.

2.2.3 Strategy facilitator (SF)

Middle managers contribute to facilitating the implementation process through his behavior as the work team becomes more understanding of the strategy and the tasks required of them and how to do them. It also deconstructs the strategy from its general form into simplified formulas according to the target party, and also allows creating organizational and strategic awareness among employees, so that it helps to maintain this process as planned²².

Facilitation could be through support. First is psychological support, where it is concerned with the psychological and moral state of lower management, and that by

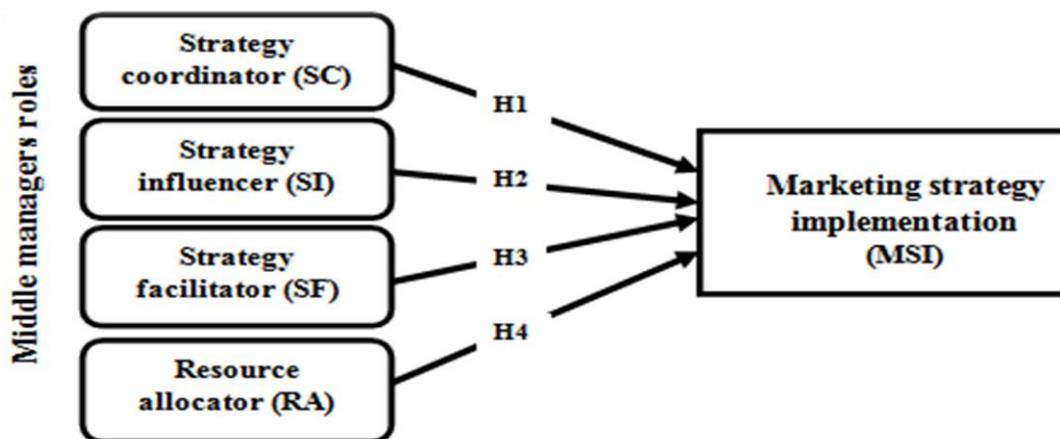
creating a state of stability , this can affect positively on the productivity of employees and increase their ability to focus, Second is professional support, where the middle managers work as field leaders and are active in the implementation process, as this support is a diagnosis of errors and a correction of the path agreed upon in the strategy. Middle managers also contribute by facilitating strategic change, which gives the ability for organizations to adopt new strategies and change organizational and administrative decisions. and On the behavioral side, this helps in changing cultures and beliefs that are an obstacle to achieving the desired goals.²³

2.2.4 Resource allocator (RA)

Resource allocation is defined as providing the special needs of the implementation process (including financial resources, human and technological resources), as well as the necessary time and knowledge ,the extent of the institution's ownership of resources and its ability to manage and develop them affects performance and implementation quality, this is what made it one of the factors that help the successful strategy implementation. Middle managers undertake the task of providing all the necessary requirements that are needed by all parties who contribute to the strategy implementation, through an initial process which is to see what the organization has of resources, and then the middle managers determine the requirements of the process and finding the appropriate combination of the various available resources and the implementation process.²⁴

Figure (1)

Research Model



Source:by the authors

3. STUDY METHOD

3.1 Research measures

We designed an electronic questionnaire in three languages (Arabic, English, French). We distributed 180 electronic forms using the LinkedIn platform ,and we retrieved 145 forms.we were able to retrieve 138 forms, which represents a (76.7%)

It is considered a satisfactory rate, the data collection took place during three (3) months from January 2020 until March 2020 .

The measurement method was based on LIKERT scale , The scale consists of five degrees (from strongly disagree to strongly agree), and we divided the questionnaire into two parts. The first section contained the demographic aspect of the sample (gender, field of activity, professional experience).The second section consists five (5) variables, Each variable consists of a set of items , marketing strategy implementation (3 items), Strategy coordinator (4 items),Strategy influencer (3 items), Strategy facilitator (3 items),Resource allocator (3 items),The various measurement scales used in this study are presented in the following detailed table(1).

Table (1)
Measurement items used

Variables	Items	References
Marketing strategy implementation (MSI)	(MSI1,MSI2,MSI3)	(Okumus F. , 2001)
Strategy coordinator (SC)	(SC1,SC2,SC3,SC4)	(Mari Jansen, 2014)
Strategy influencer (SI)	(SI1,SI2,SI3)	(Warren, 1982)
Strategy facilitator (SF)	(SF1,SF2,SF3)	(Floyd S. W., 1992)
Resource allocator (RA)	(RA1,RA2,RA3)	(Kuratko, 2005)

Source: by the authors

3.2 Research data analysis tools

Data was analyzed using (SPSS 25) and (AMOS 22). First, we testing the reliability and validity of the model, we performed an analysis KMO index and Bartlett test and Cronbach's alpha, and to test the nature of Correlation between variables, we used the correlation coefficient Pearson test, secondly we calculate the Average variance Extracted (AVE) and Composite Reliability (CR) to examine the measurement of the model, And for testing hypotheses we relied on Structural Equation Modeling Analysis SEM (path Models) .

3.3 Research sample

Study was conducted on a group of middle manager divided into 11 countries, (Algeria, Morocco, Tunis, Canada ,France, Uk, Germany, Senegal, Cameron , Spain, Belgium), Where Algeria had Represent the largest percentage of middle managers with (20.3%) and Belgium had the lowest percentage of middle managers with (04.3%), It was also identified 85 of Man what represents (61.6%) and 53 Women what represents (38.4%), they were divided into two types of companies, Industrial companies represent (49.3%) It also service companies represents (50.7%).

We also divided the Sample group in terms of professional experience, where we relied on the number of years as a measure. The division contained four classes, and the largest percentage of middle managers who were practicing in less than 3 years was a percentage 33.33%, Then comes the second category, from 3 to 6 years, at a rate of 32.6%, Then comes a category between 6 and 10 years, at a rate of 27.52%, and finally the category of more than 10 years, which is the lowest percentage 6.52%, the characteristics of the sample are presented in the table (2).

Table (2)
Respondents' demographic profile

Category		Gender		field of activity		Experience			
		Man	Women	Industrial	Service	Less 3 years	3-6 years	6-10 years	Over 10 years
Country	ni								
	Algeria	%	20 14.5%	08 5.8%	12 8.7%	16 11.6%	05 3.6%	10 7.2%	08 5.8%
Morocco	ni	14	10	06	18	07	08	08	01
	%	10.1%	7.2%	4.3%	13%	5.1%	5.8%	5.8%	0.7%
Tunis	ni	09	04	07	06	02	04	04	00
	%	6.5%	2.9%	5.1%	4.3%	1.4%	2.9%	2.9%	00%
Canada	ni	07	06	03	10	06	05	01	01
	%	5.1%	4.4%	2.2%	7.2%	4.3%	3.6%	0.7%	0.7%
France	ni	05	05	04	06	06	02	02	00
	%	3.6%	3.6%	2.9%	4.3%	4.3%	1.4%	1.4%	00%
UK	ni	06	04	08	02	02	05	02	01
	%	4.4%	2.9%	5.8%	1.5%	1.4%	3.6%	1.4%	0.7%
Germany	ni	06	04	04	06	06	04	03	00
	%	4.4%	2.9%	2.9%	4.3%	4.3%	2.9%	2.2%	00%
Senegal	ni	07	03	07	03	02	06	02	00
	%	5.1 %	2.2%	5.1%	2.2%	1.4%	4.3%	1.4%	00 %
Cameron	ni	04	03	06	01	03	00	04	00
	%	2.9%	2.2%	4.3%	0.7	2.2%	00%	2.9%	00 %
Spain	ni	03	04	05	02	02	01	03	01
	%	2.2%	2.9%	3.6%	1.5%	1.4%	0.7%	2.2%	0.7%
Belgium	ni	04	02	06	0	05	00	01	00
	%	2.9%	1.5%	4.3%	00%	3.6%	00%	0.7%	0.7%
Total	N	85	53	68	70	46	45	38	09
	%	138/100%							

Source: by the authors based on SPSS output

4. RESULTS AND DISCUSSION

4.1 Validity and Reliability of the model

To validate the model we use the Bartlett test (Bartlett <5%) ,and the Kaiser, Meyer and Olcken index (KMO) above 0.50 recommended threshold According to (Kaiser, 1974), for the reliability analysis, we will use the Cronbach's Alpha

reliability index for each variable. Using the Cronbach's alpha coefficient, presented to me by, the answers to the different questions related to the same topic must be connected. Its value is between 0 and 1, and is considered "acceptable" if it is greater than (0.7).

The value of KMO Equal to **0.77** and Bartlett's test was significant ($p=0.000 < 0.05$), these results indicate that factor analysis very satisfactory as we can continue, Cronbach's alpha is excellent for all variants as it ranges between **0.839 and 0.877**.

4.2 Correlation between variables

There are positive and medium correlations between the variables as shown in Table (3). The greatest correlation between marketing strategy implementation and the **Strategy influencer** role, It is equal to (**0.591**), then came the relationship between marketing strategy implementation and **Resource allocator** role equal to (**0.581**), and the relationship between marketing strategy implementation and **Strategy facilitator** role was equal to (**0.512**), and finally the correlation between marketing strategy implementation and **Strategy coordinator** role equal to (**0.424**), was the lowest correlation recorded, these results give us an insight into the types of correlations that exist between the dependent variable and the independent variables, they are considered acceptable for further analysis.

Table (3)

Correlation matrix between variables and construct measurement reliability (Cronbach's alpha on diagonal)

Variable	MSI	SC	SI	SF	RA
MSI	0.839	0.424**	0.591**	0.512**	0.581**
SC		0.877	0.348**	0.328	0.290
SI			0.872	0.305	0.220
SF				0.859	0.498**
RA					0.840

Source: by the authors based on SPSS output

4.3 Measurement model

Verifying the results of the measurement model gives us greater possibility to determine its quality through the use average variance extracted, and it is the amount of variation that we record because the measurement error, As for the composite reliability, it is the internal consistency index of the scale items.

The loading factors ranged from **0.666** to **0.964** these values are acceptable as Greater than 0.5, regarding values of average variance extracted is ranged between **0.623** and **0.721**, marketing strategy implementation (**0.623**), Strategy coordinator (**0.636**), and Strategy influencer (**0.703**), Strategy facilitator (**0.721**), finally Resource allocator (**0.665**), and the Values of Composite Reliability (CR) ranged from **0.831** to **0.875**, Where distributed as follows marketing

strategy implementation (**0.831**), Strategy coordinator(**0.873**), and Strategy influencer (**0.875**), Strategy facilitator(**0.853**)finallyStrategy coordinator(**0.838**), These results are considered satisfactory according to (Fornell, 1981).

Table (4)

Measurement model

Variables	Factor	Factor loadings	Average variance Extracted (AVE)	Composite Reliability (CR)
marketing strategy implementation	MSI1	0.854	0.623	0.831
	MSI2	0.736		
	MSI3	0.774		
Strategy coordinator	SC1	0.784	0.636	0.873
	SC2	0.669		
	SC3	0.747		
	SC4	0.963		
Strategy influencer	SI1	0.732	0.703	0.875
	SI2	0.803		
	SI3	0.964		
Strategy facilitator	SF1	0.787	0.721	0.853
	SF2	0.777		
	SF3	0.869		
Resource allocator	RA1	0.809	0.665	0.838
	RA2	0.823		
	RA3	0.754		

Source: by the authors based on SPSS/EXCEL output

4.4Structural Equation Modeling Analysis (path Models)

Path analysis is used to evaluate the research model by studying the relationship between the dependent variable (MSI) and the independent variables (SC,SI,SF,RA), in order to answer the presented hypotheses and reach results,(Note

that the variables follow a normal distribution according to **Kolmogorov-Smirnov** test).

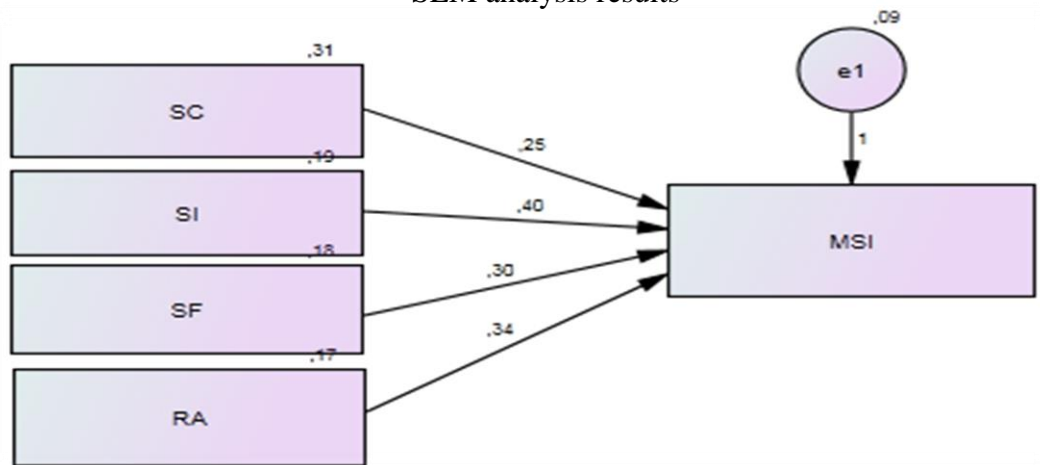
4.4.1 Fit Indices

Six common fit measures were adopted from two perspectives (incremental fit and absolute fit), in order to assess the model compatibility, the results are as follows:

Chi-square = 28,869, Probability level = 0,000 and the CMIN / DF index indicates that the model fits is very suitable (**CMIN / DF=1.453**) : It should be less than 5, Goodness of Fit (**GFI=0.965**) indicator of the relative share of the covariance explained by the model this indicator theoretically varies between 0 and 1 and should be greater than 0.90, Standardized Root MR (**SRMR=0.019**): is a popular indicator of absolute fit suggested that a score of 0.06, or lower, can be interpreted as a good fit, Comparative Fit Index (**CFI=0.972**): the CFI is based on the average of the correlations in the data. If the value of correlation between the variables be small , then the CFI will be small, It is recommended that the CFI be more than 0.95, Root Mean SEA (**RMSEA=0.054**): adjustment index where a value of (0) indicates the best fit. , and if the value of RMSEA is more than 0.1, this indicates a bad adjustment, After adopting the results, we conclude that all relevant indicators are good and acceptable, according to (Radomska, 2020)(Bentler, 1980).

Figure (1)

SEM analysis results



Source: by the authors based on AMOS output

4.4.2 Hypotheses testing results (path Models)

From the table (5) below, we note:

Hypothesis 1: Strategy coordinator has a positive impact on marketing strategy implementation, the statistical analysis results showed that there is a statistically

significant effect between the independent variable and the dependent variable, where P value is ($p=0.00$), which is smaller than the level of significance ($P\leq 0.001$). So the hypothesis is acceptable, and the path coefficient is (**0.247**).

Hypothesis 2: Strategy influencer has a positive impact on marketing strategy implementation, the statistical analysis results showed that there is a statistically significant effect between the independent variable and the dependent variable, where P value is ($p=0.00$), which is smaller than the level of significance ($P\leq 0.001$). So the hypothesis is acceptable, and the path coefficient is (**0.401**).

Hypothesis 3: Strategy facilitator has a positive impact on marketing strategy implementation, the statistical analysis results showed that there is a statistically significant effect between the independent variable and the dependent variable, where P value is ($p=0.00$), which is smaller than the level of significance ($P\leq 0.001$). So the hypothesis is acceptable, and the path coefficient is (**0.298**).

Hypothesis 4: Resource allocator has a positive impact on marketing strategy implementation, the statistical analysis results showed that there is a statistically significant effect between the independent variable and the dependent variable, where P value is ($p=0.00$), which is smaller than the level of significance ($P\leq 0.001$). So the hypothesis is acceptable, and the path coefficient is (**0.336**).

With these results, we have accepted all the hypotheses put forward at the beginning of the research, which acknowledge the existence of an impact of independent variables on the dependent variable.

Table (5)

Hypotheses testing results

Hypotheses	Hypothesized	Path coefficient	Results
H1	SC ==> MSI	0.247***	Positive supported
H2	SI ==> MSI	0.401***	Positive supported
H3	SF ==> MSI	0.298***	Positive supported
H4	RA ==> MSI	0.336***	Positive supported

NB: ***Significant at the $p \leq 0.001$

Source: by the authors based on AMOS output.

5. CONCLUSION

Marketing strategy implementation is one of the keys to successful and good corporate performance, is that it requires giving it more importance and more time, It is also a very complex process that includes many factors.

Among the most important are the middle managers who contribute significantly to the success or failure of implementation, depending on the extent of their ability in the process and their efficiency. The implementation process also requires increased coordination and compatibility between the various departments under the supervision of the middle management .

Results of the study showed, regarding the roles of middle managers in strategy implementation, it was found that there are four main roles that influence the implementation process and through which the middle management is involved in the success of this process .

First, the Strategy influencer is one of the most important roles played by middle managers, which is divided into two types (Downward-upward effect). As it positively affects upper and lower management through its behavior and the interventions it takes during the process, It can also be negative by obstructing the process and create problems, this is agrees with a study of.

Secondly , It was confirmed that the role represented Resource allocator ,It has an impact on the implementation process, as this role provides financial, technological, knowledge, and human resources that are a means of support, this is Agrees with a study of.

Third, the strategy facilitator. this role helps facilitate the implementation process by supporting the work team psychologically and practically, and facilitate understanding of the strategy, tasks required and how to perform them. this role also allows for the smooth implementation of strategic change through adaptation and flexibility, this is agrees with a study of,

Fourth, Strategy coordinator role is an essential pillar in the implementation process, It is the middle link between the upper management and the lower management, which depends on the ability of middle managers to deal with strategies and work to communicate them to the lower management in the best way and with a clear way so that they can implement them appropriately, this is agrees with a study of.

5.1 Practical implications

Managers should focus more on strategy implementation process, as it is the most important stage in strategic management ,also middle managers must be involved in formulating the strategy, with the aim of giving a lot of realism and comprehensiveness to the strategy and more flexibility.

Focus should also be on the competence of middle managers and their ability to implement the strategy as required ,Independence also helps in fulfilling the role of middle managers in the flexibility of the process and giving greater incentive to creativity and self-development..

The possibility of interfering in emergency circumstances by the middle managers gives a greater possibility in facing problems and finding solutions in a short time.

Middle managers can provide many solutions that face marketing strategy implementation, especially those related to the difficulty of sharing information and poor coordination across jobs or businesses.

5.2 Limitations

We must humbly realize that each research has its limits:

- The size of the sample cannot necessarily be expressive,
- As we did not focus on the effect of company size and organizational structure on the roles of middle managers;
- We did not focus on the effect of participation in strategy formulation on the ability of middle managers to implement the strategy.

5.3 Future research

This research opens the way to a certain number of research lines. It seems to us that it is interesting:

- Explore other roles of middle managers and the extent of their influence on marketing strategy implementation ;
- Study the relationship between the type of company and the influence of middle managers' roles on marketing strategy implementation;
- Studying the obstacles that hinder the performance of middle managers on marketing strategy implementation.

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