

Strategic management in the police force's organizational culture

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Abstract

This paper examines which economically oriented methods and approaches to strategic management may be found in the police's organizational culture, which is often disconnected from economic knowledge. In addition, the economic question of how far strategic considerations and strategic management expertise are currently embedded in the police's organizational culture and incorporated into their decision-making processes is addressed. The focus of the research is on the decision-making processes around the acquisition of a single police resource. This is a piece of a larger strategic decision that must be taken in principle and is based on the author's earlier risk assessment of a police resource. An detailed literature review is undertaken for this aim, which is confined to only the most recent literature sources. In addition, existing sources that communicate internal German police opinions are consulted. Given the difficulty of such a task, four responses to parliamentary questions from German interior ministries, as well as the experiences of European police forces on the subject, were employed. In this context, it is worth noting that the police and its members are dealing with a rising proclivity for violence, as well as a loss of reputation from segments of the populace who are becoming increasingly critical across borders. The author finds that strategic management is not yet fully entrenched in the police force, but it is on the rise, based on his research. As the essay will demonstrate, the previously asked scientific question can therefore only be answered in a contradictory manner.

Keywords: Strategy, critical factor, strategic management process, police force, baton

JEL codes: L20, L89, M19

1. Introduction

"Connecting People"

Nokia, a Finnish manufacturer of mobile phones, proclaimed this world-famous motto. Its goal was to create products that are simple to use while remaining cutting-edge in technology. This aim of corporate management can also be understood as strategic management. In other words, management that is focused on the future of the firm and its environment, both directly and through strategies, in order to successfully compete in the market. The focus is always on why organisations are successful or unsuccessful in a certain industry. This means that every company's manager must deal in depth with the following strategic approaches, which are also examined in this article:

1. Strategy as a critical factor of company success. Evolution of theory and practice of strategic management.
2. Strategic management as a process. Formulation of strategy. Implementation of strategy. Strategic control.

There are essential considerations that the management level must make, and that every organisation and every leader must deal with. As the Nokia business proved, size, recognition, and market dominance are no longer guarantees for a company's success, especially in light of continually changing markets. Because strategic management is concerned with the long term, the company must consider how it intends to position itself in the future in order to maintain its current performance. In this sense, strategic management does not only apply to profit-oriented companies. Public authorities also provide a variety of services to their citizens and take on complex tasks. A strategy is also needed to deal with critical factors that are not only financial ones. Public authorities are faced with possible budget cuts that they cannot influence, especially when tax collections are low. Furthermore, public bodies are susceptible to legal liabilities as a result of probable staff errors or wrongdoing. If a public authority receives widespread criticism, its long-term viability may be called into doubt by lawmakers and the public, or at the very least, its reputation will suffer severely. These critical factors must be identified and "strategically managed" by public authorities in order for them to be able to carry out the tasks that have been entrusted to them in the best possible way in the future (1).

Accordingly, every entrepreneurial or organizational decision is associated with risks. Triggered by an enquiry of the Federal Ministry of the Interior, Department II/2/b - Special Operations, of the Republic of Austria, the study narrows down thematically to the decision on the acquisition of a concrete baton model for the Austrian police. This is the partial aspect of a strategic decision to be made in principle on the critical factors described above, which can be based on previous risk assessments of police resources or police actions by the author (2-8). The case study is also related to the author's dissertation topic, which deals with police risk management in relation to all its resources. Strategic management invariably becomes a process in which one must continuously deal with risk management, because strategic risks arise from errors in a company's or organization's strategic planning or strategic management.

Following on from this, the telescopic baton (TES) has been tested in practice in Austria since 2008. The purpose of this paper is to contribute to the scientific foundation for the political choice to introduce the TES or an alternative baton as a police service weapon, either for specific organisational units or for the entire police force. Figure 1 depicts an example of the many models of steel extendable telescopic batons for further clarification.



Figure 1: Different models of steel extendable telescopic batons (9)

In response to the Austrian request, study research at the police universities in North Rhine-Westphalia (NRW) and at the Ruhr University in Bochum for the police science course revealed that the baton has not been dealt with there so far. This article therefore aims to contribute to a better understanding of strategies and strategic management processes and to shed more light on the police baton, which is lacking in research. To this end, the article is structured as follows. First, the scientific research methods used are presented. Then, the existing literature on strategic management and its embedding in police organizational culture is systematically reviewed. Then, the available qualitative research data on the police resource in question is subjected to a content analysis. Finally, the results are discussed before a conclusion is drawn.

2. Methods

The interplay between economic requirements, particularly strategies as a vital aspect for an organization's success, as well as strategic management processes, might be of broad interest. It can also be useful for police officers, police managers, and other members of the police force. The following economic research topic has now been defined in the context of the planned equipping of the Austrian police with a police resource, and in relation to the interconnection of risks and opportunities of organizational decisions:

- To what extent is strategic management embedded in the organizational culture of the police and what strategies has the police pursued so far when introducing new resources that could potentially present themselves as critical factors?
- What kind of strategy might be developed as part of a strategic management process for the future introduction of a new police resource, and how could such a strategy be implemented by the police forces?

2.1. Literature review

A detailed literature review was undertaken first in order to address the submitted scientific research topic. The following databases were used to conduct literature searches for this project:

- Springer Link
- Web of Science
- SCOPUS
- JSTOR
- ABS Academic Journal Quality Guide
- PROQuest
- Google Scholar

A targeted literature search was conducted using the following search phrases:

- Strategy + Critical factor + Organization + Police force
- Strategy + Critical factor + Business + Company success
- Strategy + Formulation + Implementation + Monitoring + Controlling
- Strategic management + Police Force + Practice
- Strategic management + Business + Practice
- Strategic management + Process + Theory

There are no clear criteria for analyzing identified sources in empirical research. It should be highlighted, that such an examination contains both qualitative and quantitative components. Qualitative content analysis appears to be the most appropriate method for evaluating the collected literature sources in depth. Empirical social research standards should consider both issues at the same time. The technique is built on a five-stage evaluation approach to achieve this. In order to create a usable information base, the individual literature sources are thoroughly examined and classified into categories. The research steps of this approach are as follows (10).

1. Research question and material selection
2. Establishment of a categorical system
3. Extraction
4. Data preparation and analysis
5. Evaluation

The creation of a category system, in particular, allows for the future study of available literature sources in the context of the scientific topic. With the use of a MAXQDA tool, a structural framework was first built throughout the review process. The following diagram shows the primary codes and subcodes produced in this regard, as well as their structure.

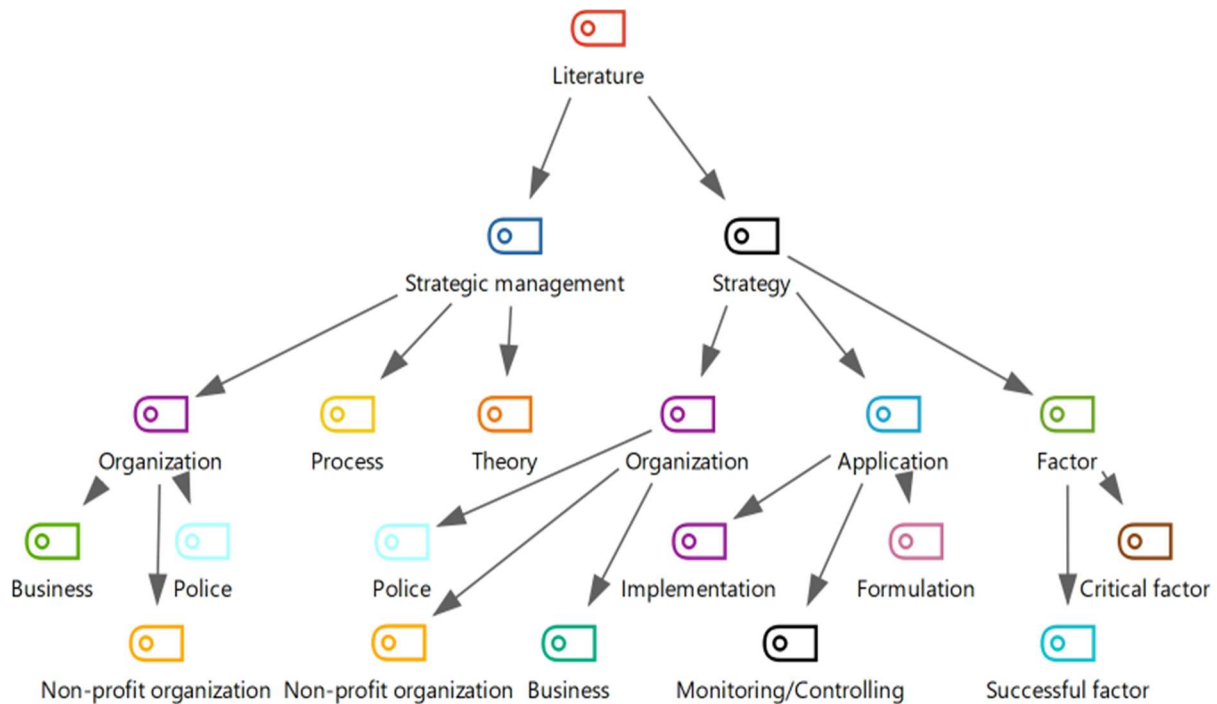


Figure 2: Coding with MAXQDA

2.2. Qualitative content analysis

The research approach used to study the present scientific research question in this academic publication is not restricted to a literature review. A practical application of the topic to the request of the Austrian police was described in the introduction. For this purpose, it is intended to draw on already proven methods and existing experiences with regard to the introduction of batons in the German federal and state police forces. The inquiries to the police authorities are always referred to the responsible interior ministries (IM) with the request for examination and appraisal. They receive a great number of inquiries about scientific work from all throughout Germany on a regular basis. In virtually all situations, the responsible IM refuses to support and/or forward the inquiries to the local police stations because to the effort involved in replying and, in particular, for considerations of equal treatment of all enquirers. However, in warranted exceptional instances, it is up to the enquirers to attend the police stations on their own dime. In these circumstances, police stations can, in theory, determine whether to accept or reject scientific work-related inquiries independently and on their own authority. In the present case, the research-related queries would also contain sensitive aspects that are routinely classified, so that requirements to provide raw data are unlikely.

Because the IM's are required to respond to parliamentary queries about police equipment, particularly the police baton, their written responses are a very valuable source of information. An attempt is also being made to get further into the strategic core of the police by qualitative analyzing Austrian reports on the use of baton weapons and the approach taken so far by the Austrian IM. Therefore, this aspect of the process receives extra emphasis. In particular, the corresponding scientific theories are employed here, which have emerged in line with the method of analysis offered by Mayring and described earlier (cf. 2.1). Afterwards, the data at hand are analyzed in light of a theoretically stated scientific issue, and the results are interpreted in light of the theoretical context. This method was chosen because the number of IM responses to

parliamentary questions available here and the Austrian data do not represent a large enough volume to justify the use of computer-assisted qualitative data analysis (QDA). The aim is now to exclude other explanations that are not related to the assumed correlation. This is to be achieved by a corresponding analysis of the German and Austrian data sets. In the context of the scientific issue, the following hypothesis will be confirmed or falsified:

The previous approaches to handling strategic management processes in the police are sufficient to counter possible errors in the selection and subsequent use of a specific service weapon already in the planning stage.

3. Results

The evaluation and thorough explanation of the results collected are presented in the next section. The literature study, which was undertaken based on the classification of the literature, provides a solid theoretical overview with citations. Chapter 3.1 contains a matching presentation of the generated results. The results of the qualitative content analysis are presented in Chapter 3.2, which are more of a practical depiction of the topic's application to the police.

3.1. Literature review

245 possible sources have been identified based on the literature review. In addition, the author's literature collection has two sources of information. After deleting the duplicates, there are a total of 223 titles. 195 sources are designated as relevant because they fulfil the generally acknowledged scientific criterion for the level of depth or quality of the elaboration. The goal of systematic literature review is to choose data sets and publications based on predetermined criteria (11). The process described is shown in more detail in the following table.

Table 1: Searching the literature and deciding whether or not to include it (adapted from (12))

Identification of studies via databases and registers	
Identification	245 identified Records
	Databases (n = 243)
	Registers (n = 2)
Screening	Duplicate records removed (n = 22)
	Records screened (n = 223)
	Records excluded: (n = 17)
Screening	Reports sought for retrieval (n = 206)
	Records not retrieved: (n = 11)
	Reports assessed for eligibility (n = 195)
Include	Records excluded: (n = 188; cause: n < year 2018)
	Reports of included studies (n = 7)

In a subsequent phase, seven reports were chosen from among the eligible assessed reports to be used as sources in the content analysis more closely. All of these are monographs and articles published in peer-reviewed publications. The oldest work cited is "Efficient strategic management" by Ant (13), which was published in 2018. The most recent and widely accessed reference is "Understanding Strategic Management" by Henry, published in 2021 (14). For the QDA of the selected literature sources, the proven software MAXQDA was used (table 2).

Table 2: MAXQDA's valid code frequencies

	Frequency	Percent
Literature	7	100,00
Documents with code(s)	7	100,00
Documents without code(s)	0	0,00
Analyzed documents	7	100,00

A total of 62 text excerpts were highlighted, paraphrased, and allocated to the major codes or subcodes of the category system during the study. This allowed the required text excerpts to be prepared for further analysis.

3.1.1. Post-war historical development of strategic management

The phrase "strategic management" is commonly used. The origins and historical development of the strategic management should be defined at this point. From the end of the 2nd World War to the present, strategic management has gone through five distinct eras. Planning, long-term planning, strategic planning, and finally strategic management, which is separated into two components again, as can be seen in the figure below.

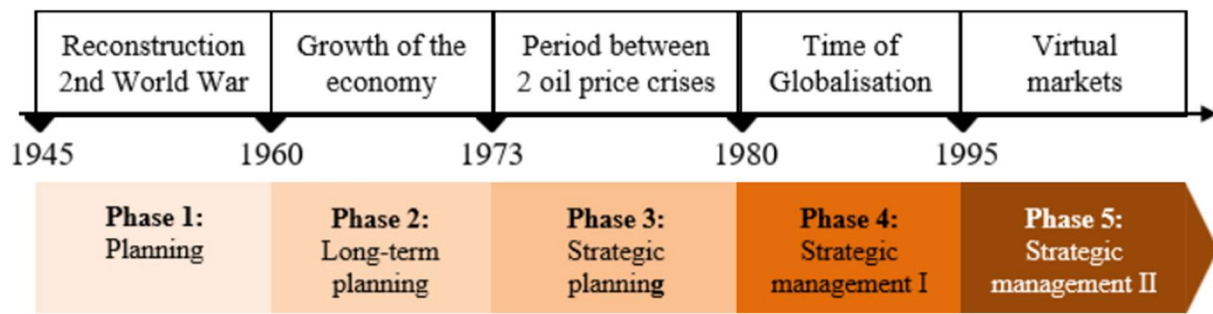


Figure 3: Contemporary 5-phase model of strategic management (based on (15))

The brand field was still simple in the first phase (planning phase). Due to a scarcity of resources following the 2nd World War, a seller's market developed. Financial flows were extremely important for a company's direction and for its financial planning. As a result, studies concentrated on budgeting as a means of maintaining profitability. In addition, planning models were employed for each of the value chain's departments. The term "operations research" was coined as a further result of this. Long-term planning, the next phase, was now characterized by rapid economic expansion. The surroundings were still simple. New markets, on the other hand, were gradually opened up. The importance of long-term planning and forecasting has increased. This was reflected in multi-year budgeting and the creation of key figure systems in research. The company was designed to assist managers in making decisions (15).

With the first oil crisis in 1973, strategic planning began. The environmental situation grew in complexity, and the market shifted to a demand-driven model. As a result, product policy measures like diversification were important. During this time, crises made planning difficult. Environmental analysis, crisis, and market research, on the other hand, were employed to depict the future as accurately as feasible. Furthermore, several analysis methods were employed to produce accurate forecasts for the future, such as Ansoff's study of strengths and weaknesses (15, 16) and portfolio analysis (15, 17).

Because there are still significant variations in development, the strategic management is divided in two separate phases. The first phase of globalization is referred to as management I. The overall social and economic environment became more complicated and tumultuous. A buyer's market emerged as a result of rising global supply, necessitating quick and adaptable modifications to client wants and innovations in order to differentiate from the competition of other companies. In addition, social factors, as well as human resource management, gradually gained prominence. Corporate culture, shareholder management and lean management were increasingly examined. This was also the start of the so-called outsourcing trend. Companies relocated their production and other economic processes to countries with much lower costs. The focus of strategic management II has switched to virtual markets in the second phase (15).

Increased globalization in the form of multinational company mergers, characterizes the economic environment. The market is still a buyer's market, but virtual worlds are becoming more prevalent. Climate change has increased the necessity of responsibility and the sustainability. Self-management, project management, and also knowledge management in several businesses are becoming more prominent in research. This should provide a deeper understanding of how strategic management has progressed.

3.1.2. Horizons of strategic planning

The Greek term "strategos", which means "to lead in a military sense", is commonly seen as the origin of the concept of strategy. By devising a plan, strategy establishes an aim for the act of war. When used to business, the term can be defined as a complex bundle of rationally planned and coordinated procedures and means - with the purpose of achieving long-term goals (18).

A strategy focuses on establishing and formulating the measures to be taken as well as the resources required, in addition to these strategic goals. Strategies are sometimes understood as patterns in the flow of entrepreneurial decisions and actions, in addition to a traditional concept of strategy. A required profile for a corporate strategy can be generated from the corporate vision, which is the mission statement for the company's future. The mission and visions for its accomplishment are the most important aspects of a corporate strategy. Staff and managers should understand corporate strategies as longer-term options for action and recommendations. The strategy contains binding and structured statements on how to deal with the company's core competencies, the main strategic goals (realizing growth, securing profitability, avoiding risk to the greatest extent possible), the business areas identified as important and to be worked on, the company's target groups, and the value chain design. As a result, strategies should enable individual employees to professionally and efficiently realize the company's goal (14).

Various features commonly linked with the descriptor "strategic" can be used to clarify the fundamental notion of strategic management. All decisions that impact the general direction of the company's development are deemed strategic. Strategic decisions are primarily made to ensure that a company's long-term performance is maintained. The strategic management is interested in determining the company's future success by looking at its external and internal orientation. Harmonizing the entrepreneurial competence profile with the requirements of the corporate environment is a critical challenge. Aside from the desired harmony between external opportunities and risks and the company's internal strengths and limitations, the strategies chosen for this goal must also be in line with top management's values (14). The management's strategic decisions on the company's core orientation are meant to create chances for action that will determine the company's future performance. In this regard, one can discuss the creation of success potentials within the framework of strategic management, which will be utilized in the company's everyday operations. Consequently, the object of strategic management are the decisions that determine the direction of the company's development. Strategic planning horizons usually last two years (19) or are three to five years long (13). The strategic planning is not the same as long-term planning, but strategic plans normally have a longer time horizon (14).

3.1.3. Phases of successful strategy management

„The process of undertaking a strategy is strategic management“ (14). In this context, strategic management refers to economic decisions that have an impact on a company's basic direction. They are used to ensure the company's long-term prosperity by establishing competitive advantages. The placement in the market and the structuring of the company's resource base are the means to this purpose. As shown in the figure below, the ideal-typical strategic management process includes at least the processes of strategic analysis, strategy formulation, and strategy implementation. These do not have to happen in the order specified, but the conceptual distinction allows for a clear assignment of the concepts and tools available in each scenario.

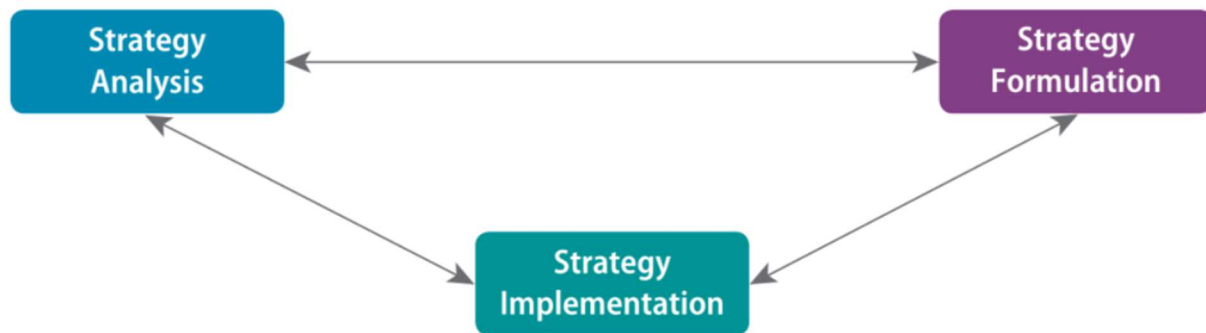


Figure 4: Linking analysis, formulation and implementation (14)

The strategic analysis is a complete collection of data that is used to formulate a concrete strategy. It essentially consists of analysis of the business environment, including micro- and macroeconomic conditions, industry, customers and competitors, as well as an analysis and forecast of the company itself, which are still to be presented in more detail (cf. 3.1.4). To build the strategy, first, depending on the assessments, strategy alternatives that appear to be suitable for generating competitive advantages are established. Following that, the choices are assessed using assessment criteria. The criteria must be in line with the company's objectives. The one that guarantees the best possible achievement of the company goals is chosen as the future corporate strategy among the alternatives. After deciding on a strategy, it must be successfully implemented, that is, converted into tangible activities that guide the organization in the direction of the defined strategy. To accomplish so, the strategy must first be operationalized to the point where management at all levels associates it with goals that are relevant to their particular areas of responsibility. This hierarchical division is often found in strategic and operational planning, which is used to manage resources in accordance with the strategy (14).

Although strategic planning has become increasingly popular in the public sector in recent decades, few studies have been conducted on this topic in the field. The study by Cheung and Yu examined the strategic planning process and outcomes of the Hong Kong Police Department from June 2017 to June 2019, using the “3-H framework” also with a 3-phase process (19, 20). It is one of the very first empirical projects to examine and reflect on the strengths and weaknesses of a police organization in order to develop a more holistic approach to improving the strategic management process. The results of the process were also drawn together initially from the analysis. Field observations and lessons learned complemented the process.

Strategic decisions are difficult to make since they usually affect the entire organization or corporation and are made long into the future (21). It is not only required to move the individual operations of the strategic management process to specialized organizational units under these conditions, but it is also necessary to subject them to control. Control, which is sometimes also attributed to a fourth phase of the management process, is the final key factor in strategy implementation. The control, or monitoring refers to the progress of the implementation, the effectiveness of the measures and the advantage in the marketplace of the company (18).

If the company's environment changes, the strategy applied may need to be adjusted. The analysis required for this purpose is identical to the premise control, indicating that strategic management is a continual activity. As a result, strategic management occurs on multiple levels. The focus at the corporate level is mostly on managing the portfolio of business areas. The strategy must ensure that the company as a whole is worth more

than the sum of its separate companies. The strategic management takes place at the business area level if a company has multiple business areas (18). The behavior of corporation in the relevant market and competitive environment is the focus of the business strategy (21). Under these circumstances, it is vital to delegate some decision-making operations to specialized organizational units. In most cases, specialization is accompanied by decentralization. To achieve the company's aim, coordination of the separate activities established through specialization and decentralization is required. As a result, all management subsystems must be coordinated. Corporate management, on the other hand, is frequently overburdened in coordinating the various process processes. For this reason, controlling has developed in management practice to support strategic corporate management. However, the different number of phases of strategic management should not be misunderstood to mean that each of them involves only one type of activity. Activities that are characteristic of early phases are included in later phases or may lead to the formation of a separate phase. The extended spectrum of the strategic management ranges from six phases (19, 22) to ten phases (13) and represents a repetitive process with just the main points distributed differently.

3.1.4. External and internal analysis

The environment is continually changing and evolving, and while these changes are not always smooth and consistent, their rate is steadily growing. In order to respond to the upcoming changes in the environment and to constantly open up new perspectives and approaches to solutions, it is essential to be inspired by strategists, strategies and the theory of strategic management (13). The corporate mission is used at the management level to make a clear statement about what the firm stands for and why it exists. As a result, the mission statement can be viewed as a kind of a compass. Its purpose is to ensure that the resources entrusted to the company are used in this manner, while also serving as a training tool for all personnel. For example, the mission of the police can be summarized as follows: The police, as a dependable contact partner, are accessible 24 hours a day, 7 days a week, with their expertise and readiness to work to prevent risks and prosecute crimes in the public interest. Many years of experience offer a solid foundation for the police's monopoly on the use of force, as well as a guarantee of the cops' indiscriminate help. A police vision for this reason might be something like this: As the guardians of the fundamental rights, we are citizen-oriented, professional, and constitutional, and we shape the future of internal security. This formulation of a corporate strategy might be based on a mission and vision (14). On the basis of the available data, the environment, stakeholders, target groups, and competitors are examined to provide a foundation for the formulation of a company strategy (external analyses). Furthermore, value chains, the experience curve, and the consumer happiness are examined (internal analyses).

Let us start with a look at the external environment. The term already implies that it is about the company's or organization's surroundings. All framework circumstances, external factors, and influences that potentially have an impact on the company and the industry in which it works are collected as part of this examination. This aids in the identification of any issues, external influences, and synergies, as well as the preparation for the stakeholder analysis. A wide range of possible influencing factors exist, such as:

- Society: Social conventions, cultural values, consumer behavior, evolution of work
- Economy: Changes in relevant macroeconomic elements (labor market, BiP)
- Technology: Technological level of the economy and industry, state of research

- Law: Legal certainty, existing and changing laws
- Politics: Political changes at the global level and stability of the political situation
- Environment: Climate conditions, protection standards and geographic location
- Branch: Industry structure, market development and innovations trends

Synopses could be used to offer a complete environment study to the police force. Specific categories could be constructed based on the influencing variables indicated above, in which individual factors are presented and scored. A large number of points would indicate a high level of significance. Based on the results of this assessment, a ranking might be developed that would provide information on the most significant external aspects to consider. A careful examination of the environment in the "society" category, which is crucial for the police, might look like this:

Table 3: Categories for society (own representation based on (13))

Category	Factor	Risk (-) Neutral (0) Chance (+)	Score
s	Propensity to violence	-	5
s	View of police	0	4
s	Change of communication	0	2
s	Change of information	0	2
s	Individualization	0	3
s	Image of the police	+	5

Stakeholder analysis can also involve interest groups with a strong interest in the police or the ability to influence them. In connection to the police, there are a number of stakeholders:

- Municipality / Federal state / Federal
- Citizens, politics and employees
- Interest groups (labour unions, victim protection associations)
- Security service providers (law enforcement agencies, private security services)
- Press

The goal of a stakeholder analysis is for the police to identify all key actors so that they can identify issue areas caused by organizations, institutions, or groups of people at an early stage. In terms of external analysis, the target group analysis and competitor analysis can be overlooked by the police.

Internal studies such as value chain analysis, experience curve analysis, and customer satisfaction analysis are examples of internal analyses that are used to demonstrate the company's or organization's capabilities. For the time being, the value chain analysis and the experience curve analysis, which may be used to reflect the cost structure and cost reduction potential of the police, are not taken into account. However, the police must pay special significance to the consumer satisfaction analysis. Every business, including the police force, relies on customer happiness to succeed. It is critical to survey residents' satisfaction at frequent intervals in order to be able to adopt steps in time, especially in light of the growing criticism of police activities and the fast changing wishes of citizens. A number of methods are available for this purpose, ranging from questionnaire surveys to mind mappings (13).

3.1.5. SWOT matrix as summery of the analysis

To determine a company's opportunities, the results of the various analysis are then summed in a SWOT matrix. SWOT is an acronym for "Strengths", "Weaknesses", "Opportunities" and "Threats". In summary, the external analysis' findings are classified as opportunities or dangers, while the internal analysis' findings are classified as strengths or weaknesses. Because a wide range of facts may be available based on the extent of the previous analysis, it is advantageous to weigh them (for example, according to a point scale of 1-10). Below is an example of a SWOT analysis of the police force, represented by a corresponding matrix:

Table 4: SWOT matrix (adapted from (13))

Strengths			Opportunities		
Description	Meaning	Score	Description	Meaning	Score
Experience in the field of internal security	High level of training, trust of the people	8	Equipment, including arsenal of weapons	More protection for police member	9
Weakness			Threats		
Description	Meaning	Score	Description	Meaning	Score
Increased specialization	For crime fight	7	Uncertain political devlopment	Declining support among the population	6

3.1.6. Case studies in strategic management

Case writing competitions are a newer phenomenon. Students from the School of Management at Entrepreneurial University Munich (TUM) came in second place in a European Foundation for Management Development competition in 2016. The TUM students dealt with strategic management and specifically with a suitable business model for e-scooters in Germany (23). Numerous corporations in Germany have seen the valuable potential of this and now grant business administration students access to their companies to do research in their facilities. Unfortunately, this cannot be applied congruently to the police sector. In addition to the adverse circumstances described in chapter 2.2, there is also a decree from the IM in NRW that denies students at the police academy any support.

3.2. Literature review

In the present case, there are four responses from the federal state governments of Berlin (Drs. 17/12224), Hamburg (Drs. 19/6690), and Thuringia (Drs. 5/2794; 5/2860), regarding parliamentary questions from the parliamentary groups about batons used by the respective state police forces. These are supplemented by experience gained from 33 police operations since 2008 in a trial phase to introduce the baton to the Austrian police. In addition, the results of an international survey conducted by the Austrian IM in 2019 on the use and deployment of the baton by other European police forces will also be included. Without any prior preparation, a study of the available empirical data is conducted according to Mayring's qualitative-content analysis criteria (10). The goal is to get a sense of the individual examples as well as their feature structures. The

content's categorisation should be driven mostly by the substance itself. This technique is only departed from in the case of extremely huge volumes of data in order to handle the material at all. Following that, the data is evaluated on the basis of individual complexes. They are logically split into synopses before that. Individual complexes are then subdivided into smaller portions, each of which should result in a proportional increase in knowledge. As examples, the particular complexes and their surrounding surroundings are described below.

Table 5: Analysis complex for illustration (own representation)

Gained scientific knowledge that was hoped	
Sources	Extractions Representation

The section on "police batons" is meant to give a quick overview of which baton models are utilised by German and European police forces. This is significant inasmuch as individual baton models can bridge the gap between plain physical violence and the use of the pistol, and therefore constitute a variable that science has yet to discover and address. For a better perspective, consider the following comparison to figure 2 in terms of other batons regularly used by police forces (figure 5).



Figure 5: Different models of multi-purpose batons (9)

Table 6: Synopsis baton model

Baton model	
Berlin (Drs. 17/12224)	The Berlin police officers are equipped as standard with the multi-purpose baton of the manufacturers Monadnock and Bonowi.
Hamburg (Drs. 19/6690)	Hamburg's police force use a steel extendable telescopic baton.
Thuringia (Drs. 5/2794)	The Thuringian police received the multi-purpose baton.
Thuringia (Drs. 5/2860)	It is the multi-purpose baton "CAMLOCK" from the company Bonowi.
Austrian police forces	Since 2008, a steel extendable telescopic baton has been in testing.
European police forces	The steel extendable telescopic baton is part of the basic equipment of the line police in the states of Albania and Bulgaria. Partial use is made in Germany (incl. customs guard), Greece, the Netherlands, Switzerland, Slovakia and the Czech Republic. The steel extendable telescopic baton is additionally part of the equipment of the police special units in Croatia, Spain and Cyprus. States not mentioned have not responded to the written request from Austria.

The use of a baton by police officers is not uniform. It is possible to say that the equipment has been reduced to only two baton variants. The first is a steel extendable telescopic baton, and the second is a plastic multi-purpose baton. Because the entire impetus of movement is conveyed to the human body that is hit, the two versions described have replaced a solid rubber baton, which can inflict significant injuries such as bone fractures. The police officers of the patrol service employed a shorter version of this solid rubber baton, whereas police officers of the task force of a hundred used a longer version. The police forces now utilise two different baton styles from two separate manufacturers. The Monadnock and Bonowi companies appear to have played a key role. Bonowi is also listed as the manufacturer of the steel extendable baton. It is unclear to what extent the Monadnock company also manufactures and sells such a baton to the police.

The findings on the costs of the two baton models will now be compiled and evaluated in the next synopsis.

Table 7: Synopsis costs

Costs	
Berlin (Drs. 17/12224)	Acquisition of multi-purpose baton of the manufacturers Monadnock and Bonowi in the value of 901,064.05 Euro. Time-consuming and complex training are required for the batons in question. The Berlin Police Department does not have empirical findings, study results, or valid data on injuries caused by batons. Force-induced injuries can, however, occur.
Hamburg (Drs. 19/6690)	A total of 3,400 steel extendable telescopic baton have been ordered from the manufacturer BONOWI thus far. The overall cost of this, including the carrying

	devices, was 365,500 euros. Up to 5,100 extra steel extendable telescopic baton were purchased between 2011 and 2013. There is no information on the costs. The multi-purpose baton was also purchased for various services. The training effort for this baton is 24 teaching units of 45 minutes each. The extra steel extendable telescopic baton requires a training effort of only 4 teaching units.
Thuringia (Drs. 5/2794)	-
Thuringia (Drs. 5/2860)	The total cost of the multi-purpose baton "CAMLOCK" from the company Bonowi amounted to 288,051.40 Euro.
Austrian police forces	-
European police forces	-

The expenses of purchasing batons for the police forces of Berlin, Hamburg, and Thuringia are given here in the six-digit euro range, with only smaller states being considered. The equipment of police forces in larger federal states is likely to be substantially more expensive. Unfortunately, there is no information on these prices. The extra expenditures for baton maintenance and training on various batons are not taken into account in detail, with multi-purpose baton training being six times as expensive. It is also unclear which injuries induced by batons are of varying degrees of severity, and to what extent these can be quantified. The data on costs and follow-up costs must be viewed with caution in this regard. This is a first indication that there is a lack of evaluation on batons in the police and their use. Therefore, the evaluation will now be examined in more detail.

Table 8: Synopsis evaluation

Evaluation	
Berlin (Drs. 17/12224)	The use of the baton is not recorded. No statistics are kept on the use of the baton.
Hamburg (Drs. 19/6690)	Every use of direct force is recorded in terms of necessity, form, and extent during the creation of the police intervention report. No statistics are kept on the use of the baton.
Thuringia (Drs. 5/2794)	-
Thuringia (Drs. 5/2860)	Practical testing was conducted exclusively within the context of police training, and advanced training measures from 2006 to 2010. In terms of handling, training effort, functionality, acceptance, and deescalation, mission-specific added value was discovered as a result.
Austrian police forces	There is experience from 33 operations, 31 of which were against people and two against property (breaking car windows to enable access) with a total of 77 uses of

	weapons. A total of two people were seriously injured and at least seven people were slightly injured. In 2011, striking a knife-wielding hand resulted in a fracture of the 5th metacarpal. In 2020, a extra steel extendable telescopic baton use resulted in a fracture of a wrist. The seven documented minor injuries were contusions, lacerations, swelling, hematomas, and pain. As the persons concerned often disappear unrecognized in the crowd of people during security service operations, the possible consequences of their injuries cannot be traced but also cannot be ruled out.
European police forces	-

In Thuringia, experience with the extra steel extendable telescopic baton was earned solely through training. In the other federal states, there is similarly a dearth of statistical data. A data base was built in Austria alone as part of an experimental phase. This demonstrates that the baton is more often employed against humans rather than items. The repercussions of using the baton are harsh, but they look proportionate, given that the baton was used against a hand carrying a knife. The only other option would have been to use a pistol or a gun.

4. Discussion

Before the results of the present state of research and existing empirical study are critically contrasted in detail, the limits of the current state of research and existing empirical study will be clarified. In terms of the current level of study, seven literature sources dealing with strategic planning processes were provided. Two literature sources dealt with examples of practical application in businesses. One source of literature recommended itself as an excellent introduction to strategic management for economic students in one-semester courses who require an instructive and practical approach. Furthermore, two additional literature sources covered all of the essential components of strategic management. The penultimate literature source gives a practice-oriented 10-phase strategic management model based on social constructivism as a theoretical idea. The model's purpose is to reduce the complexity that today's businesses encounter and to be able to control it through analysis, planning, coordinated project implementation, and also project evaluation. Finally, an elicited literature source described the Hong Kong Police Force's strategic planning procedure. The extract of the collected results are now analyzed and compared to previously published work, and the author's thoughts on the differences discovered as well as his attitude toward the results are offered. In the present chapter there is also space for the explanation of further approaches that are considered necessary and the assessment of their importance for the development of science, society and / or practice.

4.1. Examining the current status of research critically

In the literature, various analysis methods have been identified, which can basically be divided into external and internal analyses. The analysis of the environment, by its very concept, belongs to the external analyses and shows that the police are confronted with changing conditions and problems. In addition, recent developments in the Corona situation have raised concerns about the long-term consequences for the global economic situation and internal security. Tendencies toward violence and negative views of the police are scratching its image. In spring 2021, according to the European Commission's Standard Eurobarometer, more than 78 percent of Germans had confidence in the police, while around 19 percent did not (24). This shows that the public's trust in the police has reached a new low. This needs to be addressed by the strategic management of the police. Starting point is certainly the technical equipment of the police and the strategic decisions that are made about its use. In this case, strategic management does not seem to have fully taken root in the police, but it is certainly on the rise.

4.2. Regarding the qualitative data

Against the background of the data collected, this article has taken a closer look at the way in which the police perform the tasks entrusted to them. It is important to remember that the police's job is to keep people safe and to prosecute criminals. In both circumstances, direct compulsion in the form of weapons may be required. Direct coercion must be carried out with as little regard for the legal rights of the individual producing the disruption as practicable. In this approach, unlike private-sector businesses, the police pursue multi-dimensional aims that go beyond financial success. As a result, it has a high level of managerial complexity but little clarity on the objectives to be pursued. Therefore, attempts were made to gain access to the inner workings of the police and, in particular, to its arsenal. The legal basis for arming federal and state police forces in Germany is contained in the relevant state and federal regulations on direct coercion. These primarily relate to the North Rhine Westphalia's Police Act, Section 58. Baton, handgun, revolver, rifle, and submachine gun are the weapons of choice. The use of electric impulse devices is regulated differently by the federal states. This weapon is only legal in a few federal states. In some federal states, pepper spray is also considered a weapon. The legislature has not only restricted the permissibility of weapon use in general, but has also established the weapons to be used, due to the negative effects of weapon usage on a person's bodily integrity. The strategic approach of the police should therefore not be whether the police will be equipped with the weapons mentioned, but which variants of these permissible weapons will be acquired. On the one hand, the market's laws must be followed. On the other hand, the hazards associated with the choice of certain types of police weapons must also be taken into account. This crucial element is defined as a risk if it has a low probability of occurrence and can harm the organization (25). In the case of such an unfavourable development in the use of the acquired police weapon, there could therefore possibly be a negative deviation from the desired state. Otherwise, this act can also work in your favour, as the following diagram shows.

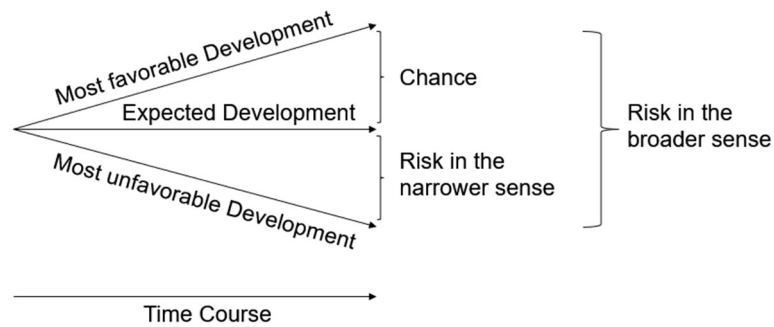


Figure 6: Facets of the concept of risks (1)

5. Conclusion

The present scientific examination shows impressive that strategic considerations are becoming increasingly important for the police. This is also reflected in the technical equipment of the police force and in the decisions that are made about its use. Although strategic management does not yet appear to be fully established, it is on the rise, as described earlier. The question of the extent to which strategic management is embedded in the organizational culture of the police and what strategies are pursued in the introduction of new critical police resources can only be answered contradictorily.

The police forces appear to have acquired strategic management to varied degrees. In terms of its armament, the Austrian police have a well-developed strategic management system, Hamburg has individual aspects of strategic management, while Berlin and Thuringia have no documented plan at all. In this regard, there are no findings on police forces in other nations. The greatest potential for growth is in strategy implementation, which is essential for good strategic management. Half of the police forces polled do not collect data that could be used for evaluation, and a slightly greater proportion do not reliably link data collection with statistics compilation. These findings show that the strategic management potential of police forces has not yet been fully realized. As a result, the author suggests that police forces with well-developed strategic management adjust their systems to changing situations and demands on a continual basis and share their expertise with other police organizations. Police forces with strategic management aspects are encouraged to improve their execution of fact-based strategies. It is recommended that police agencies without a stated strategy consider transitioning into strategic management. Strategic management is not a panacea for all ills. However, in the author's opinion, it is necessary for the methodical, long-term, impact- and performance-oriented management of a police force in a dynamic and complex environment.

The scope of this study is limited to presenting the missing strategic factors of police embedding in organizational culture. The police baton was chosen to determine the ramifications. Only the police baton, together with the firearm, taser, pepper spray, and handcuffs, is a legal tool of compulsion on the citizen in question. The current study is also constrained in that it only looked into one of five technical techniques in depth. More data is needed to evaluate the embedding of similar methods in the police force and its management. For this purpose, numerous data would have to be evaluated as part of a meta-analysis. In the absence of such data sets, assumptions must be made based on additive estimates and survey results. This opens up a large field of research for economists and police scientists.

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