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**AN INVESTIGATION OF STRATEGY IMPLEMENTATION CHALLENGES:
THE CASE OF ZIMBABWE STOCK EXCHANGE LISTED
MANUFACTURING COMPANIES**

BY

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DEDICATION

I wish to dedicate this to my everlasting loving wife Gamuchirai Dzvetera, my children Nyarai, Tariro, Tadiwa, Patience and Shepherd and my mother Jesi Chiwara

And

In memory of my late father Apinos Murwira Chiwara, always a source of inspiration and wisdom, rest in eternal peace.

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Chapter 1

Introduction

1.0 Introduction

This Chapter includes an introduction to my topic and research. It then presents the background to my study and briefly describes the research's problem statement. A brief description of the research's conceptual framework is then provided as the last section of this chapter.

1.1 Background of the Study

Chancellor (2015) states that there are many reasons why businesses fail world-wide and some of the reasons could be rooted in bad management or poor corporate governance issues, misguided leadership, strategic failings, market changes or just bad luck or sometimes a combination of two or more, and to some extreme extent, all of these factors. Studies conducted by Rootzen (2010) for Lehman Brothers which went bankrupt in 2008 after it hid over US\$50 billion in loans disguised as sales and Danielsson (2012) for American International Group (AIG) Limited which collapsed in 2005 after carrying out a massive accounting fraud to the tune of US\$3.9 billion perpetrated through bid-rigging and stock price manipulation revealed that these corporate giants succumbed to failure due to corporate governance issues. Other studies by Mendez et al (2010) for Kodak Limited, Chancellor (2015) for Compaq Computers Limited and Chancellor (2015) for Comet Limited revealed that these corporate giants experienced challenges in performance due to poor strategy implementation and the failure was mainly attributable to the aspect of the inability to overcome barriers to change during strategy implementation process.

According to the published information in the Central African Stock Exchanges Handbooks covering the years 2010 to 2015, companies operating in Zimbabwe, especially companies within the manufacturing sector, have not been performing well with six (6) out of the twenty three (23) listed manufacturing companies posting losses during the year 2015; four (4) manufacturing companies were suspended from the Zimbabwe Stock Exchange over the period 2010 to 2015 and twelve (12) manufacturing companies were delisted, again over the period 2010 to 2015. The reviewed Eight (8)

researches done in Zimbabwe by Dandira (2011), (2012) reviewing the Zimbabwean state of all companies strategy implementation; Nyamwanza (2013), (2014) focusing on strategy implementation in SMEs in Zimbabwe; Sithole et al (2012) covering strategy implementation in local authorities; Zimwara and Mbohwa (2015) focusing on world class strategy implementation in manufacturing companies; Mufudza et al (2013) focusing on strategy implementation in Zimbabwean companies over the period 2007 to 2009 and Chiwota (2015) attributed the state of the struggling manufacturing companies to failure to implement their strategies.

Chiwota (2015) states that the collapse of large companies like Cold Storage Commission and Zimbabwe Sugar Refineries (although it's now operational) and many more, to some extent, especially those in the manufacturing sector, really points to strategy formulation and implementation issues. Chiwota (2015) further argues that unless Zimbabwean companies achieve high standards of strategy formulation and implementation, even if the current difficult economic environment stabilizes coupled by robust policy interventions, they will continue to find it difficult to compete either locally or on the international stage. Opening up of international markets, regional integration and the liberalization of trade as noted by the Business Monitor International (September 2009) is definitely associated with stiff competition.

Strategy implementation has proven to be such a powerful conceptual tool that is widely applied in attempting to enhance the performance and competitiveness of business operations as highlighted by Mankins and Steele (2005) (as cited in Kobus, 2015, p. 289). Strategy implementation is a disciplined process or logical set of connected activities that enables an organization to take a strategy and make it work (Hrebiniak, 2006), to attain its strategic goals. However, developing such a logical approach represents a formidable challenge to management (Hrebiniak, 2006).

This proposal seeks to identify the prominent barriers to strategy implementation in the manufacturing corporations listed on the Zimbabwe Stock Exchange. This research will also seek to provide solutions to strategy implementation so that organizations can reap the benefit of their efforts.

1.2 Problem statement

According to the published information in the Central African Stock Exchanges Handbooks covering the years 2010 to 2015, four (4) manufacturing companies were suspended from the ZSE, twelve (12) manufacturing companies were delisted from the ZSE and six (6) manufacturing companies posted

losses during the year 2015. This review shows that quite a number of manufacturing companies are struggling in Zimbabwe. Chiwota (2015) highlights the need for high standards of strategy formulation and implementation for Zimbabwean company to respond effectively to globalization challenges.

This research seeks to answer the following question: What are the challenges being faced by Zimbabwean manufacturing corporations listed on the Stock exchange in strategy implementation and what measures need to be taken to deal with these challenges?

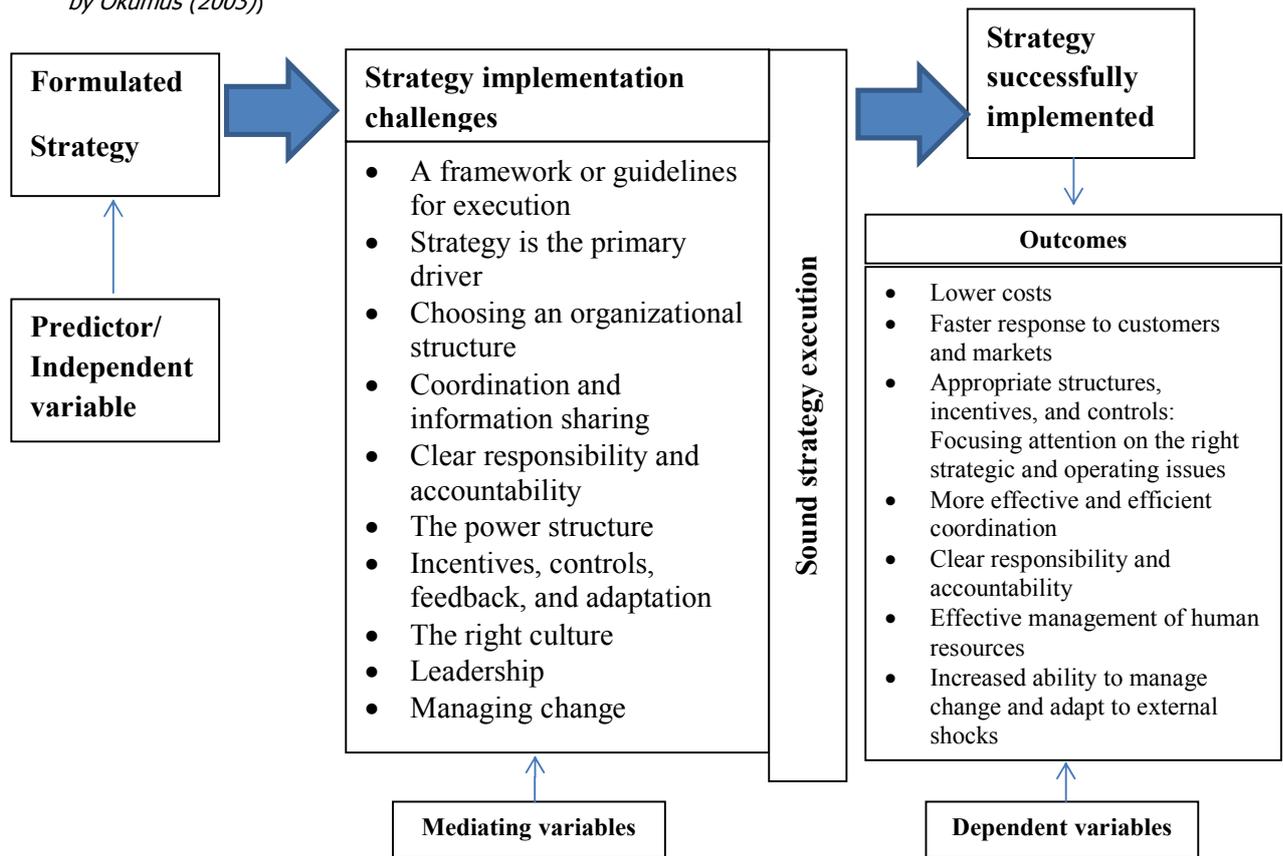
1.3 Main Topic

An investigation of strategy implementation challenges: The case of Zimbabwe Stock Exchange listed manufacturing companies.

1.4 Conceptual Framework

This section provides a conceptual model, which provides a reflection on the research and its context thus demonstrating the key argument for the research. The conceptual framework in this study is based on the issues that impact the success or failure of strategy execution efforts.

Figure 1.1: Conceptual Framework (Framework developed for the study but modified from the one cited by Okumus (2003))



The above conceptual framework depicts the achievement of successful strategy implementation as being dependent on the formulated strategy as well as being influenced by the implementation process which should be able to overcome the envisaged challenges.

The factors that impact the success or failure of strategy execution efforts according to Hrebiniak (2006) are as follows: a model or guidelines for execution; strategy is the primary driver; choosing an organizational structure; coordination and information sharing; clear responsibility and accountability; the power structure; incentives, controls, feedback and adaptation; culture; leadership and managing of change.

The ability of an organization to deal with the above challenges determines strategy implementation outcomes. The benefits of sound strategy execution are as follows: lower costs; faster response to customers and markets; appropriate structures, incentives and controls: focusing attention on the right strategic and operating issues; more effective and efficient coordination; clear responsibility and

accountability; effective management of human resources; increased ability to manage change and adapt to external shocks.

The results of poor strategy implementation include the following: failure to achieve desired execution outcomes or objectives; employees don't understand how their jobs contribute to important execution outcomes; time and money are wasted because of inefficiency or bureaucracy in the execution process; execution decisions take too long to make; the company reacts slowly or inappropriately to competitive pressures.

1.5 Sub Research Questions

This study seeks to answer the following questions;

- i. What framework exists for Strategy Policy Formulation?
- ii. What Strategy Implementation guidelines are in place in the Listed companies?
- iii. What capacity do those in management have to formulate and implement strategy?
- iv. What controls are in place to ensure that the strategy implementation process is carried out?
- v. What challenges are being experienced in that implementation?
- vi. What would be the best approach to strategy implementation for Listed companies?

1.6 Research Objectives

The guiding objectives of this study are;

- i. Establish the frameworks which exist for Strategy Policy formulation.
- ii. Establish the Strategy Implementation guidelines which are in place for listed companies.
- iii. Investigate management's capacity to formulate and implement strategy.
- iv. Investigate performance measurement and control systems in place and how they are used during the strategy implementation process.
- v. Investigate the practical challenges to strategy implementation and mechanism for overcoming such barriers.
- vi. Refine and recommend the best strategy implementation approach for listed manufacturing companies in Zimbabwe.

1.7 Significance of the Study

This study will provide refined guidelines, frameworks and models for strategy implementation to Zimbabwean companies in the manufacturing so that they can survive and withstand the highly competitive global environment created by the irreversible and unavoidable opening up of the international markets.

The University, especially the Graduate School of Business leadership, will benefit when lecturers incorporate the gained knowledge from this study into the students' learning material.

My understanding of strategy implementation will be broadened by the knowledge gained from this research.

1.8 Delimitations

This study will focus on manufacturing companies listed on the Zimbabwe Stock exchange head-quartered in Harare during the period 2011 to 2015.

1.9 Limitations

The approach in conducting this study also has limitations which must be acknowledged.

- Managers may not be willing or able to disclose all the relevant information about their company's strategic plans and how they have been implemented due to constraints pertaining to confidentiality rules and regulations covering management's code of conduct. To overcome this limitation, managers were assured that the gathered information was to be used only for academic purposes of the research and will not be disclosed to any other part without their consent.
- Documented information about strategic plans and implementation strategies may not be available for review hence the study will rely on managers' supplied information. To overcome this challenge, information will be collected from a broad spectrum of managers across the management structure.
- Due to time limitations the study will review the historical information of the strategic plans and how they were implemented. Otherwise, time permitting a longitudinal study would have been conducted to improve the quality of the results. To overcome this challenge, a broad range of

literature pertaining to strategy formulation and implementation has been covered, about 29 latest journals covering the years 2013 to 2015.

1.10 Assumptions

Assumptions made about the study are;

- a. That all listed manufacturing companies in Zimbabwe have a systematic approach to strategy formulation and implementation and that their approaches are well set out to allow for a scientific research approach and overall comparison.
- b. That the gathered views and perceptions of managers will reflect the true state of affairs of the manufacturing sector since it is generally accepted that, as the main role players, managers' attitudes and beliefs often determine the business conduct and also the information gathered cuts across the management structure.

1.11 Abbreviations

ZSE: Zimbabwe Stock Exchange

SMEs: Small to Medium- sized Enterprises

1.12 Chapter Summary

This chapter presented the background of the study and also outlined the research problem. It also detailed the study's objectives, the justification for the study, delimitation and limitation of the study on strategy implementation. The next chapter will look at the literature review.

Chapter 2

Literature Review

2.1 Introduction

This chapter closely examines the current literature on strategy formulation and implementation. It looks at the commonly used strategy formulation and implementation guidelines, frameworks and models, challenges faced during strategy implementation and suggested solutions to overcome those challenges. The chapter concludes by looking at the research gap.

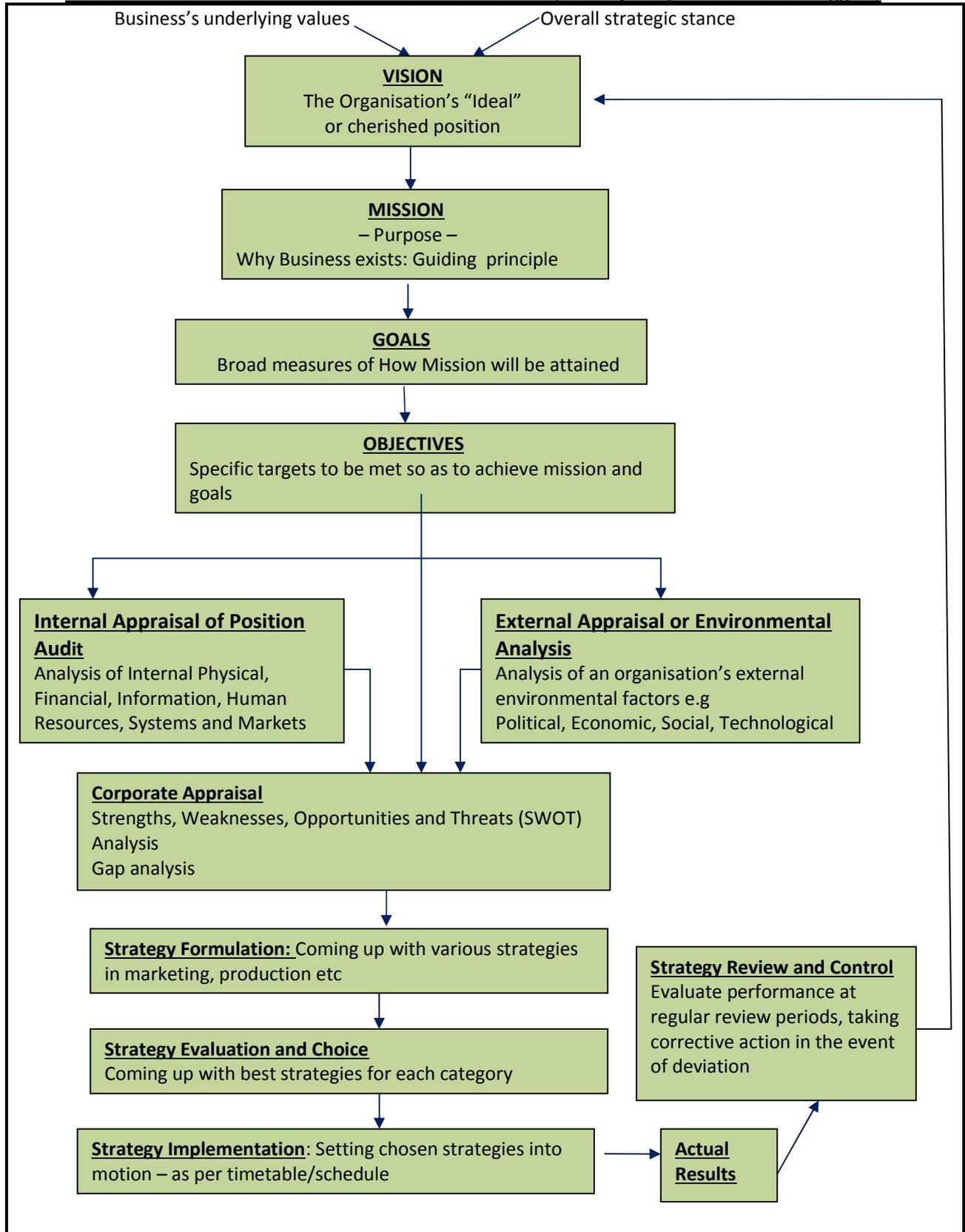
2.2 Strategy Formulation

Ulwick (1999) states that Strategic management of businesses is an ongoing process which involves developing and revising, continuously and on a timely basis, future oriented strategies that allow an organization to achieve its objectives after considering its capabilities, constraints, threats, the environment in which it is operating in as well as fully exploiting all available opportunities. Hrebiniak (2006) as cited in Li et al (2015) states that poor or vague strategy can limit strategy implementation efforts dramatically and good execution will never overcome the shortcomings of a bad strategy.

Speculand (2014) notes that today's leaders need the necessary skill to craft the right strategy and implement it successfully. Ulwick (1999) supports this position by stating that strategy formulation is not a simple business ritual but a combination of many intricate activities that require intimate knowledge on many disciplines if the process is to be carried out successfully. Strategy formulation involves consideration of numerous variables with equally numerous possible solutions. Various models were designed and subsequently refined continuously to assist managers in formulating and implementing their strategies. Due to the complexity nature of strategy formulation and implementation caused by numerous possible variables affecting strategy formulation and implementation as well as numerous possible solutions, the area of strategy formulation and implementation requires continuous improvement and refinement. Various models, frameworks and guidelines, outlined below, were formulated to assist management and academics better understand the aspect of strategy formulation and implementation. The commonly used model for strategy formulation is one designed by Higgins and for strategy implementation are the ones developed by; Nobble and Mukwa (1999), Okumus (2003), Higgins (2005), Qi (2005) and Brenes et al (2007).

The model developed by Professor Higgins for strategy formulation is illustrated in figure 2.1 below as follows;

FIGURE 2.1 THE STRATEGIC PLANNING MODEL (Developed by Professor J C Higgins)



Source: Higgins (2005)

The above model developed by Higgins tries to assist management in approaching strategy formulation in a systematic way as well as ensuring that high quality strategies are achieved. The model looked at the following aspects as follows; vision, mission statement, goals, objectives; environmental analysis and corporate appraisal, strategy formulation, and finally strategy implementation and performance control.

The organization should establish its vision which is the cherished position it wants to achieve. The organization should then answer the question why the business exists through its mission statement. A high quality mission statement should contain four principles which are; the purpose why the business exists, the strategy it will employ to achieve its desired position, its values, and finally policies and standards of behaviour. The next step is for the organization to develop goals which are broad measures of how the mission will be attained. After developing the goals the organisation should then develop objectives which are specific targets, covering all the aspects of the organization such as marketing, finance, operations, Human Resources etc. The organization should then conduct an internal business appraisal looking at the organisation's aspects such as financial position, information processing systems, human resources and physical aspects. The organization should also consider external factors such as the political, economic, social, technological and legal environment. After analyzing these factors the organization should then look at its strength, weaknesses, threats and opportunities (SWOT analysis). The best strategies for marketing, finance, production, human resources and strategic business units will be adopted. The organization will then implement the best strategies. There is need for the organization to adopt a performance management and control system such as the Balance Scorecard, Results Based Management system, etc to monitor performance.

Ulwick (1999) identified the following factors as key barriers to successful strategy formulation; lack of strategy formulation knowledge, lack of broad leadership skills within management, failure to involve the full management structure in the strategy formulation process, poor facts and inadequate information. The solution to these challenges lies in recruiting personnel with the requisite skills and experience, and training and continually educational development.

2.3 Strategy Implementation

Hrebiniak (2006) cited in Li et al (2015) argues that, although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult. Researches by Mufudza (2013), Zimwara et al (2015), Dandira

(2012) Okumus (2003), Speculand (2014) and many more demonstrated that strategy implementation is a vast and complex field with numerous aspects of multidimensional facets. Li et al contents that strategy implementation is a key challenge for today's organizations because of the many factors that influence the success of strategy implementation ranging from the people who communicate or implement the strategy to the systems or mechanism in place for co-ordination and control.

Various models and frameworks were developed to address factors affecting strategy implementation from a holistic perspective by the following researchers; Noble and Mokwa (1999); Okumus (2003); Higgins (2005) and Brenes etal (2007).

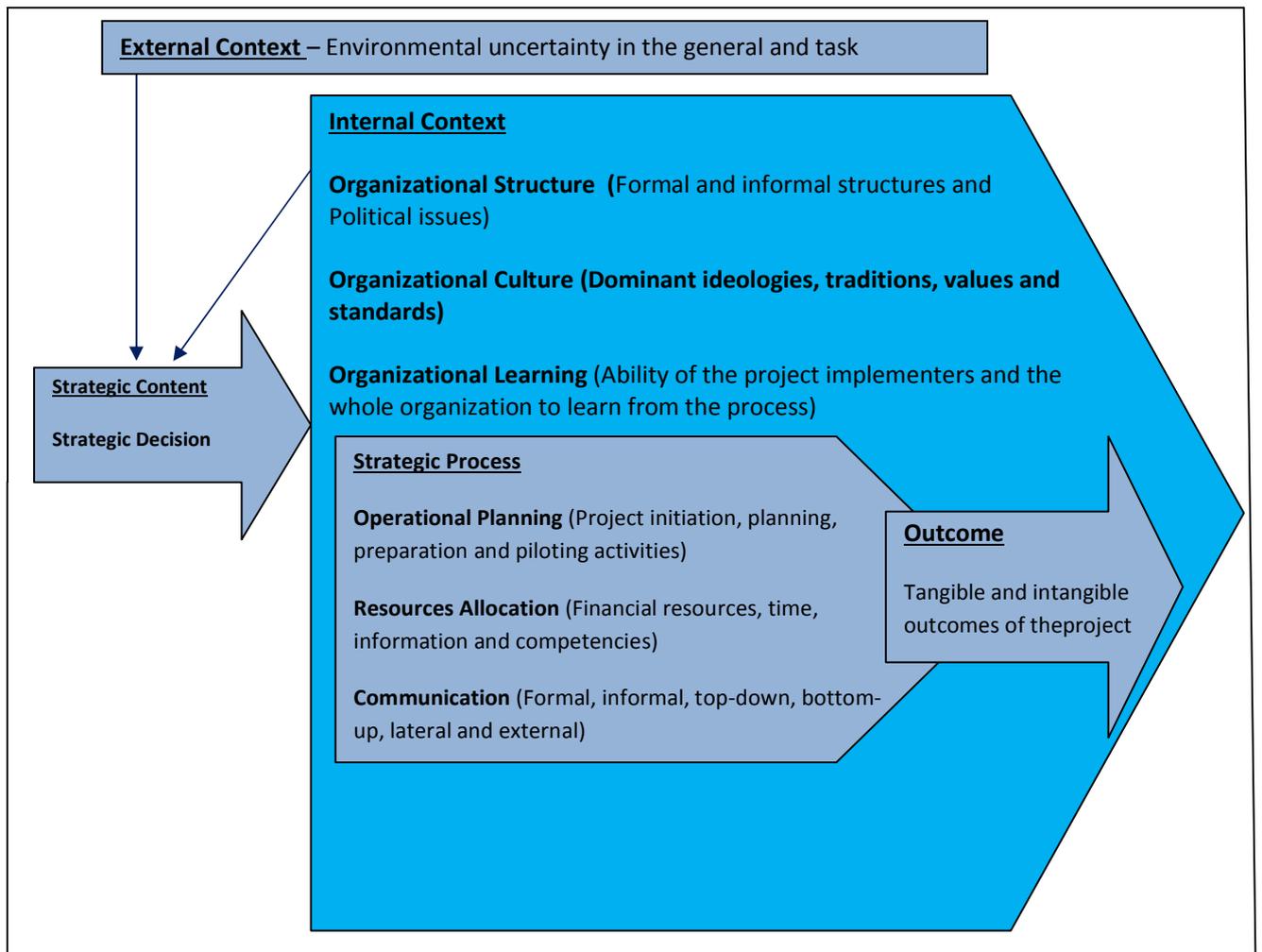
2.3.1 Noble and Mokwa (1999)'s Model

Noble and Mokwa (1999) categorized factors which hinder strategy implementation process into three categories which are; structural view, interpersonal process view and individual level process view. Structural view emphasized on organizational structure and control mechanisms whilst the Interpersonal process view emphasized on strategic consensus, autonomous strategic behaviour, diffusion perspectives, leadership and implementation style, communication and interaction processes. The last aspect was individual –level processes view which emphasized on cognition, organizational roles and commitment.

2.3.2 Okumus (2003)'s model

Okumus (2003) proposed a framework for strategy implementation so that researchers and executives could better understand and evaluate complex factors of implementation and deal with challenges from a holistic perspective. The implementation framework proposed by Okumus (2003) identified key elements/factors of implementation and categorized them into different groups depending on their role and importance. The role and importance of each implementation factor as well as its relationship with other factors are then explained.

FIGURE 2.2 STRATEGY IMPLEMENTATION MODEL BY OKUMUS (2003)



Source: Li et al (2015) journal. A literature review on the factors influencing strategy implementation

2.3.3 Noble (1999a) strategy implementation framework

Noble (1999a) developed a strategy implementation framework which considered the relationship between all factors affecting strategy implementation and their significance at each implementation stage. The implementation framework is organized around four major stages of the implementation process which are; pre-implementation, organizing the implementation effort, managing the implementation process and maximizing cross functional performance. The framework is detail below as follows;

STRATEGY IMPLEMENTATION FRAMEWORK

LEVERS	STAGES			
	Pre-Implementation	Organizing the Implementation Effort	Managing the Implementation Process	Maximizing Cross-functional performance
Goals	Ensure that all managers are aware of the strategic goals of the firm	Introduce goals of the strategy being implemented and should fit within firm's broader strategic vision	Maintain the flexibility to adapt goals based on environmental changes	Develop and focus on common goals to encourage cross-functionality cohesiveness
Organizational structure	Ensure that functional areas have the slack resources needed to be able to contribute to an implementation effort	Establish a formal implementation unit and ensure its visibility throughout the firm	Ensure equal representation by all affected functional areas	Temporarily suspend key implementation team members' normal responsibilities to allow them to focus on the implementation effort
Leadership	Develop employees' knowledge and appreciation of multiple functional areas	Establish "champion" who has both official cross-functional authority and general respect in the firm	Ensure that leaders show equal attention to all functional-level concerns	Balance visible and charismatic leadership with a maintenance of autonomy for functional-level implementation efforts
Communications	Maintain regular cross-functional communications to foster understanding and appreciation	Discuss and resolve implementation details early in the process	Update implementation team frequently on progress and changes in objectives	Communicate implementation progress across the entire organization to foster buy-in
Incentives	Reward the development of cross-functional skills	Develop time and performance-based incentives for implementation team while lessening traditional functional incentives	Adjust incentives as strategy and environmental conditions change during implementation	Establish visible and consistent cross-functional rewards for successful implementation efforts

2.3.4 Higgins (2005)'s 8 "S" Framework

Higgins (2005) modified the 7 "S" framework into 8 and they include; strategy and purposes structure, resources, shared values, style, staff, systems and processes, and strategic performance. Higgins

(2005) argued that if there wasn't a good match or alignment among these factors, performance in strategy implementation would suffer.

2.3.5 Brenes, Mena and Molina (2007)'s framework

Brenes et al (2007) developed a five dimensional strategy implementation factors which are; strategy formulation process, systematic execution, implementation control and follow up, CEO's leadership and suitability, motivated management and employees and corporate governance.

Li et al (2015) argue that although the common appearance of each factor in all these models create an impression of consensus on factors affecting strategy implementation, definition and interpretation of each factor's effect on strategy implementation differ significantly from one model or framework to another.

2.4 Strategy implementation challenges

Li et al (2015) identified nine major barriers to strategy implementation which are; Organisational structure, administrative system, commitment, strategy consensus, implementation tactics, corporate culture, communication, management involvement, relationship among different units/departments and different strategic business units and strategy formulation process.

2.4.1 Administrative systems

Li et al (2015) identified three key administrative mechanisms that companies should consider which are; design of the organizational structure (decentralization); design of control systems (budget evaluation system) and selection of managers (area of control). When these three factors are aligned properly superior performance will be achieved.

2.4.2 Organisational structure

Organisational structure covers single entity's organogram and also how large corporate with several business units are controlled. Is it through decentralization or centralization of power? Heide et al (2002), in his study, noted that proper strategy structure alignment was key to successful strategy implementation. Nobble (1999) and Gupta (1987) highlighted that the structure must be responsive to changes in the competitive environment and only decentralized structures achieve superior results.

2.4.3 Commitment

Rapert et al (1996) defines strategic commitment as reflected by functional areas' identification with, dedication and strong participation in the achievement of the strategic goals. Guth and Macmillan (1986) point out that a richer and more complex explanation for individual manager's commitment to a strategy comes from the expectancy theory of motivation. Basically there are three fundamentally different sources of low to negative individual managers' commitment to implementing a particular strategy which are; perceived inability to execute a strategy, low perceived probability that a strategy will work and perception that outcomes will not satisfy individual goals. To gain a deep understanding of commitment, Nobble and Mukwa (1999) developed three dimensions of commitment that emerge as central factors which directly influence strategic outcomes as; organizational commitment, strategic commitment and role commitment. Organizational commitment is the extent to which a person identifies with and works towards organization related goals and values. Strategy commitment is defined as the extent to which a manager comprehends and supports the goals and objectives of the strategy. Role commitment is the degree to which a manager achieves the goals and objectives of a particular role and facilitates the overall success of the implementation effort. Li et al (2015) in his study concluded that for strategy implementation to be successful management's commitment to the organization, strategy and role should be achieved.

2.4.4 Consensus

Noble (1999) demonstrated, in his study, that consensus is a pre-requisite to commitment and for consensus to be achieved information must be disseminated throughout the organization effectively so that a shared understanding is created.

2.4.5 Implementation tactics

Lehner (2004) identified four strategy implementation tactics as; intervention, participation, persuasion and edict. Intervention refers to strategy adjustments during the implementation process by introducing new norms and practices. Participation consists of articulating strategic goals and nominating a task force that develops and proposes corresponding implementation options. Persuasion consists of the tactic of using the involved parties to convince employees about the decided course of action. The main mechanism for implementation in the edicts is the issuing of directives.

2.4.6 Communication

Rapert and Wren (1998) noted that where employees have easy access to management through open and supportive communication climates tend to outperform those with restrictive communication environment. Effective communication channels should use top down, down top and lateral communication channels.

2.4.7 Management involvement

Viseras et al (2006) noted that effectiveness of strategy implementation is affected by management's involvement and the quality of managers involved. Quality of management refers to skills, attitude, capability, experiences and other characteristics of management required by a specific task or position.

2.4.8 Relationships among different units/departments and different business strategic units

Chimhanzi (2004) noted that the following aspects; business units autonomy; sharing programs and synergies across strategic Business Units; as well as control and reward systems affect the relationships among different units/departments and different strategic business units.

2.4.9 Organisational Culture

Deshpande and Farley (1999) defined organizational culture as a set of values, beliefs and behavior pattern that form the core identity of organizations and help in shaping the employees behavior. The organisation's culture should be transformed so that it supports and sustains the strategy.

2.5 Zimbabwe's manufacturing sector's strategy formulation and implementation challenges

Nyamwanza (2014) notes that the business operating environment in Zimbabwe has experienced major swings over the past two decades. That operating environment plays a major role in both strategy formulation and implementation. Nyamwanza (2014) supported by Zimwara and Mbohwa (2015) and Mufudza (2013) acknowledge that government policies and assistance alone cannot deliver the desired results for organisations. Government policies and assistance should be supported with other ingredients like strategic planning and implementation. Nyamwanza (2014), Zimwara and Mbohwa (2015) and Mufudza (2013) all acknowledge that what happens within an organisation is critical to its

success, survival and growth. Strategy formulation and implementation hold the keys to the manufacturing sector's growth and survival. These studies noted that all of the barriers to strategy formulation and implementation such as organisational structure, organisational culture, communication, implementation tactics, commitment, consensus on the formulated strategy and implementation methodology, administrative systems, management involvement and relationships among different units/departments or different strategic business units, were relevant to companies operating in Zimbabwe and there was need to adopt a holistic approach to addressing these challenges, as prescribed in the existing guidelines, frameworks and models, when formulating and implementing strategies. However, studies by Nyamwanza (2014), Zimwara and Mbohwa (2015) and Mufudza (2013) did not assist managers by developing or refining existing models, frameworks and guidelines. These studies only identified generic strategy formulation and implementation guidelines, models and frameworks.

Gharakhani (2011), in his study of the manufacturing sector in Iran, a developing nation, pointed out that management in developing nations, when formulating and implementing their strategies, focus on national instead of global visions thereby creating serious limitations on their ability to respond effectively to international competition as well as their general competitive advantages. He further notes that such management lack the expertise and skill on international and economic strategy issues. Zimwara and Mbohwa (2015) argue that one of the greatest challenges facing Zimbabwe's manufacturing sector is international competition, through an influx of imported goods. The manufacturing sector has failed to respond effectively to this challenge. Opening up of international markets is an irreversible and unavoidable phenomenon and manufacturing companies in Zimbabwe should quickly accept that development and devise strategies to survive under such harsh competitive environments. Other challenges, impeding on successful strategy formulation and implementation by the manufacturing sector in Zimbabwe, cited by Zimwara and Mbohwa (2015) relates to the country's labour laws and highly unionised labour force which offers huge resistance to reforms to the production processes, lack of skills within management and the general workforce, shortage of manufacturing process improvement engineers and the need to change senior management's mind frame which is reacting politically to the prevailing environment.

2.6 Gap Analysis

The greatest challenges not addressed by the existing guidelines, frameworks and models to strategy implementation are on addressing the aspects of an integrative approach to strategy formulation and

implementation which should not only be limited to senior management but should permeate effectively across the entire organisation's workforce and the global perspective aspect. Unless managers in the manufacturing sector, as highlighted by Gharakhani (2011), bear in their mind that the products they are producing should compete effectively with other similar or substitute products internationally, whatever they will be producing if not designed to meet this competition will certainly find it difficult to penetrate the market. Strategy formulation and implementation guidelines should now emphasize on the need to scan rigorously the international market.

2.7 Chapter summary

This chapter looked at the process of strategy formulation and implementation, challenges to strategy formulation, existing models and frameworks for strategy formulation and implementation and the manufacturing sector in Zimbabwe as far as strategy formulation and implementation is concerned and shortcomings within the existing guidelines, frameworks and models for strategy implementation.

Chapter 3

Research Methodology

3.0 Introduction

This chapter discusses research methodology and design. It further explains the methods and techniques used in collecting data. The chapter also explains the sampling method used for collecting data. It describes the data collection instrument, the validity and reliability of the research instrument and the ethical considerations when carrying out the research. The chapter also explains the analysis of data in order to answer the research questions and fulfil the objectives of the study.

3.1 Methodological approach

Methodology is the framework associated with a particular set of paradigmatic assumptions that are used to conduct research, i.e. scientific method, ethnography, action research, while methods, are the techniques used to collect data, such as, interviewing, surveying, participative observation (O' Leary, 2004). The devices or instruments that are used to collect data include questionnaires, observations, checklists and interview schedules. The methodological design, which is the approach includes all the above.

A scientific approach was adopted for this study, which involves the testing of variables arising from the theoretical and empirical literature. The literature as well as the research question and objectives influenced the type of methodology adopted. The research design was constructed to be within one's means, capacity and interests, and it has been designed to fit within the given time, resources and accessibility so that the required results can be obtained.

3.2 Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analysed and used. Research philosophy can be defined as the development of the research background, research knowledge and its nature. (Saunders et al 2009) defines nature of knowledge and reality as it clarifies how one comprehends knowledge and reality as well as the procedure of realizing knowledge Merriam (2014).

There are different types of research philosophies that can be grouped into four research paradigms namely positivism, constructivism, critical theory and realism Guba and Lincoln (1994). The philosophical stance taken depends on the social science phenomena to be investigated. There must be a match of philosophy, methodology and the problem to be investigated. A positivist philosophy has been purposefully adopted for this research. The philosophy has been chosen because the research perspective allows the researcher to be independent of what is being observed. Positivism assumes that there is an objective truth that is not influenced by the observer Bryman (2012). For this research, predictions can be made on the basis of previously observed and explained realities.

The positivist approach is connected to the statement that the truth is observable and can be measured with correct methods. In the positivist view, there is already some knowledge about a given problem, therefore, researchers should determine the knowledge that is already available and if the knowledge available seem to be having some gaps, then research is required to generate new knowledge and insight about the phenomena. The approach stresses that the world's mysteries are not beyond human comprehension. Therefore, the world is knowable and what we do not know today will be uncovered in future. The world can also be predictable through laws and theories and maxims that regulate the world. Flick (1998) and Neuman (2006) state that the positivist approach uses the measurement and analysis of diverse causal variables through the collection of hard, reliable and objective data.

3.3 Research Design

Bryman and Bell (2007) state that research design refers to the framework for collection and analysis of data. It specifies the details of the procedures necessary for obtaining the information needed to structure and to solve research problems Amaratunga and Baldry (2001). It is the basic plan for a piece of research. This research is mainly concerned with measuring the opinions and attitudes of corporate leaders on strategy implementation.

The research is mainly concerned with measuring the strategy implementation methods of manufacturing corporations, the barriers faced and measures to overcome them. This approach influenced the choice of data collection method. A sample of respondents is chosen from a population to respond to a standardized questionnaire. According to Bryman (1989) a survey refers to the collection of data on a number of units with a view to collecting systematically a body of quantifiable data in respect of a number of variables which are then examined to discern patterns of association.

3.4 Quantitative Approach

A quantitative, scientific approach is adopted for this study whereby the research strategy emphasizes quantification in the collection and analysis of data, Bryman and Bell (2007). The approach seeks to count occurrences, establish statistical links among variables, and generalize findings to the population from which the sample is drawn. Creswell, (2013, p. 18) summarizes quantitative approach as one in which the investigator primarily uses post-positivist claims for developing knowledge, employs strategies of inquiry such as experiments and surveys, and collects data on predetermined instruments that yield statistical data. A sample of the population will be examined to manage costs involved and human resource requirements (Sekaran, 2003; Bryman and Bell, 2007).

3.5 Study Population

The population that the researcher can gain access to is the study population (Trochim, 2006). The study population is also known as the accessible population. The study population for this research comprises all management levels of manufacturing corporations listed on the Zimbabwean Stock Exchange who shall be accessible and willing to take part in this research.

3.6 Sample and Sampling Procedures

According to Cooper and Schindler (2003, p. 181) sampling approach is a process of selecting a portion of the population to represent the entire population. Trochin (2006) defines sampling as the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample, results may be fairly generalized back to the population from which they were chosen (Trochin 2006). Aaker et al (2008), describe sampling as the process of surveying only elements of the whole population to make inferences about a population. The sample design in this research study firstly defines the research population, population frame, theoretical population and the study population; secondly determines the sampling technique (sample type) and thirdly determines the sample size.

3.6.1 Research Population

Salkind (2005) defines a research population as a group of potential respondents to whom the results of a study can be generalised. Population is defined as “the entire group of people, events or belongings of interest that the researcher wishes to investigate” (Sekaran 2003, p. 265). The research population for

the study are all the levels of management of Zimbabwe Stock Exchange listed manufacturing companies.

3.6.2 Theoretical Population

The population that the researcher wishes to generalize is the theoretical population (Trochim, 2004). The theoretical population is also known as the target population. The target population will be drawn from Zimbabwe Stock Exchange listed manufacturing companies.

3.6.3 Population Frame

Sekaran and Bougie (2010) define a sampling frame as a physical representation of the population from which the sample is drawn (Sekaran and Bougie, 2010). It is a list of all the items in the population, a complete list of every element or everything you want to study. The population frame in this research comprises all levels of management of the manufacturing corporations listed on the Zimbabwean Stock Exchange. The sample frame will be generated from databases from the companies as well as from the Zimbabwe Stock Exchange.

3.6.4 Sampling Technique

A sample is a proportion or subset of a larger group called a population. Sampling is the process of selecting units (e.g., people, organizations) from a population of interest so that by studying the sample we may fairly generalize our results back to the population from which they were chosen (Trochin, M. K. 2006). A study of the whole population was employed for the research, due to size of population of only twenty three manufacturing companies. Five (5) respondents to the questionnaire were selected from each of the manufacturing companies listed on the Zimbabwe Stock Exchange.

3.7 Research Instrument

Antony et al (2005) defines research instruments as strategies applied during the research process. The research instruments include questionnaires, interviews, observations and readings. The research instruments applied must be relevant and valid.

3.7.1 Questionnaire

Brymen and Bell (2007) states that a questionnaire is a systematically prepared document or form with a set of questions deliberately designed to elicit responses pertaining to the research subject. The questions can be structured or unstructured. Structured questions are closed questions where the respondent is asked to state “Yes”, “No”, “Disagree” or “Agree” or multiple choice questions without much elaboration. The advantages of structured questions are that they are easy to complete and respondents are guided on the information they are supposed to provide. The demerits are that the respondents are not able to provide additional information where the structured answers are not providing clearly the respondents’ views.

Unstructured questions are open ended questions where the respondent has to elaborate his views or facts in detail in response to a question or provide other information related to the question being asked. The merits of unstructured questions are, in certain circumstances, more informative. The demerits are that the respondents may provide unnecessary information and the responses are difficult to analyse.

3.7.2 Interviews

Ticehurst and Veal (2000) states that interview is a strategy of gathering information from respondents by meeting face to face, talking over the phone or video conferencing or other media involving oral discussion with the individuals to interact and generate ideas in a discourse that borders on mutual interest. Interviews can be structured, unstructured, non-directive interview or focus interview.

The merits of interviews are; high levels of accuracy in screening interviewees; it captures emotions and behaviour of interviewee; it keeps focus of the research objectives and captures verbal and non-verbal views.

The demerits are; it is costly to conduct, quality of data can be compromised and it limits the sample size.

3.7.3 Observations

Annum (2016) states that observation is a systematic data collection approach that involves prolonged engagement in a setting or social situation with a view to gathering visual data either for immediate use only or present and future use.

The merits of observation are, it is highly accurate in data collection and can provide new information. The demerits are that it is costly and time consuming.

3.7.4 Reading

Annum (2016) states that reading involves review of available material like newspapers, minutes and the study of other available public or private documents.

The merit of reading is that it is cheap and the research material would have been thoroughly done by others. The demerit of reading is that it is limited to the source of reading material's views and cannot provide fresh ideas.

3.8 Data collection Method

Questionnaires were used for the collection of primary data. A "questionnaire" is a pre-formulated written set of questions to which respondents record the answers within closely defined "alternatives". They are an efficient data collection mechanism, when the researcher knows exactly, what is required and how to measure the variables of interest (Sekaran 2006). According to Brymen and Bell (2007) a standardized questionnaire is quite a reliable tool that can be utilized for quantitative method projects. The questionnaires were dropped at the intended respondents' offices. The respondents were advised about the intention of the research and their cooperation were requested. The use of questionnaires is a relatively cheaper way of gathering the data. The questionnaires increase objectivity and easy to comparatively interpret collected data. By using questionnaires, the respondents were presented with a standardized stimulus, thereby limiting observer subjectivity.

3.8.1 Instrument Design

The questionnaire had structured questions and a few open-ended questions. The questions are mostly structured because of the limited time for the research. Structured questions make it easier and fast for respondents to answer. Respondents had an opportunity to express their experiences through open-ended questions. The questions helped respondents answer the research problem. The questions were linked to the research questions as suggested by (Ticehurst and Veal 2000; Antony et al 2005). The structure of questions also allowed for analysis of causal relationships.

3.8.2 Likert Scale

A likert scale was used to gather information from management in manufacturing sector's perceptions on their companies' effectiveness in strategy formulation and implementation. Likert scales are used to indicate respondents' attitudes or opinions by measuring their level of agreement or disagreement (Antony et al 2005; Veal 2005). Likert-format items are presented with 5-point scales, where 1 = "Strongly disagree", 2 = "Disagree", 3 = "neither disagree nor agree", 4 = "Agree" and 5 = "Strongly agree. Respondents will be asked to answer each statement according to preferences and expectations.

The Likert scale was used for its particular advantages. Firstly, the Likert scale is easy to understand and therefore an easy, quick and efficient way of collecting data in a relatively less expensive way than other methods. The responses contained in a Likert scale are easy to quantify and analyse. The Likert scale also makes it easy for the respondents to answer by offering them an opportunity to respond in a given degree of agreement. A Likert scale also provides an opportunity for neutral or undecided respondents to express their feelings.

The Likert scale is however characterized by some flaws in its operations. The major disadvantage of the Likert scale is that respondents may choose the mid-point of the scale as a way of avoiding actually answering the question as it is the easiest choice. Sometimes the extreme points may be the most accurate choices for the respondent but however, people tend to avoid extremes because of the negative implications associated with such choices. The problem about this is that it may compromise the final results from analysis. Nonetheless, the Likert scale provides an efficient way of carrying out an online survey.

3.8.3 Validity and Reliability

3.8.3.1 Validity

According to Gay (1976) and Leedy (1980) validity is the degree to which an instrument measures what it is supposed to measure. The instrument was pre – tested as suggested by (Kothari, 2004; Saunders et al. 2011), so that any weaknesses or errors in the instrument would be detected Cooper and Schindler (2003) and necessary improvements were made. Content and face validity were measured by obtaining subjective judgments by the experts of the concerned field (Bryman and Bell, 2003). Content validity is concerned with the degree to which the scale items represent the domain of the concept

under study and face validity is closely related to content validity. The questionnaire was subjected to review and feedback by researchers and practitioners to establish whether the questions accurately measure the constructs, and modifications could be made to reflect the feedback from the experts.

3.8.3.2 Reliability of Instrument

Reliability is the stability or consistency of the information, the extent to which the same information is supplied when a measurement is performed more than once.(Abrahamson, 1981). Pre – testing were also done to examine the extent of the stability, consistency, accuracy and dependability of the instrument and techniques.

3.9 Ethical Considerations

A number of ethical considerations were taken in soliciting for information when carrying out the research. A letter of consent was delivered to top management of the corporations, followed by phone calls to seek approval. The questionnaires contained a clearly stated statement requesting voluntary participation and assuring confidentiality of participants. The purpose of the research was also explained to the respondents.

3.10 Limitations

The biggest limitation was time, since all respondents who failed to complete the questionnaires, due mainly to pressure of work were not considered in my final analysis.

3.11 Data Presentation

The results of the research were presented descriptively through the use of frequency tables showing possible answers from each question, totals and percentages. Data presentation expressed the data in a way that is simple, easy to understand, interpret and less time consuming for the researcher in respect of time limitations. “Typical statistics include rankings (best to worst), simple frequency counts (how many), [and] cross-classifications (contingent frequencies)” (Hair et al., 2003, p.61). The use of tables enabled the easy comparison of individual values.

3.12 Data Analysis

Statistical analyses are conducted in relation to the distribution of the data. Descriptive statistics that include frequency distributions, arithmetic means, standard deviations and variances are used in the research to answer the researcher questions. Descriptive statistics presented include simple summaries of the sample and the measures (Trochim,2006). Univariate statistics (single variable) for frequency counts are used to describe individual variables using raw data, frequency distributions, and cumulative distributions. Summaries of these frequencies are provided. The three major characteristics of a single variable that are used in the research used for univariate analysis include; the distribution, the central tendency and dispersion (Trochim, 2006). The Mean, Median, and Mode shall be used to measure the central tendency. The standard deviation and range shall be applied in measuring dispersion. According to Trochim (2006), the Standard Deviation shows the relation that set of scores has to the mean of the sample, and, the range is the highest value less the lowest value.

Both univariate (single variable) for frequency counts and bivariate (two variables) cross tabulations analysis is used in analysis of data. Univariate statistics is used to describe individual variables using raw data, frequency distributions, cumulative distributions, use of graphs and pie charts as well as rates and ratios. The three major characteristics of a single variable that are considered in univariate analysis include; the distribution, the central tendency and dispersion (Trochim, 2006). A summary of the frequency of individual values or ranges of values for a variable are made. The central tendency refers to the "center" of a distribution of values. The three major types of estimates of central tendency used in the analysis are: Mean, Median, and Mode. Dispersion refers to the spread of the values around the central tendency. The two common measures of dispersion used are; the range and the standard deviation. The range is the highest value less the lowest value, while the Standard Deviation shows the relation that set of scores has to the mean of the sample (Trochim, 2006).

Multiple regression analysis is used in this research to predict the impact of exploratory variables to the dependent variable; (The overall performance of the organization). Multiple regression analysis is applied to examine the extent to which multiple independent variables are related to the dependent variable.

3.13 Chapter Summary

This chapter discusses the methodology employed in carrying out the research. It discusses the philosophical considerations and the research design for the study. The study is in the form of a quantitative survey carried out through the use of a questionnaire containing mostly structured questions. A likert scale is used in the design of the questionnaire. The validity and reliability considerations of the research instrument are discussed and the study emphasizes importance of ethics in the research. The chapter highlights how data shall be analysed to come up with answers to the research questions. The anticipated major limitation of the study would be late responses from respondents and the limited consideration given to words and feelings of participants. The next chapter presents the findings.

Chapter 4

Data presentation, Analysis and Discussion

4.0 Introduction

This chapter presents the data captured from managerial respondents in the manufacturing sector listed on the Zimbabwe Stock Exchange. This data is then analysed and discussed in this chapter.

4.1 Descriptive Statistics of the Research

The research was conducted on the whole population since there are only twenty three manufacturing companies listed on the Zimbabwe Stock Exchange and five managers were picked from each company. A total of one hundred and fifteen questionnaires were circulated to managers of manufacturing companies listed on the Zimbabwe Stock Exchange. Seventy one (71) out of one hundred fifteen questionnaires, distributed, were responded to, giving me a response yield of 61.74%. The response was favourable and allowed me to proceed with the analysis of the data and formulate opinions and some recommendations.

4.2 Analysis and Discussions

4.2.1 Profile of the respondents

The questions in this section focused on the respondents' profile on aspects of gender, experience and educational qualifications. Zimwara and Mbohwa (2015) identified experience and proper educational qualifications as one of the key factors to successful strategy implementation.

4.2.1.1 Gender

The questionnaire wanted to establish the gender balance within the manufacturing sector's management structure, although this has no significance to the research study.

Statistics

		Your Gender	Managerial Experience	Level of Education
N	Valid	71	71	71
	Missing	0	0	0
Mode		1		2

Frequency Table

Your Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	48	67.6	67.6	67.6
	Female	23	32.4	32.4	100.0
Total		71	100.0	100.0	

The results show that 23 out of 71 respondents, which is about 32.39%, were female and 48 out of 71 of respondents, about 67.61%, were male. This shows that most Zimbabwean manufacturing corporations are led by man.

4.2.1.2 Experience

The second question under section 1 on respondents' profile was about the respondents' level of experience. Experience is critical to successful strategy formulation and implementation. There must be a proper mixture of the level of experience within the management structure so that strategies are formulated and implemented by management with the requisite experience and continuity of the formulation and implementation process is as well guaranteed.

Managerial Experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	9	12.7	12.7	12.7
	5 – 10 years	31	43.7	43.7	56.3
	10 – 15 years	17	23.9	23.9	80.3
	More than 15 years	14	19.7	19.7	100.0
	Total	71	100.0	100.0	

The research findings show that 9 out of 71 respondents, about 12.68%, have less than five years in their positions; 31 out of 71 respondents, about 43.66% have 5 to 10 years in their position; 17 out of 71, about 23.94% have 10 to 15 years in their positions and 14 out of 71 about 19.72 have more than 15 years in their positions.

Li et al (2015) argue that strategy implementation's success depends, to great extent, on the human side of the implementation process with experience, skills and educational qualifications playing a greater role. Nyamwanza (2014) argue that experience only relates to an employee's years of service within a certain position and is not directly commensurate to the acquisition of the necessary skills. Therefore, experience should be treated with caution when passing judgements.

4.2.1.3 Educational Qualifications

The third question under section one on the respondent's profile was on educational qualifications. Educational qualifications are key, at managerial levels, to facilitating proper articulation and broader appreciation of aspects involved in management.

Level of Education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	8	11.3	11.3	11.3
	1st Degree	54	76.1	76.1	87.3
	Masters/ Professional qualifications	9	12.7	12.7	100.0
	Total	71	100.0	100.0	

The results show that no manager within the manufacturing sector listed on the Zimbabwe Stock Exchange had just a diploma or less than that on educational qualifications. 8 out of the 71 respondents, about 11.27%, had just a degree; 54 out of the 71 had masters degree or professional qualifications; 9 out of the 71, about 12.66%, had PhDs and no respondents had other qualifications.

Nyamwanza (2014) argues that cases where highly educated employees have failed to deliver the expected results have debunked the notion that high levels of education have a positive impact on management processes. Li et al (2015) and Zimwara and Mbohwa (2015) argue that proper educational qualifications are key to successful strategy formulation and implementation.

4.2.2 Organisational position

The question under section two on organisational position wanted to establish how the respondents currently view the performance of their organisations and its future prospects.

Frequencies

		Statistics						
		My organization manages to maintain costs as low as possible	My organization responds fast to customers and markets	My organization has appropriate structures, incentives and controls	There is clear responsibility and accountability in my organization	My organization manages human resources effectively	My organization is able to manage change and adapt to external shocks	The overall performance of my organization has improved over the past 3 years
N	Valid	71	71	71	71	71	71	71
	Missing	0	0	0	0	0	0	0
	Mean	3.42	3.25	2.27	2.24	2.69	2.82	3.38
	Median	4.00	4.00	2.00	2.00	3.00	3.00	4.00
	Mode	4	4	1	1	3	1	4
	Std. Deviation	1.421	1.431	1.298	1.292	1.348	1.496	1.335

Frequency Table

My organization manages to maintain costs as low as possible

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	16.9	16.9	16.9
Agree	8	11.3	11.3	28.2
Neutral	7	9.9	9.9	38.0
Disagree	26	36.6	36.6	74.6
Strongly Disagree	18	25.4	25.4	100.0
Total	71	100.0	100.0	

My organization responds fast to customers and markets

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	16.9	16.9	16.9
Agree	12	16.9	16.9	33.8
Neutral	10	14.1	14.1	47.9
Disagree	20	28.2	28.2	76.1
Strongly Disagree	17	23.9	23.9	100.0
Total	71	100.0	100.0	

My organization has appropriate structures, incentives and controls

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	25	35.2	35.2	35.2
Agree	23	32.4	32.4	67.6
Neutral	8	11.3	11.3	78.9
Disagree	9	12.7	12.7	91.5
Strongly Disagree	6	8.5	8.5	100.0
Total	71	100.0	100.0	

My organization manages human resources effectively

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	18	25.4	25.4	25.4
Agree	14	19.7	19.7	45.1
Neutral	21	29.6	29.6	74.6
Disagree	8	11.3	11.3	85.9
Strongly Disagree	10	14.1	14.1	100.0
Total	71	100.0	100.0	

My organization is able to manage change and adapt to external shocks

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	19	26.8	26.8	26.8
Agree	15	21.1	21.1	47.9
Neutral	11	15.5	15.5	63.4
Disagree	12	16.9	16.9	80.3
Strongly Disagree	14	19.7	19.7	100.0
Total	71	100.0	100.0	

The overall performance of my organization has improved over the past 3 years

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	9	12.7	12.7	12.7
Agree	12	16.9	16.9	29.6
Neutral	8	11.3	11.3	40.8
Disagree	27	38.0	38.0	78.9
Strongly Disagree	15	21.1	21.1	100.0
Total	71	100.0	100.0	

The overall position of the results points to some mixed feelings on how the manufacturing sector is currently performing and its future prospects. About 36.62% of the respondents, were of the strong view that their responsibility and accountability were clearly spelt whilst about 38.02%% of the respondents disagreed with the view that their organisation improved over the past three years.

Chancellor (2015) argues that there are many reasons why organisations perform badly. Mufudza et al (2013) attributes poor company performance to management’s failure to implement successfully their strategic plans whilst Chancellor (2015) argues that management is not wholly to blame other environmental factors beyond management’s control should be considered.

4.2.3 Strategy formulation

The question under section three focuses on strategy formulation and tries to establish the extent to which strategy formulation aspects were adhered to within the manufacturing sector. These aspects are the keys to successful strategy formulation.

Frequencies

		Statistics						
		Lower level employees participate in strategic planning in my organization	My organization always makes sure there are enough facts and adequate information when formulating strategy	The vision, mission, goals and objectives of the organization are taken into account when formulating strategy in my organization	An internal appraisal of position audit is undertaken when formulating strategy in my organization	An external appraisal or environmental analysis is undertaken when formulating strategy in my organization	Gap analysis is done during strategy formulation and various departmental or strategic business units strategies are formulated	My organization is better at formulating than implementing strategy
N	Valid	71	71	71	71	71	71	71
	Missing	0	0	0	0	0	0	0
	Mean	2.00	2.08	1.75	1.66	1.70	1.70	2.07
	Median	2.00	2.00	1.00	1.00	1.00	1.00	2.00
	Mode	2	2	1	1	1	1	2
	Std. Deviation	1.095	1.143	1.092	.985	.991	1.020	1.199

Frequency Table

Lower level employees participate in strategic planning in my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	25	35.2	35.2	35.2
Agree	34	47.9	47.9	83.1
Neutral	3	4.2	4.2	87.3
Disagree	5	7.0	7.0	94.4
Strongly Disagree	4	5.6	5.6	100.0
Total	71	100.0	100.0	

My organization always makes sure there are enough facts and adequate information when formulating strategy

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	24	33.8	33.8	33.8
Agree	31	43.7	43.7	77.5
Neutral	7	9.9	9.9	87.3
Disagree	4	5.6	5.6	93.0
Strongly Disagree	5	7.0	7.0	100.0
Total	71	100.0	100.0	

The vision, mission, goals and objectives of the organization are taken into account when formulating strategy in my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	38	53.5	53.5	53.5
Disagree	24	33.8	33.8	87.3
Neutral	2	2.8	2.8	90.1
Disagree	3	4.2	4.2	94.4
Strongly Disagree	4	5.6	5.6	100.0
Total	71	100.0	100.0	

An internal appraisal of position audit is undertaken when formulating strategy in my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	39	54.9	54.9	54.9
	Agree	25	35.2	35.2	90.1
	Neutral	2	2.8	2.8	93.0
	Strongly Agree	2	2.8	2.8	95.8
	Strongly Disagree	3	4.2	4.2	100.0
	Total	71	100.0	100.0	

An external appraisal or environmental analysis is undertaken when formulating strategy in my organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	37	52.1	52.1	52.1
	Disagree	26	36.6	36.6	88.7
	Neutral	3	4.2	4.2	93.0
	Disagree	2	2.8	2.8	95.8
	Strongly Disagree	3	4.2	4.2	100.0
	Total	71	100.0	100.0	

Gap analysis is done during strategy formulation and various departmental or strategic business units strategies are formulated

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	38	53.5	53.5	53.5
	Agree	25	35.2	35.2	88.7
	Neutral	2	2.8	2.8	91.5
	Disagree	3	4.2	4.2	95.8
	Strongly Disagree	3	4.2	4.2	100.0
	Total	71	100.0	100.0	

A high percentage of the respondents, with an average above 87%, either agree or strongly agree to the fact that strategy formulation aspects, from the company's vision to gap analysis and departmental of strategic business units strategy formulation processes were observed during their companies' strategy formulation process. About 83.09% of the respondents are of the view that their companies are better at formulating strategies than implementing the strategies. However, a total of 53.52% of the respondents strongly agreed or agreed that an overall company-wide strategy was being formulated.

Speculand (2014) and Ulwick (1999) argue that correct strategy formulation process is a prerequisite to successful strategy implementation process.

4.2.4 Strategy implementation challenges

4.2.4.1 The change management context

This first question under section four for strategy implementation challenges tries to establish how effective the change management process within the manufacturing sector is. Change management process is crucial within organisations as it ensures that the organisation responds effectively to changes within the environment.

Frequencies

		Statistics				
		My organization is able to react to changes in the environment	Employees do not always resist changes made within the organization	My organization clearly communicates any changes to be made	Training is often undertaken whenever changes are made	Arrangement for financial support for major changes is always made within my organization
N	Valid	71	71	71	71	71
	Missing	0	0	0	0	0
	Mean	2.65	3.25	1.73	1.75	2.46
	Median	2.00	4.00	1.00	1.00	2.00
	Mode	1	4	1	1	2
	Std. Deviation	1.435	1.471	1.082	1.105	1.252

The change management context

My organization is able to react to changes in the environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	21	29.6	29.6	29.6
	Agree	16	22.5	22.5	52.1
	Neutral	11	15.5	15.5	67.6
	Disagree	13	18.3	18.3	85.9
	Strongly Disagree	10	14.1	14.1	100.0
	Total	71	100.0	100.0	

Employees do not always resist changes made within the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	13	18.3	18.3	18.3
	Agree	12	16.9	16.9	35.2
	Neutral	8	11.3	11.3	46.5
	Disagree	20	28.2	28.2	74.6
	Strongly Disagree	18	25.4	25.4	100.0
	Total	71	100.0	100.0	

My organization clearly communicates any changes to be made

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	40	56.3	56.3	56.3
	Agree	20	28.2	28.2	84.5
	Neutral	4	5.6	5.6	90.1
	Disagree	4	5.6	5.6	95.8
	Strongly Disagree	3	4.2	4.2	100.0
	Total	71	100.0	100.0	

Training is often undertaken whenever changes are made

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	39	54.9	54.9	54.9
Agree	22	31.0	31.0	85.9
Neutral	3	4.2	4.2	90.1
Disagree	3	4.2	4.2	94.4
Strongly Disagree	4	5.6	5.6	100.0
Total	71	100.0	100.0	

Arrangement for financial support for major changes is always made within my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	19	26.8	26.8	26.8
Agree	20	28.2	28.2	54.9
Neutral	19	26.8	26.8	81.7
Disagree	6	8.5	8.5	90.1
Strongly Disagree	7	9.9	9.9	100.0
Total	71	100.0	100.0	

The results show that communication, as part of managing change, is good with 56.34% strongly agreeing to that fact. However, management of employee resistance to change is low, with only 18.31% strongly stating that employees do not resist change.

Raps (2014) argue that non logical resistance to change is a serious threat the successful strategy implementation and should be managed effectively.

4.2.4.2 Organisational culture

The second question under section four on strategy implementation challenges looks at the organisational culture. Organisational culture is a set of values, beliefs and behaviour identified with by an employee and should be aligned to the organisational thrust on strategy implementation.

Frequencies

Statistics

		My organization promotes an open, innovative and creative working environment	My organization values and promotes teamwork	Employees and other stakeholders in my organization trust each other quite highly	Employees in my organization are committed to their work
N	Valid	71	71	71	71
	Missing	0	0	0	0
Mean		2.46	2.23	2.73	2.21
Median		2.00	2.00	2.00	2.00
Mode		1 ^a	1	1 ^a	1
Std. Deviation		1.274	1.289	1.434	1.241

a. Multiple modes exist. The smallest value is shown

Frequency Table

My organization promotes an open, innovative and creative working environment

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	20	28.2	28.2	28.2
	Agree	20	28.2	28.2	56.3
	Neutral	15	21.1	21.1	77.5
	Disagree	10	14.1	14.1	91.5
	Strongly Disagree	6	8.5	8.5	100.0
Total		71	100.0	100.0	

My organization values and promotes teamwork

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	26	36.6	36.6	36.6
	Agree	23	32.4	32.4	69.0
	Neutral	8	11.3	11.3	80.3
	Disagree	8	11.3	11.3	91.5
	Strongly Disagree	6	8.5	8.5	100.0
	Total	71	100.0	100.0	

Employees and other stakeholders in my organization trust each other quite highly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	18	25.4	25.4	25.4
	Agree	18	25.4	25.4	50.7
	Neutral	12	16.9	16.9	67.6
	Disagree	11	15.5	15.5	83.1
	Strongly Disagree	12	16.9	16.9	100.0
	Total	71	100.0	100.0	

Employees in my organization are committed to their work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	25	35.2	35.2	35.2
	Agree	24	33.8	33.8	69.0
	Neutral	9	12.7	12.7	81.7
	Disagree	8	11.3	11.3	93.0
	Strongly Disagree	5	7.0	7.0	100.0
	Total	71	100.0	100.0	

The results show that the respondents' views for those who strongly agreed plus those who just agreed ranged between 50% and 70% with respect to the critical aspects of the organisational culture.

Deshpande and Farley (1999) argue that the organisational culture should be transformed so that it supports and sustains the strategy.

4.2.4.3 Organisational structure, responsibility and accountability

The third question under section four on strategy implementation challenges looks at the organisational structure, responsibility and accountability. The organisational structure should be aligned to the organisational structure for strategy implementation to be successful. Individual employee from management to general employees' responsibilities and accountability should be clearly defined.

Frequencies

		Statistics		
		My organization has relatively few hierarchical levels and wide spans of control	There is clear responsibility and accountability in the implementation of decisions and actions	Activities of organizational departments and units are well coordinated
N	Valid	71	71	71
	Missing	0	0	0
Mean		1.79	1.68	1.68
Median		1.00	1.00	1.00
Mode		1	1	1
Std. Deviation		1.133	1.025	.997

Frequency Table

My organization has relatively few hierarchical levels and wide spans of control

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	38	53.5	53.5	53.5
	Agree	22	31.0	31.0	84.5
	Neutral	3	4.2	4.2	88.7
	Disagree	4	5.6	5.6	94.4
	Strongly Disagree	4	5.6	5.6	100.0
	Total	71	100.0	100.0	

There is clear responsibility and accountability in the implementation of decisions and actions

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	40	56.3	56.3	56.3
Agree	23	32.4	32.4	88.7
Neutral	2	2.8	2.8	91.5
Disagree	3	4.2	4.2	95.8
Strongly Disagree	3	4.2	4.2	100.0
Total	71	100.0	100.0	

Activities of organizational departments and units are well coordinated

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	39	54.9	54.9	54.9
Agree	24	33.8	33.8	88.7
Neutral	3	4.2	4.2	93.0
Disagree	2	2.8	2.8	95.8
Strongly Disagree	3	4.2	4.2	100.0
Total	71	100.0	100.0	

The results show that a total which is above 84.51% agreed or strongly agreed that the companies in the manufacturing sector are well structured and there are clear responsibilities and accountability.

Heide et al (2002) and Nobble (1999) argue that single entities' organogram and large corporations with several business units should be structured in a manner that drives the strategy implementation process. Furthermore, they argue that power should be decentralised to facilitate prompt decision making process and the structure must be responsive to changes in the competitive environment.

4.2.4.4 Leadership

The fourth question under section four on strategy implementation challenges looks at leadership. The purpose of this question is to establish from respondents how they assess managers within their

organisations' practical skills on providing guidance to other employees towards the achievement of the organisational goals or strategic objectives.

Frequencies

		Statistics			
		All levels of management are heavily involved in monitoring and reviewing the progress of each strategic program created by the organization	There are usually clear guidelines or models to guide strategy implementation efforts	Management of my organization have the skills, attitude, capability, and experiences required for performing their tasks	Leadership in the organization motivates employees to be committed to strategy implementation
N	Valid	71	71	71	71
	Missing	0	0	0	0
Mean		1.65	1.65	1.54	1.99
Median		1.00	1.00	1.00	2.00
Mode		1	1	1	1
Std. Deviation		.987	.958	.808	1.201

Frequency Table

All levels of management are heavily involved in monitoring and reviewing the progress of each strategic program created by the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	41	57.7	57.7	57.7
	Agree	22	31.0	31.0	88.7
	Neutral	2	2.8	2.8	91.5
	Disagree	4	5.6	5.6	97.2
	Strongly Disagree	2	2.8	2.8	100.0
	Total	71	100.0	100.0	

There are usually clear guidelines or models to guide strategy implementation efforts

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	40	56.3	56.3	56.3
Agree	23	32.4	32.4	88.7
Neutral	3	4.2	4.2	93.0
Disagree	3	4.2	4.2	97.2
Strongly Disagree	2	2.8	2.8	100.0
Total	71	100.0	100.0	

Management of my organization have the skills, attitude, capability, and experiences required for performing their tasks

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	42	59.2	59.2	59.2
Agree	24	33.8	33.8	93.0
Neutral	2	2.8	2.8	95.8
Disagree	2	2.8	2.8	98.6
Strongly Disagree	1	1.4	1.4	100.0
Total	71	100.0	100.0	

Leadership in the organization motivates employees to be committed to strategy implementation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	32	45.1	45.1	45.1
Agree	22	31.0	31.0	76.1
Neutral	8	11.3	11.3	87.3
Disagree	4	5.6	5.6	93.0
Strongly Disagree	5	7.0	7.0	100.0
Total	71	100.0	100.0	

The results show that the respondents, a total of 76.06% and above, agreed or strongly agreed that management in the manufacturing sector possess the requisite leadership skills.

Brenes et al (2007) argue that strong leadership skills are necessary for strategy implementation.

4.2.4.5 Communication

The fifth question under section four on strategy implementation challenges looked at communication. This question seeks to establish the extent to which lines of communication are open and supportive to the organisation's strategy implementation process.

Frequencies

		Statistics			
		Strategy is well communicated to employees all the time	Employees in my organization understand how their work contributes to the overall strategy	Employees in my organization have easy access to management through open and supportive communication	Employees in my organization have easy access to management through open and supportive communication
N	Valid	71	71	71	71
	Missing	0	0	0	0
Mean		1.51	2.52	2.39	2.15
Median		1.00	2.00	2.00	2.00
Mode		1	1 ^a	2	2
Std. Deviation		.791	1.319	1.189	1.064

a. Multiple modes exist. The smallest value is shown

Frequency Table

Strategy is well communicated to employees all the time					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	43	60.6	60.6	60.6
	Agree	24	33.8	33.8	94.4
	Neutral	1	1.4	1.4	95.8
	Disagree	2	2.8	2.8	98.6
	Strongly Disagree	1	1.4	1.4	100.0
	Total	71	100.0	100.0	

Employees in my organization understand how their work contributes to the overall strategy

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	20	28.2	28.2	28.2
Agree	20	28.2	28.2	56.3
Neutral	11	15.5	15.5	71.8
Disagree	14	19.7	19.7	91.5
Strongly Disagree	6	8.5	8.5	100.0
Total	71	100.0	100.0	

Employees in my organization have easy access to management through open and supportive communication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	19	26.8	26.8	26.8
Agree	22	31.0	31.0	57.7
Neutral	18	25.4	25.4	83.1
Disagree	7	9.9	9.9	93.0
Strongly Disagree	5	7.0	7.0	100.0
Total	71	100.0	100.0	

Communication flows from top to bottom, bottom to the top, either direction and across the organisation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	22	31.0	31.0	31.0
Agree	26	36.6	36.6	67.6
Neutral	16	22.5	22.5	90.1
Disagree	4	5.6	5.6	95.8
Strongly Disagree	3	4.2	4.2	100.0
Total	71	100.0	100.0	

The results show that employees, with a total of 94.36%, agreed or strongly agreed on the fact that strategy is well communicated. However, a significantly lower figure of about 57.75% of the respondents either agreed or strongly agreed that there was easy access to management through open and supportive communication structures.

Rapert and Wren (1998) emphasizes on the importance of communication through easy access to management and supportive structures to communication.

4.2.4.6 Commitment

The sixth question under section four on strategy implementation challenges looked at commitment. The question tries to establish the extent to which employees identify with the formulated strategies and how they dedicate themselves towards the success of the strategy implementation process.

Frequencies

		Statistics			
		Management and employees are committed to strategy both intellectually and emotionally	Strategy implementation effort has resulted in positive brand image perception	Employees are empowered to design their own work activities in line with the mission and purpose of the organization	Employees buy-in on strategy implementation have successfully been achieved
N	Valid	71	71	71	71
	Missing	0	0	0	0
Mean		1.93	1.90	1.76	1.86
Median		2.00	2.00	2.00	2.00
Mode		2	2	2	2
Std. Deviation		1.087	1.071	.886	.883

Frequency Table

Management and employees are committed to strategy both intellectually and emotionally

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	28	39.4	39.4	39.4
Agree	32	45.1	45.1	84.5
Neutral	3	4.2	4.2	88.7
Disagree	4	5.6	5.6	94.4
Strongly Disagree	4	5.6	5.6	100.0
Total	71	100.0	100.0	

Strategy implementation effort has resulted in positive brand image perception

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	29	40.8	40.8	40.8
Agree	31	43.7	43.7	84.5
Neutral	4	5.6	5.6	90.1
Disagree	3	4.2	4.2	94.4
Strongly Disagree	4	5.6	5.6	100.0
Total	71	100.0	100.0	

Employees are empowered to design their own work activities in line with the mission and purpose of the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	30	42.3	42.3	42.3
Agree	34	47.9	47.9	90.1
Neutral	3	4.2	4.2	94.4
Disagree	2	2.8	2.8	97.2
Strongly Disagree	2	2.8	2.8	100.0
Total	71	100.0	100.0	

Employees buy-in on strategy implementation have successfully been achieved

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	24	33.8	33.8	33.8
Agree	40	56.3	56.3	90.1
Neutral	2	2.8	2.8	93.0
Disagree	3	4.2	4.2	97.2
Strongly Disagree	2	2.8	2.8	100.0
Total	71	100.0	100.0	

The results show that employee commitment is high within the manufacturing sector with more than 84.51% of the respondents strongly agreeing or agreeing favourably to the existence aspects measuring employee commitment.

Li et al (2015) argue that management and employees' commitment to the strategy implementation process is of paramount importance.

4.2.4.7 Consensus

The seventh question under section four on strategy implementation challenges looked at consensus. The question tries to establish to extent to which employees and management have a shared understanding of the formulated strategies and the implementation process. The shared understanding should be that the formulated strategy and the implementation process is the correct one.

Frequencies

Statistics

		Management and employees identify the formulated strategy as the correct one	Management and employees identify the strategy implementation process as the correct one.	Management and employees identify the performance measure process as the correct ones
N	Valid	71	71	71
	Missing	0	0	0
Mean		1.90	1.85	2.03
Median		2.00	2.00	2.00
Mode		2	2	2
Std. Deviation		.958	.920	1.146

Frequency Table

Management and employees identify the formulated strategy as the correct one

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	25	35.2	35.2	35.2
	Agree	36	50.7	50.7	85.9
	Neutral	5	7.0	7.0	93.0
	Disagree	2	2.8	2.8	95.8
	Strongly Disagree	3	4.2	4.2	100.0
Total		71	100.0	100.0	

Management and employees identify the strategy implementation process as the correct one.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	26	36.6	36.6	36.6
Agree	37	52.1	52.1	88.7
Neutral	4	5.6	5.6	94.4
Disagree	1	1.4	1.4	95.8
Strongly Disagree	3	4.2	4.2	100.0
Total	71	100.0	100.0	

Management and employees identify the performance measure process as the correct ones

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	27	38.0	38.0	38.0
Agree	28	39.4	39.4	77.5
Neutral	8	11.3	11.3	88.7
Disagree	3	4.2	4.2	93.0
Strongly Disagree	5	7.0	7.0	100.0
Total	71	100.0	100.0	

The results show that a total of 77.46% of the respondents and above agreed or strongly agreed that there is consensus on strategy formulation and implementation process.

Noble (1999) argue that consensus is a pre-requisite to commitment. Employees and management can only commit themselves to the success of the strategy implementation process once there is a shared understanding of the strategy and the implementation process.

4.2.4.8 Incentives

The eighth question on strategy implementation challenges looked at incentives. Incentives are critical for motivating employees and cementing good performance so that good behaviour and performance is sustained.

Frequencies

Statistics

	Development of cross-functional skills is rewarded in my organization	Time and performance-based incentives are awarded to implementation team during implementation	Incentives are adjusted as strategy and environmental conditions change during implementation	Visible and consistent cross-functional rewards are established for successful implementation efforts	
N	Valid	71	71	71	71
	Missing	0	0	0	0
Mean		3.55	3.54	4.10	3.97
Median		4.00	4.00	4.00	5.00
Mode		5	5	5	5
Std. Deviation		1.472	1.443	1.161	1.362

Frequency Table

Development of cross-functional skills is rewarded in my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	10	14.1	14.1	14.1
Agree	12	16.9	16.9	31.0
Neutral	3	4.2	4.2	35.2
Disagree	21	29.6	29.6	64.8
Strongly Disagree	25	35.2	35.2	100.0
Total	71	100.0	100.0	

Time and performance-based incentives are awarded to implementation team during implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	9	12.7	12.7	12.7
	Agree	13	18.3	18.3	31.0
	Neutral	4	5.6	5.6	36.6
	Disagree	21	29.6	29.6	66.2
	Strongly Disagree	24	33.8	33.8	100.0
	Total	71	100.0	100.0	

Incentives are adjusted as strategy and environmental conditions change during implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	3	4.2	4.2	4.2
	Agree	8	11.3	11.3	15.5
	Neutral	2	2.8	2.8	18.3
	Disagree	24	33.8	33.8	52.1
	Strongly Disagree	34	47.9	47.9	100.0
	Total	71	100.0	100.0	

Visible and consistent cross-functional rewards are established for successful implementation efforts

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	6	8.5	8.5	8.5
	Agree	9	12.7	12.7	21.1
	Neutral	3	4.2	4.2	25.4
	Disagree	16	22.5	22.5	47.9
	Strongly Disagree	37	52.1	52.1	100.0
	Total	71	100.0	100.0	

The results show that a total ranging from 74.65% to 81.68% strongly disagreed or disagreed on the existence of good incentive systems within the manufacturing sector listed on the Zimbabwe Stock Exchange.

Noble (1999) argues that management of the incentive system should be done in a flexible manner responding to the changes in the implementation process.

4.2.5 Integrative approach to strategy implementation

The question on strategy implementation models emphasizes the critical aspect of an integrated approach to tackling strategy implementation challenges. Strategy implementation models emphasize on the need to address strategy implementation challenges in a holistic manner.

Frequencies

		Statistics		
		Some key organizational variables (e.g., strategic purpose, structure, systems and processes,, organisational culture, Commitment, leadership style, resources, and shared values) are aligned with strategy in my organization	Formulated strategies are effectively addressing existing and new environmental dynamics as they arise	Formulated strategies are achieved as per set targets
N	Valid	71	71	71
	Missing	0	0	0
Mean		2.45	3.04	3.10
Median		2.00	3.00	3.00
Mode		2	5	4
Std. Deviation		1.251	1.478	1.364

Frequency Table

Some key organizational variables (e.g., strategic purpose, structure, systems and processes,, organisational culture, Commitment, leadership style, resources, and shared values) are aligned with strategy in my organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	19	26.8	26.8	26.8
Agree	21	29.6	29.6	56.3
Neutral	18	25.4	25.4	81.7
Disagree	6	8.5	8.5	90.1
Strongly Disagree	7	9.9	9.9	100.0
Total	71	100.0	100.0	

Formulated strategies are effectively addressing existing and new environmental dynamics as they arise

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	15	21.1	21.1	21.1
Agree	14	19.7	19.7	40.8
Neutral	11	15.5	15.5	56.3
Disagree	15	21.1	21.1	77.5
Strongly Disagree	16	22.5	22.5	100.0
Total	71	100.0	100.0	

Formulated strategies are achieved as per set targets

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Agree	12	16.9	16.9	16.9
Agree	13	18.3	18.3	35.2
Neutral	15	21.1	21.1	56.3
Disagree	18	25.4	25.4	81.7
Strongly Disagree	13	18.3	18.3	100.0
Total	71	100.0	100.0	

The results of respondents show that a total ranging from 35.21 to 56.34% strongly agreed or agreed to the fact that a holistic approach to tackling strategy implementation challenges was in place.

Okumus (2003), Higgins (2005), Nobble (1999a), Nobble and Mukwa (1999) and Brenes et al (2007) all argue that strategy implementation challenges are best tackled in a holistic manner.

4.3 Regression Analysis

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.942 ^a	.888	.626	.817	1.374

- a. Predictors: (Constant).
- b. Dependent Variable: The overall performance of my organization has improved over the past 3 years.

The adjusted R^2 of the model is .626 with $R^2 = .888$. This means that the linear regression explains 88.8% of the variance in the data; therefore, the model is a good model since an R-square close to 1.0 indicates that we have accounted for almost all of the variability specified in the model.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	110.732	49	2.260	3.390	.002 ^a
	Residual	14.000	21	.667		
	Total	124.732	70			

- a. Predictors: (Constant).
- b. Dependent Variable: The overall performance of my organization has improved over the past 3 years

The linear regression's F-test has the null hypothesis that there is no linear relationship between the variables ($R^2=0$), or (e.g. $X_1 = X_2 \dots$). The F-test is significant, thus we can assume that there is a linear relationship between the variables in the model. The significance value is .002^a (i.e., $p = .002$), which is $p < 0.05$, in other words, the sig tells us that we are (1-0.002) or 99,8% confident that the

alternative hypothesis is accepted, that means that the alternative hypothesis that there is a linear relationship exists. In this case we can confidently reject the null hypothesis.

4.4 Coefficients

Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Coefficients			Tolerance	VIF
				Beta				
1	(Constant)	1.982	1.247		1.589	.127		
	Your Gender	-.390	.406	-.138	-.962	.347	.261	3.835
	Level of Education	.236	.310	.087	.762	.455	.407	2.454
	My organization manages to maintain costs as low as possible	.533	.136	.567	3.925	.001	.256	3.907
	My organization responds fast to customers and markets	.264	.133	.283	1.990	.060	.264	3.783
	My organization has appropriate structures, incentives and controls	-.168	.175	-.164	-.959	.348	.184	5.437
	There is clear responsibility and accountability in my organization	.042	.160	.040	.260	.797	.222	4.506
	My organization manages human resources effectively	.328	.177	.331	1.847	.079	.167	6.006
	My organization is able to manage change and adapt to external shocks	.381	.171	.427	2.225	.037	.145	6.881
	Lower level employees participate in strategic planning in my organization	-.074	.235	-.061	-.315	.756	.144	6.937

My organization always makes sure there are enough facts and adequate information when formulating strategy	- .435	.266	- .373	-1.640	.116	.103	9.680
The vision, mission, goals and objectives of the organization are taken into account when formulating strategy in my organization	.489	.283	.400	1.728	.099	.100	10.003
An internal appraisal of position audit is undertaken when formulating strategy in my organization	-.052	.311	-.039	-.168	.868	.101	9.878
An external appraisal or environmental analysis is undertaken when formulating strategy in my organization	.007	.187	.005	.035	.972	.277	3.612
Gap analysis is done during strategy formulation and various departmental or strategic business units strategies are formulated	-.310	.207	-.237	-1.496	.149	.213	4.698
Overall organisation wide strategy is formulated during the strategy formulation process and is well understood	-.264	.159	-.252	-1.666	.111	.233	4.286
My organization is better at formulating than implementing strategy	-.211	.157	-.190	-1.348	.192	.270	3.701
My organization is able to react to changes in the environment	.006	.130	.007	.048	.962	.274	3.656

Employees do not always resist changes made within the organization	.249	.131	.274	1.901	.071	.257	3.885
My organization clearly communicates any changes to be made	-.005	.178	-.004	-.031	.976	.257	3.896
Training is often undertaken whenever changes are made	-.064	.206	-.053	-.309	.761	.183	5.452
Arrangement for financial support for major changes is always made within my organization	-.277	.168	-.259	-1.646	.115	.215	4.650
My organization promotes an open, innovative and creative working environment	.310	.193	.296	1.611	.122	.158	6.326
My organization values and promotes teamwork	-.328	.152	-.316	-2.149	.043	.246	4.059
Employees and other stakeholders in my organization trust each other quite highly	.055	.154	.059	.357	.725	.194	5.149
Employees in my organization are committed to their work	-.130	.188	-.121	-.694	.495	.175	5.723
My organization has relatively few hierarchical levels and wide spans of control	-.011	.166	-.009	-.067	.947	.269	3.712
There is clear responsibility and accountability in the implementation of decisions and actions	-.362	.278	-.278	-1.305	.206	.118	8.496

Activities of organizational departments and units are well coordinated	.085	.157	.064	.545	.592	.391	2.561
All levels of management are heavily involved in monitoring and reviewing the progress of each strategic program created by the organization	.211	.165	.156	1.277	.215	.359	2.784
There are usually clear guidelines or models to guide strategy implementation efforts	.099	.205	.071	.481	.636	.246	4.061
Management of my organization have the skills, attitude, capability and experiences required for performing their tasks	.043	.253	.026	.169	.867	.229	4.374
Leadership in the organization motivates employees to be committed to strategy implementation	-.176	.160	-.158	-1.098	.285	.257	3.893
Strategy is well communicated to employees all the time	-.257	.243	-.152	-1.056	.303	.258	3.875
Employees in my organization understand how their work contributes to the overall strategy	.088	.141	.087	.625	.539	.274	3.647
Employees in my organization have easy access to management through open and supportive communication	.285	.143	.254	1.984	.060	.327	3.056

Communication flows from top to bottom, bottom to the top, either direction and across the organisation	.017	.174	.014	.100	.922	.276	3.618
Management and employees are committed to strategy both intellectually and emotionally	.274	.235	.223	1.162	.258	.146	6.867
Strategy implementation effort has resulted in positive brand image perception	-.119	.168	-.096	-.710	.485	.295	3.387
Employees are empowered to design their own work activities in line with the mission and purpose of the organization	-.220	.209	-.146	-1.051	.305	.277	3.609
Employees buy-in on strategy implementation have successfully been achieved	.089	.224	.059	.398	.695	.243	4.114
Management and employees identify the formulated strategy as the correct one	-.189	.219	-.136	-.863	.398	.217	4.616
Management and employees identify the strategy implementation process as the correct one	-.001	.220	.000	-.005	.996	.232	4.317
Management and employees identify the performance measure process as the correct ones	.058	.149	.050	.391	.700	.325	3.080

Development of cross-functional skills is rewarded in my organization	-.377	.245	-.415	-1.535	.140	.073	13.682
Time and performance - based incentives are awarded to implementation team during implementation	.172	.252	.186	.684	.501	.072	13.835
Visible and consistent cross-functional rewards are established for successful implementation efforts	-.263	.195	-.269	-1.352	.191	.135	7.385
Some key organizational variables (e.g., strategic purpose, structure, systems and processes,, organisational culture, Commitment, leadership style, resources, and shared values) are aligned with strategy in my organization	.165	.199	.155	.832	.415	.154	6.481
Formulated strategies are effectively addressing existing and new environmental dynamics as they arise	-.053	.150	-.058	-.351	.729	.193	5.191
Formulated strategies are achieved as per set targets	.149	.156	.153	.955	.350	.209	4.786

a. Dependent Variable: The overall performance of my organization has improved over the past 3 years

In multiple regression, the prediction of the dependent variable Y is accomplished by the following equation:

$$Y'_i = b_0 + b_1X_{1i} + b_2X_{2i} + \dots + b_kX_{ki}$$

The coefficients table shows the multiple linear regression estimates including the intercept and the significance levels. From the table, the variables that contribute most to the outcome of the dependent variable are as follows:

Variable	Standardized Coefficients Beta coefficients
Maintaining costs as low as possible	.567
Ability to manage change	.427
Consideration of vision, mission, goals and objectives in strategy formulation	.400
Promotion of an open, innovative and creative working environment	.296
Clear responsibility and accountability	-.278
Employees not resisting change	.274
Visible and consistent cross functional rewards	-.269
Easy access to management	.254

The Beta coefficient is considered whether positive or negative by determining its impact of the variable to the outcome of the dependent variable. For instance, some variables with negative Beta do significantly affect the model. For example, the variable “Clear responsibility and accountability” does not necessarily increase performance in the equation. On the other hand, the variable “Maintaining costs as low as possible” has a positive relationship with performance.

An example of the contribution of some of the above variables can be denoted as follows:

$$Y = 1.982 + .567X_1 + .427X_2 + .400X_3 + \dots b_kX_{ki}$$

This means that, for example, X_1 in this case, will contribute to the increase of the value of Y by .567 times +1.982.

The coefficient results also show that there are some variables that are highly significant in the model. These are:

Variable	Sig
Maintaining costs as low as possible	.001
Valuing and promoting team work	.043
Responding fast to customers	.060

These results of significance indicate that only 3 variables are highly significant in the model. These variables make a unique statistically significant contribution to the outcome of the dependent variable in the model.

4.5 Residuals Statistics

Residuals Statistics^a

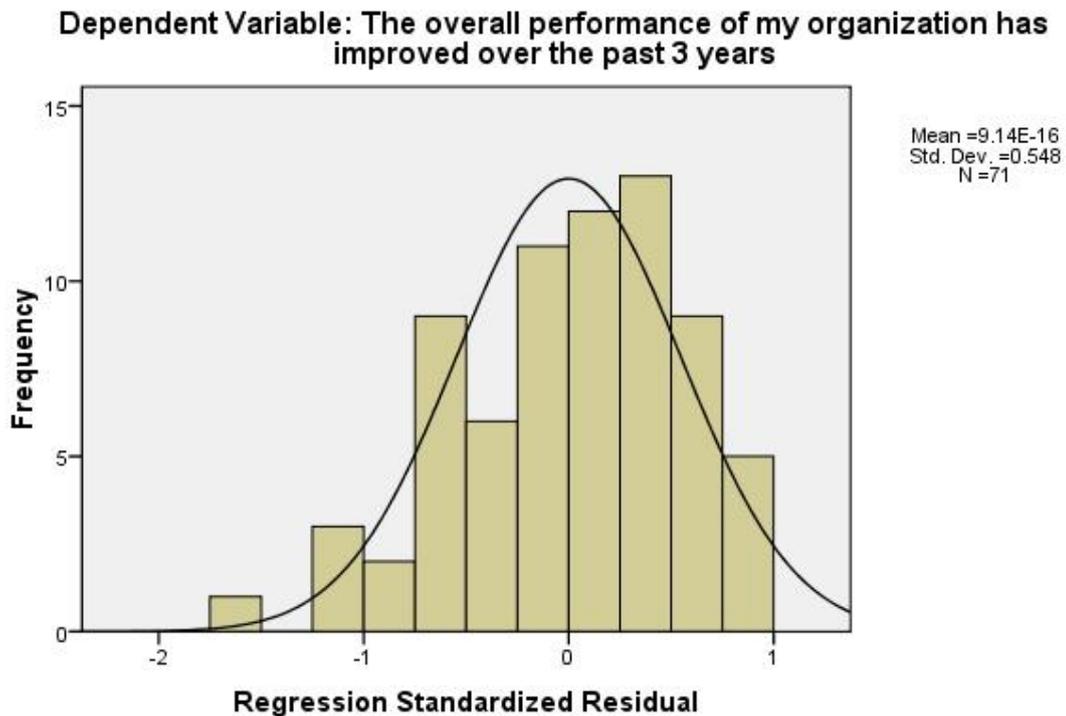
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	.40	5.88	3.38	1.258	71
Residual	-1.343	.767	.000	.447	71
Std. Predicted Value	-2.368	1.989	.000	1.000	71
Std. Residual	-1.645	.940	.000	.548	71

a. Dependent Variable: The overall performance of my organization has improved over the past 3 years

The distribution of the residuals is approximately normal as 95% of the standardized residuals fall between -2 and +2 to the nearest. The mean is of the Std. Predicted Value is .000 and the Std. Deviation is 1.000. According to the general rule of thumb, if the residual is less than -2, the cells' observed frequency is less than the expected frequency, and if it is greater than 2, the observed frequency is greater than the expected frequency. In addition, residuals that are +/-3 mean that something is extremely unusual.

Charts

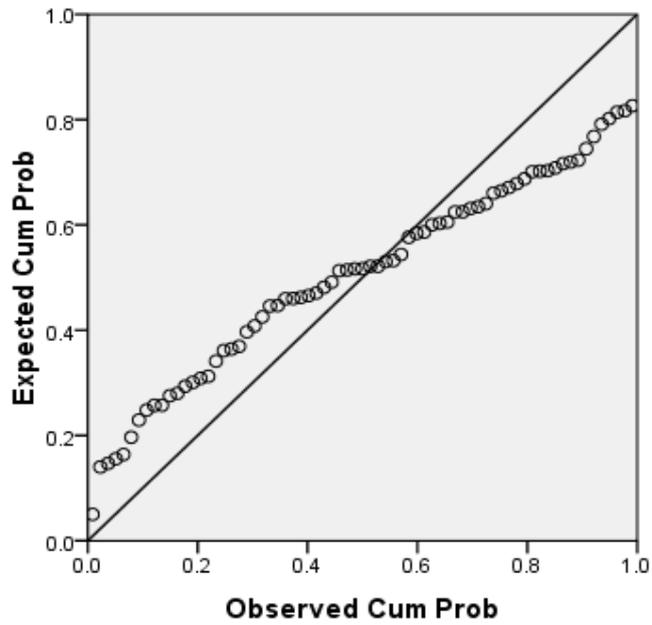
Histogram



The histogram shows that the data is close to bell shape but slightly skewed to the left. The pattern indicates problems with the assumption that the residuals are at least normally distributed at each level of Y and constant in variance across levels of Y. However, normality is explained by the fact that all the residuals are falling within the curve and there is no residual greater than 2 according to the rule of thumb. In the above histogram, the majority of participants are between -2 and 1. There are very few possible outliers. The histogram shows few incidences of too wide or too narrow confidence intervals.

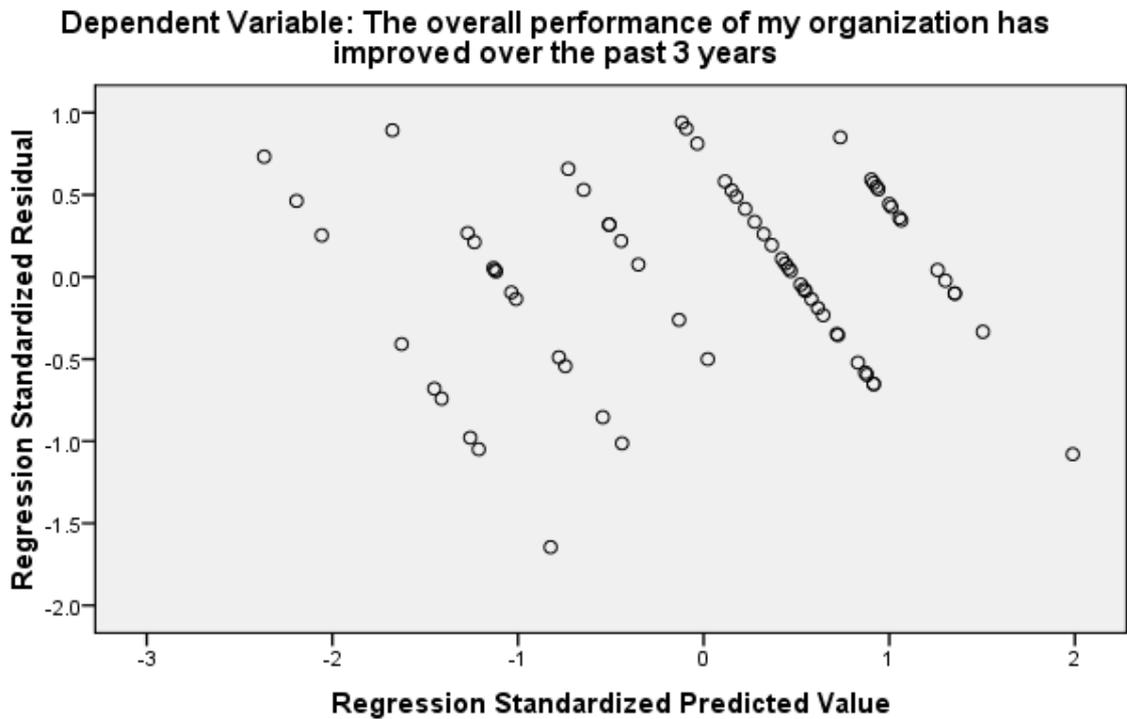
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: The overall performance of my organization has improved over the past 3 years



The residuals are not directly falling on the diagonal line of identity thus showing some deviation from normality. However, some plotted points match the diagonal line.

Scatterplot



The scatter plot shows residuals not balancing evenly around the zero Y-axis. The values above zero Y-axis are under predicted and those below the zero Y-axis are over-predicted. However, there are also a good number of well predicted values that are scattered near the axis. The amounts of points scattered above and below the zero Y-axis are also almost equal, expressing some linearity. In addition, because the residual plot is rectangular, with a near fair concentration of points along the centre, the scatter plot shows incidences of linearity and normality. This scenario also depicts a measure of homoscedasticity. Homoscedasticity assumes that the residuals are approximately equal for predicted dependent scores.

4.6 Conclusion

In validating the multiple regression model used in this study, the model is a fairly good model that explains most of the variance in the data. On the whole, the model shows that a linear relationship of the predictor variables and the dependent variable exist, with about a 100% confidence level, thus, we

reject the null hypothesis that there is no a linear relationship. The factors identified in the study as: strategy formulation, change management, organizational culture, organizational structure, leadership, communication, incentives, commitment, and incentives have an impact on organizational performance. However, the impact levels differ both positively and negatively. On the whole, however, there is a fairly linear relationship between these variables and organizational performance.

The strategy implementation variables that emerged key to improving organizational performance are: Maintaining costs as low as possible; Valuing and promoting team work; and Responding fast to customers. an analysis of these sub- variables indicate that if most of the organizations are managing to maintain costs as low as possible, there are higher chance to achieve better organizational performance. In terms of organizational culture, corporations that value and promote team work will perform better. Corporations that are able to respond fast to customers will also perform well. The model has also shown that Management (as depicted by maintaining costs as low as possible), Change management (as depicted by the ability to manage change), Strategy formulation (as depicted by consideration of vision, mission, goals and objectives in strategy formulation), Organizational culture and Communication (as depicted by the promotion of an open, innovative and creative working environment as well as creating easy access to management), have a positive impact on organizational performance. On the contrary, Organizational structure (through clear responsibility and accountability), Incentives (through visible and consistent cross functional rewards), have a high negative impact on organizational performance.

Finally, for organizations to be successful, they must adopt strategy implementation frameworks that address Management issues, Change management, Strategy formulation, Organizational culture and communication. Management must also decide on appropriate incentives and how they are awarded to have a positive impact. Organizational structures must also be flexible enough to allow an open, innovative and creative working environment for organizational performance success.

4.7 Chapter summary

This chapter presented the research data on manufacturing companies listed on the Zimbabwe Stock Exchange and the data show that;

- Managers in the manufacturing sector had the necessary experience and educational qualifications, with 62 out of 71 respondents having about five years and above experience and 100% of managers in the manufacturing sector possess at least a degree and above.

- 50 out of 71, which is 70.42%, respondents stated that their companies did not show any sign of improvement over the past three years.
- 55 out of 71 respondents were happy with their company strategy formulation process from establishment of the vision to setting of departmental objectives. 38 out of 71 agreed to fact that their companies were developing an organisation- wide strategy.
- More than 60 out of the 71 respondents agreed that their companies' change management processes were being managed well except the aspect of employee resistance to change which had only 25 out of 71 confirming that it was being managed properly.
- A range of 36 to 49 out of 71 respondents confirmed that their organisation's culture was good.
- A range of 60 to 63 out of 71 respondents agreed that their organisation structures, employees' responsibilities and accountability were well and the same range applied to leadership.
- A range of 40 to 48 out of 71 respondents agreed to the fact that communication was good in their organisations.
- A high range of 60 to 64 out of the 71 respondents agreed to the fact commitment was good in their organisation.
- A high range of 55 to 63 out of 71 respondents agreed to the fact that there is consensus to strategy formulation and implementation processes.
- A low range of 11 to 22 out of 71 respondents agreed to the fact that incentives were properly aligned to strategic goals.
- A range of 25 to 40 out of the 71 respondents agreed to the fact that an integrative approach to strategy formulation and implementation was being applied.

The research data was analysed and discussed in this chapter and the data show that manufacturing companies are experiencing problems mainly to do with the quality of the strategies being formulated as confirmed 50 out of 71 respondents who stated that their companies never showed any signs of improvement over the past three years; manufacturing companies were experiencing challenges in managing employee related issues with only 25 out of 71 saying employee resistance to change were being managed well and a low range of 11 to 22 out of 71 respondents agreeing to the fact that incentives were properly aligned to strategic goals.

Chapter 5

Findings, Conclusions and Recommendations

5.0 Introduction

This chapter presents the conclusions and the recommendations of the research study. This research study's approach was to look at strategy formulation process in detail and how they are being applied in the manufacturing companies listed on the Zimbabwe Stock Exchange. It then looked at the strategy implementation processes, guidelines, frameworks and models, again, in detail and how they are applied by manufacturing companies listed on the Zimbabwean Stock Exchange. This research study then concluded by looking at challenges pertaining strategy implementation processes, presented the research data, analysed and discussed the data or findings. Now this chapter presents the conclusions and recommendations drawn from all the above processes and information.

5.1 Chapter summaries

The first four chapters to this research study covered introduction to the study – chapter 1, literature review – chapter 2, methodology – chapter 3 and presentation of data, analysis and discussions – chapter 4.

The first chapter introduces this research study, which is an investigation of strategy implementation challenges: The case of Zimbabwe Stock Exchange listed manufacturing companies. It clearly demonstrated why the research had to be done by giving the background of the study, articulating the problem statement and conceptual framework. The chapter went on further to indicate the objectives of the research study and the questions this research study seeks to answer. The chapter detailed the significance of the study, specified the research area, stated the limitations encountered in conducting the study and Assumptions made.

The second chapter looked at the literature review. This chapter carried a detailed analysis of the theoretical and empirical framework involved in strategy formulation and implementation. It further looked at the challenges involved in implementing strategies and the proposed solutions as well as the available guidelines, frameworks and models for strategy formulation and implementation. All this was done with a view to bring out the research gap as stated in the problem statement.

The third chapter looked at methodology. The chapter detailed the paradigmatic assumptions that were used to conduct the research.

The fourth chapter presented the data, analysed and discussed it. The thrust of the chapter was tabulated the data in manner which would facilitate analysis and discussions. The data was then analysed to bring out the factual information contained in the data and some discussions of the data was done to facilitate arrival at conclusions and recommendations.

5.2 Majors Findings

The major findings of this research study are;

- Higgins (2005)'s strategy formulation process is followed by most of the manufacturing companies listed on the Zimbabwe Stock Exchange. However, most of the companies were struggling in coming up with a company-wide strategy in line with Porter's generic strategies,
- Management were able to formulate strategies which were departmental focused. However, the quality of the strategies were not good since the companies continued to struggle even though the strategy formulation process was being following pointing to either the quality of the strategies or other factors.
- Performance measurement and control systems were in place in most of the companies investigated.
- The practical challenges identified related to employee issues especially on the aspects of incentives and resistance to change.
- There is need to improve on the model for strategy implementation so that it emphasizes on the aspect of integrative approach.

5.3 Conclusions

The research was a partial success since it failed to conclusively align the challenges being faced by manufacturing companies to strategy implementation processes. The quality of formulated strategies and other factors seem to be impeding on the success of these companies. The research study was however clear that employee issues were impeding on strategy implementation, especially aspects related to incentives and resistance to change.

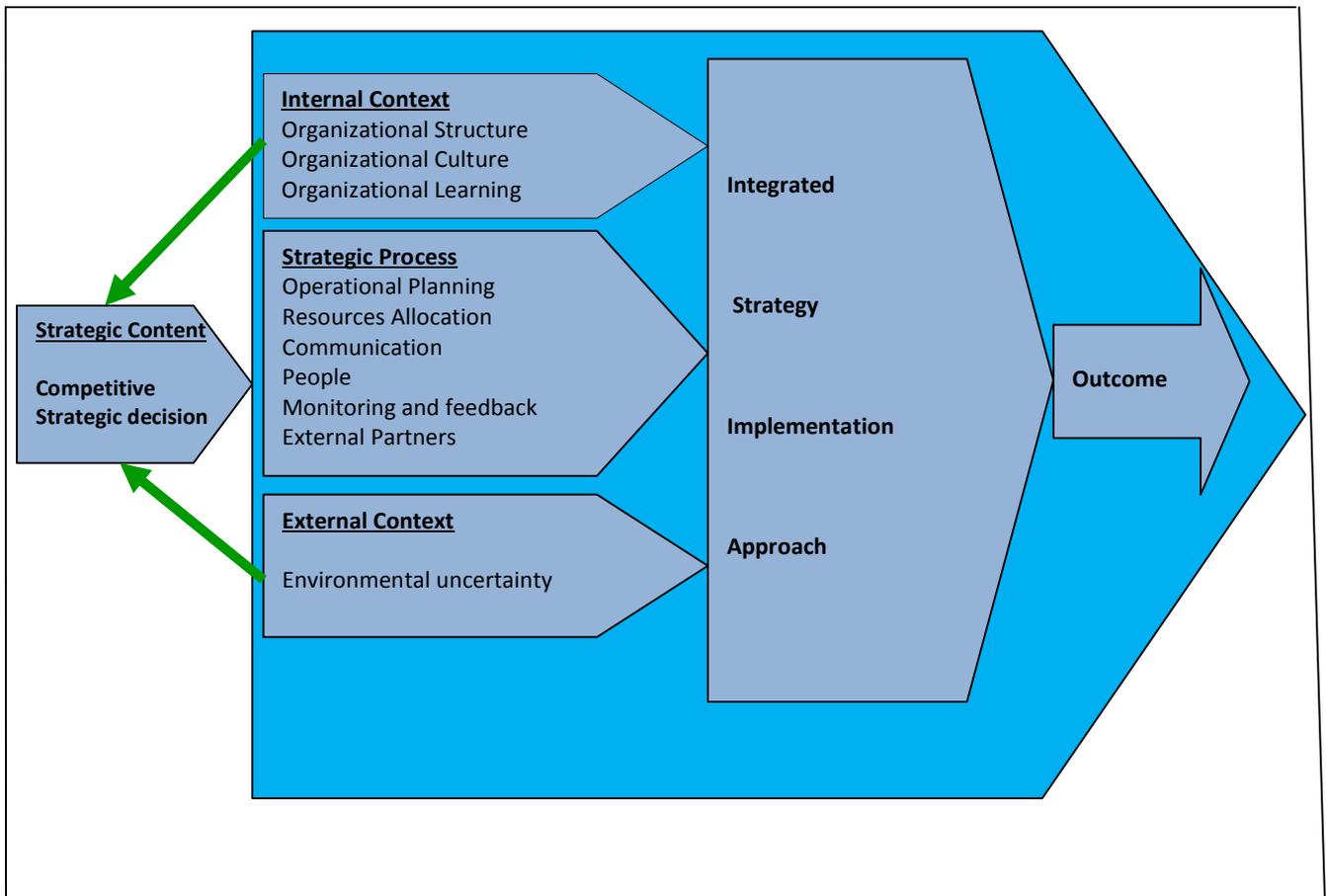
5.4 Recommendations

The results of the research study show that management in the manufacturing sector are fully aware of the strategy formulation and implementation processes and how to manage barriers to strategy implementation yet the results of the organisational position show they are not performing well. This points to other factors impeding on the success of these organisations such as the quality of strategies being formulated or other factors. Recommendations of this research study are;

- management should improve on the quality of their strategies by developing competitive strategies,
- Management should implement their strategies in an integrative manner
- management should embrace a global perspective when formulating their strategies,
- management should align incentives to strategy implementation,

The proposed Integrative strategy implementation process is illustrated in figure 5.1 below as follows;

Figure 5.1 Proposed Strategy Implementation Model



The above model is an improvement to the model developed by Okumus (2003) and emphasizes on the integrated approach, and the internal and external environment should be monitored during the implementation.

5.5 Areas for further study

The area for further research is on guidelines, frameworks and models for developing quality and competitive strategies.

5.6 Chapter summary

This chapter developed some conclusions after reviewing all the data obtained from the research study. It also developed some recommendation to the manufacturing sector for further research.

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Appendix I:

Cover Letter

19 October 2016

The CEO/Director/Manager

.....

.....

ZIMBABWE

Dear Sir/Madam

Re: Application for permission to carry out research

My name is Godfrey Chiwara. I am a Master of Commerce in Accounting student at the Midlands State University in Zimbabwe. I am writing to request permission to conduct a research study on strategy implementation in your organization.

My research topic is: **An Investigation of Strategy Implementation challenges: The Case of Zimbabwe Stock Exchange Listed Manufacturing Companies listed.**

The research will be in the form of a survey where all identified willing respondents will be handed over or emailed some questionnaires. Participants can complete the questionnaire within specified timelines and hand them over back.

I would like to assure you that the the strictest confidentiality shall be maintained in carrying out the study. Responses will be anonymous and no names shall be mentioned in the study report. The information collected shall not be used for publication by any other institution except Midlands State University.

You are free to contact my research supervisor Mr Kenneth Mazhindu at the following details;

[e.mail: kenmazhindu@gmail.com](mailto:kenmazhindu@gmail.com)

Tel: 0772 251 404

Hope the above meets with your approval.

Yours Sincerely

GODFREY CHIWARA
Student Number R157074E
++263 4 798 958 or ++263 712 885 076

Appendix II:

STATEMENT OF ETHICS

To whom it may concern

I promise that in carrying out this research, I shall observe the highest possible standards of research. I shall maintain the highest integrity throughout my research work. I promise that information gathered in this study will be treated with strict confidentiality. No names shall be mentioned in the research report. The permission of target companies' management shall be requested prior to carrying out the research.

I will fully acknowledge the work of others that I would have otherwise used in my work. I shall also report my findings truthfully and honestly.

I promise that I shall adhere to the above mentioned ethical standards.

Signed

GODFREY CHIWARA

R157074E

DATE

Appendix III:

Research Questionnaire on Strategy Implementation by Zimbabwe Stock Exchange Listed Manufacturing Companies

This questionnaire is administered to explore the barriers to strategy implementation by Zimbabwe Stock Exchange Listed Manufacturing Companies and to determine the measures necessary to overcome them. The information provided is for academic purposes. Participation in this survey is entirely free and the confidentiality of respondents will be strongly upheld. You are free to choose the answer that best describe your opinion as there is no right or wrong answer. May you please take a few minutes to read the questions carefully and complete the questionnaire as honestly as you can? Your responses and comments shall be highly valued.

Thank you.

Godfrey Chiwara

Please answer the following by placing an “X” in the box that most accurately reflects your views, or by filling in the appropriate space provided.

A: Respondent Details

1: Profile of Respondent

1.1 Gender

Please indicate your gender

Male		Female	
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1.2 Employment position: Please indicate your employment position in the organization

1.4 Length of service

How long have you been with your current Organization?

Less than 5 years		5 – 10 Years		10 -15 Years		More than 15 Years	
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1.5 Level of education

What is your highest level of education?

“O” or “A” levels		Diploma		1 st degree level		Masters Degree/ Professional qualification		PhD		Other	
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B: Organizational Position

2 Measuring status of operations

2.1 To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	My organization manages to maintain costs as low as possible					
ii)	My organization responds fast to customers and markets					
ii)	My organization has appropriate structures, incentives and controls					
iii)	There is clear responsibility and accountability in my organization					

iv)	My organization manages human resources effectively					
v)	My organization is able to manage change and adapt to external shocks					
vi)	The overall performance of my organization has improved over the past 3 years					

C: Strategy formulation process

3 Strategy formulation

3.1 To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	Lower level employees participate in strategic planning in my organization					
ii)	My organization always makes sure there are enough facts and adequate information when formulating strategy					
iii)	The vision, mission, goals and objectives of the organization are taken into account when formulating strategy in my organization					
iv)	An internal appraisal of					

	position audit is undertaken when formulating strategy in my organization					
v)	An external appraisal or environmental analysis is undertaken when formulating strategy in my organization					
vi)	Gap analysis is done during strategy formulation and various departmental or strategic business units strategies are formulated					
vii)	Overall organisation wide strategy is formulated during the strategy formulation process and is well understood					
viii)	My organization is better at formulating than implementing strategy					

D: Strategy implementation

(Based on Strategy Implementation Model by Okumus (2003))

4 Strategy implementation challenges

4.1 The change management context

To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	My organization is able to react to changes in					

	the environment					
ii)	Employees do not always resist changes made within the organization					
iii)	My organization clearly communicates any changes to be made					
iv)	Training is often undertaken whenever changes are made					
v)	Arrangement for financial support for major changes is always made within my organization					

4.2 Organizational culture

To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	My organization promotes an open, innovative and creative working environment					
ii)	My organization values and promotes teamwork					
iii)	Employees and other stakeholders in my organization					

	trust each other quite highly					
iv)	Employees in my organization are committed to their work					

4.3 Organizational structure, responsibility and accountability

To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	My organization has relatively few hierarchical levels and wide spans of control					
ii)	There is clear responsibility and accountability in the implementation of decisions and actions					
iii)	Activities of organizational departments and units are well coordinated					

4.4 Leadership

To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	All levels of management are heavily involved in					

	monitoring and reviewing the progress of each strategic program created by the organization					
ii)	There are usually clear guidelines or models to guide strategy implementation efforts					
iii)	Management of my organization have the skills, attitude, capability and experiences required for performing their tasks					
iv)	Leadership in the organization motivates employees to be committed to strategy implementation					

4.5 Communication (Coordination and Information Sharing)

To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	Strategy is well communicated to employees all the time					
ii)	Employees in my organization understand how their work contributes to the overall strategy					

iii)	Employees in my organization have easy access to management through open and supportive communication					
iv)	Communication flows from top to bottom, bottom to the top, either direction and across the organisation.					

4.6 Commitment

To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	Management and employees are committed to strategy both intellectually and emotionally					
ii)	Strategy implementation effort has resulted in positive brand image perception					
iii)	Employees are empowered to design their own work activities in line with the mission and purpose of the organization					
iv)	Employees buy-in on strategy					

	implementation have successfully been achieved					
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4.7 Consensus

To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	Management and employees identify the formulated strategy as the correct strategies					
ii)	Management and employees identify the strategy implementation process as the correct one.					
iii)	Management and employees identify the performance measure process as the correct ones					

4.8 Incentives

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	Development of cross-functional					

	skills is rewarded in my organization					
ii)	Time and performance-based incentives are awarded to the implementation team during implementation					
iii)	Incentives are adjusted as strategy and environmental conditions change during implementation					
iv)	Visible and consistent cross-functional rewards are established for successful implementation efforts					

5.0 Integrative approach to strategy implementation

To what extent do you agree with the following?

Item	Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
i)	Some key organizational variables (<i>e.g., strategic purpose, structure, systems and processes, organisational culture, Commitment, leadership style, resources, and shared values</i>) are aligned with strategy in my organization					

ii)	Formulated strategies are effectively addressing existing and new environmental dynamics as they arise.					
iii)	Formulated strategies are achieved as per set targets					

Thank you for your cooperation