

***IDENTIFYING KEY SUCCESS FACTOR FOR ORGANIZATION***

**Mrs. Uma V. Tanwar**

**Abstract**

This research provides a view of the identifying key success factors for organisation and implementation process. It's review the literature relating to the hard and soft factors that cause success and failure for key success factor implementation. Key success factors for an organisation in general.

**Keywords**

Key success factor for organisation, implementation, process management, success organisation, Dimensions.

### **Introduction**

Identifying Key Success Factors for any organization is the base for any organization. Every organization has different Key Success Factors which they need to be identifying properly and should work on to achieve those Key Success Factors. For example Key Success Factor for banks, school, NGO, etc. will be different as their working nature differs. Key Success Factors in same nature of organization may also differ due to their level of competition, size, environment etc. Many organizations have reported dramatic benefits gained from the successful implementation of Key Success Factor. Companies like Ford Motor Co., CIGNA, and Wal-Mart are all recognized as having successfully implemented their Key Success Factor. However, despite the significant growth of the Key Success Factor concept, not all organizations embarking on Key Success Factor projects achieve their intended result.

Hammer and Champy (1993) estimate that as many as 70 percent do not achieve the dramatic results they seek. Having Key Success Factor repeatedly at the top of the list of management issues in annual surveys of critical information systems reflects executives' failure to either implement properly or acquire the benefits of Key Success Factor (Alter, 1994). This mixture of results makes the issue of Key Success Factor implementation very important. Key Success Factor has great potential for increasing productivity through reduced process time and cost, improved quality, and greater customer satisfaction, but it often requires a fundamental organizational change. As a result, the implementation process is complex, and needs to be checked against several success/failure factors to ensure successful implementation, as well as to avoid implementation pitfalls.

### **What Any Organization Needs To Survive and Succeed**

Essentially five things or factors are needed by any organization wanting to succeed:

- People – those who make up the organization
- Purpose – a reason for organizing and working together
- Processes – activities which the people undertake to fulfill their purpose

- Physical Resources – a place to work, the right equipment, money to pay the bills and the people who work there
- Customers – people outside the organization who are willing to pay money in return for the products and services the organization provides; for government organizations taxpayers are the customers; many nonprofits depend on contributions from donors who believe in the value of what the organization is doing.

But it's not just the existence of these five basic factors that enables success -it's what you do with them. In the same manner, just having a body will not make you a successful athlete – you have to train, learn the skills, practice, eat right, sleep enough, and much more. So now let's translate the five basic factors into what we call “The 5 Key Success Factors – A Powerful System for Total Business Success” – the consistent winners, the best of the best.

#### **Dimensions for key success factors for organization**

- ✓ Change management;
- ✓ Management competency and support;
- ✓ Organizational structure;
- ✓ Project planning and management;
- ✓ IT Infrastructure.
- ✓ Nature of Business
- ✓ Size of organization

#### **The 5 Key Success Factors Of Organization in general**

##### ***(1) Managing and developing people***

People today want some direction and structure, but they also want freedom and encouragement to develop their skills and knowledge. Effectively managing people requires balancing constraining forces (providing direction, structure, organization, some rules) with liberating forces (encourage personal growth, development and creativity). If you as

manager/leader err too much in one direction or the other, your organization will be either too rigid or too chaotic. To make it more complicated, each person has a different set of needs for structure vs. freedom, order vs. opportunity, logic vs. personal values, factual information vs. meaning and connections, and so on. Effective managers do not manage all people the same, except for some basic rules. They manage each person according to what he or she needs, what motivates them to do their best. This can be complicated but is essential for success.

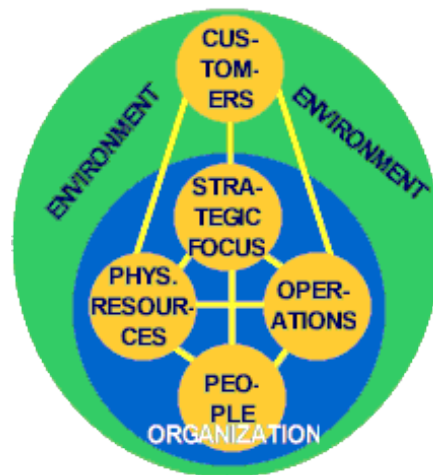


Figure 1

**(2) *Strategic focus***

In today's rapidly changing world, it's not just enough to have a purpose for existing. Leaders have to focus the organization's resources on the greatest opportunities, which shift with each new day. Just run through your mind what has happened in the world or your organization in the past year or two, and you'll understand what we mean by the reality of constant change. Doors open and doors close. Major customers or income sources can change or even go out of business at any time. So it's necessary for leaders to keep focused on the desired end results such as increased sales and profits, or more satisfied customers, while constantly steering the organization across the stormy waters

of the marketplace. As the illustration shows, the job of focused leaders is to connect and align all the Success Factors for optimum performance.

***(3) Operations, or what people do all day***

What the people in your organization do day in and day out to create value for customers, to earn or justify income, strongly determines whether you succeed or fail. Like the other Top 5 Success Factors, you can't separate operations from strategic focus which gives direction, people which do the work, customers who pay the money and physical resources to do the work. Effective operations ensure that customers get exactly what they want at the right time, the right price and the right quality. Thus effective operations management focuses on what is called cycle time (producing a product or service from start to finish), cost control, and quality control (which requires some form of measurement). Strategic focus is largely externally oriented, operations largely internally oriented. Both need to be totally in sync with each other – not something that happens automatically but rather requiring constant effort. This is why communication is the true lifeblood of a successful organization – a high flow of information so everyone and everything is connected. Easy to say, hard to do.

***(4) Physical resources***

Finances, facilities and equipment are the big 3 physical resources. If you don't have enough money, you can't start or sustain an organization. And one of the biggest expenses is providing adequate facilities and equipment for people to work in and with. Experienced managers learn that cash flow is king. It doesn't matter how much customers owe you, it's when their money enters your bank account so you can use it to sustain the organization. Failing to manage cash flow is the No. 1 reason for business failure. Too many business owners leave the money up to someone else and can easily get blind-sided when suddenly the money isn't there to keep the doors open. And in a few rare, unfortunate cases, the person tracking the money embezzles or cooks the books, and then

you really are in trouble. Likewise nice facilities can be energizing, something to feel proud about, but also very expensive. The economy is always cyclical, and if you buy or lease really nice facilities when times are good, paying for them can be difficult or impossible in a downturn.

**(5) *Customer relations***

Customers are where the money comes from, so in many ways this is the most important success factor. As the famous business guru Peter Drucker said years ago, The purpose of a business is to get and keep customers. Getting customers involves marketing – indeed this success factor includes all kinds of marketing and sales. The key to successful customer relations is to give them what they need, not just what you want to sell. Effective sales and marketing begins with asking existing and potential customers what they need, what problem they want solved or deficiency filled. By keeping in touch with customers and asking these questions often, you'll do a better job of developing customer loyalty and keeping competitors away. In the broadest sense customer relations can be considered the organization's relationships with the external world. It involves tracking competitor actions, analyzing changes in the market environment, and adapting according. This is closely linked to Strategic Focus.

**References**

- 1) <http://totalsuccesscenter.com/business-success/key-success-factors/>
- 2) <http://www.bus.iastate.edu/nilakant/MIS538/Readings/BPR%20success%20and%20failure%20factors.pdf>

**Bio**

Mrs. Uma V. Tanwar is an Asst. Professor of Commerce Dept. in S.I.C.E.S Degree College of Arts, Science and Commerce, Ambarnath (W). She can be contacted at [tanwaruma@rediffmail.com](mailto:tanwaruma@rediffmail.com)