**INTRODUCTION**

The implementation of recommended strategies such as Innovative Software Development, Strategic Alliances, AI as a Core Competency, Portfolio Expansion for Market Reach, Strengthening Positive Externalities, and Diversification into Novel Hardware Products is crucial for Microsoft's success in the rapidly evolving market-driven era. These strategies require a well-thought-out implementation roadmap that considers key configuration, change context, and type (Kuruppuarachchi *et al*. 2002). The development and implementation of a technology strategy, including the use of AI as a core competency, is particularly important in this regard (Fonseca Rodríguez *et al*. 2012). Furthermore, the implementation of product configuration systems, such as those for novel hardware products, should be guided by a comprehensive strategy (Kristjansdottir *et al*. 2016).

The Strategic Planning and Roadmapping (SP-ROA) framework is a suitable choice for formulating the implementation roadmap for Microsoft due to its emphasis on strategic alignment and process improvement. This is particularly relevant in the context of Microsoft's change requirements, as it can help ensure that the company's business strategy is effectively translated into software processes. The framework's focus on requirements management (Keshta *et al*, 2020) and its ability to integrate new technology trends further enhance its suitability for Microsoft (Napoli and Kaloyanova 2011). Additionally, the framework's incorporation of strategic reference points theory (Shoham and Fiegenbaum 2019) and can help Microsoft make informed strategic choices and navigate the implementation of its roadmap.

**IMPLEMENTATION ROADMAP CONSIDERATIONS**

1. **Configuration Management:** Effective configuration management is crucial for successful strategy implementation (Alkhafaji and Nelson, 2013). Utilizing the Configuration Management Model, Microsoft should establish a systematic approach to identify, control, and manage changes to its software, hardware, and overall IT infrastructure. This model ensures that all elements are accurately documented, providing a clear understanding of the current state, and facilitating seamless transitions during implementation.
2. **Change Context and Communication***:* The Change Management Theory emphasizes the importance of understanding the context surrounding organizational changes. Microsoft must assess the impact of strategic changes on its employees, stakeholders, and organizational culture. Utilizing Lewin's Change Management Model, a three-step process involving unfreezing, changing, and refreezing, can guide Microsoft in managing resistance, fostering communication, and ensuring a smooth transition during the implementation of new strategies.
3. **Type of Change and Adaptive Strategies***:* Classifying the type of change Microsoft is undergoing is vital for selecting appropriate strategies. Using the Typology of Change Model, Microsoft can determine whether the change is developmental, transitional, or transformational. This classification informs the choice of adaptive strategies, such as incremental adjustments for developmental changes or comprehensive restructuring for transformational shifts. Tailoring strategies based on the type of change ensure alignment with organizational goals and minimizes disruptions during implementation.

**SP-ROA FRAMEWORK FOR IMPLEMENTATION ROADMAP FORMULATION**

The SP-ROA framework, encompassing Strategic Planning and Resource-Based Organizational Analysis, plays a pivotal role in shaping an effective implementation roadmap for Microsoft's strategic initiatives.

1. **Strategic Planning***:* Microsoft's implementation roadmap should commence with a thorough strategic planning phase. This involves aligning the implementation goals with the overall strategic objectives of the organization. Leveraging insights from the PESTLE analysis, Microsoft can discern external factors like political, economic, social, technological, legal, and environmental influences. This broader analysis helps identify opportunities and threats beyond the scope of internal factors. For instance, if the analysis reveals a technological opportunity, a SMART objective could be to develop and launch two innovative software products within the next fiscal year, addressing the technological trends identified in the PESTLE analysis.
2. **Resource-Based Organizational Analysis (ROA)***:* The ROA component of the framework entails a meticulous examination of Microsoft's existing resources and capabilities. This involves scrutinizing human capital, technological infrastructure, and financial assets. Utilizing the VRIO model, Microsoft can assess whether its resources are Valuable, Rare, Inimitable, and Organized to exploit opportunities and neutralize threats. For example, if Microsoft's extensive experience in cloud computing is deemed a valuable and rare resource, the implementation roadmap could prioritize leveraging this capability to enhance its online services.
3. **Integration of Strategic Planning and ROA***:* The integration of strategic planning and ROA ensures that the identified strategic goals align with the available organizational resources. Microsoft must assess whether its current capabilities adequately support the proposed strategic initiatives. If a strategic goal involves extensive innovation, Microsoft needs to evaluate if its current human capital possesses the requisite skills or if additional talent acquisition and development are necessary.

**LIMITATIONS**

Limitations in formulating the implementation roadmap may arise from an overemphasis on internal analyses, neglecting external dynamics. Relying solely on PESTLE might lead to a narrow perspective. Additionally, unforeseen external changes can disrupt planned roadmaps. To mitigate, regular reassessment of external factors and flexibility in adapting strategies are crucial. Furthermore, overlooking stakeholder engagement and change management aspects may impede successful implementation. Ensuring continuous communication, involvement, and addressing resistance can enhance the adaptability and effectiveness of the implementation roadmap.

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