EFFECTIVE STRATEGY IMPLEMENTATION WITHIN THE MANUFACTURING (ENGINEERING, IRON AND STEEL) COMPANIES IN ZIMBABWE (2009-2013)

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DECLARATION

I, **Chiwaka Mutambatuwisi**, do hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the Acknowledgements, References and by comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

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Student signature **Date**

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Supervisor's Signature **Date**

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ABSTRACT

Over the past one and half decades, Zimbabwean manufacturing companies and in particular the Engineering, Iron and Steel industry (EISI) has faced serious viability challenges owing to the political and economic decline. This has left the various companies in this industry in need of effective strategy formulation and implementation in order to regain competitiveness on the market. The objectives of the study were to investigate why effective strategy implementation remains a problem in the manufacturing engineering sector with emphasis on the major barriers and drivers to effective implementation. Another objective was to determine the extent to which the macro environment affects effective implementation. Literature on strategy implementation was reviewed in line with the objectives of this study. The literature review enabled the researcher to adopt a framework of strategy implementation by Okumus (2003) and a supporting framework known as the McKinsey 7s Model.

In order to accomplish the objectives of the study, a survey of 10 manufacturing engineering companies was carried out. A quantitative approach was adopted where data was collected using a structured questionnaire and analysed on SPSS. The major findings of the study were that the problem of effective implementation is due to lack of funding thus organisations seem unable to align the scarce resources available to their strategies. It was therefore concluded that the economic and political uncertainties are the critical variables to the problem. It was further recommended that companies need to evaluate their resource base before embarking on strategies and to politically align themselves for survival as evidenced by the government's new policies such as Indigenisation Policy.

This study was carried out during a highly economic and political uncertainty environment and the results of the study were greatly influenced by the macro environment. It is therefore essential to repeat the study in a different macro environment situation to ascertain the changes that can be brought out by the impact of the environment on effective strategy implementation.

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LIST OF ACRONYMS AND ABBREVIATIONS

SPSS – Statistical Package for the Social Science

EISI – Engineering, Iron and Steel Industry

EIS – Engineering, Iron and Steel

CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION TO THE STUDY

Strategy implementation has been the major discussion in most manufacturing engineering companies within Zimbabwe given the operating environment which has not been so conducive and requiring constant review in strategy within the period 2009 and 2013. The research topic focuses mostly on effective strategy implementation within the manufacturing engineering, iron and steel industry (EISI) in Zimbabwe by exploring whether strategy has been effectively executed and, if so or not, what have been the major obstacles and drivers of effective strategy implementation. This is with the view to come up with a possible effective way of execution of strategy in the manufacturing (EISI) companies within Zimbabwe. The research is driven by the fact that there has been little work done in terms of effective strategy implementation as compared to strategy formulation as will be revealed in chapter two where the literature surrounding this subject will be reviewed. There has also been very little literature and focus in Zimbabwe in terms of strategy implementation especially in the manufacturing engineering sector.

1.2 BACKGROUND TO THE STUDY

The Engineering, Iron and Steel Industry (EISI) comprise companies that deal with trades that employ engineering skills and the use of iron and steel in manufacturing. It is a broad industry which services largely the agro industry, mining sector, construction sector and manufacturing sector by manufacturing, repairing and servicing various equipment and machinery and other accessories. In agriculture its major branches are skills, irrigation equipment, plant and machinery. In the mining sector it provides with skills, plant and machinery, iron and steel products such as mining balls and mine ducts. In construction it serves with skills, building materials, plant and equipment.

This industry has approximately 210 companies registered with the Engineering, Iron and Steel Industry Association and it currently employs approximately thirty thousand employees. This study is only focusing on the companies which are involved in the manufacturing sector of the engineering, iron and steel industry. According to Engineering, Iron and Steel Industry Association, this sector comprises about a third of all the companies in this industry, which is about 70 companies. Some of the companies in this industry include; Treggers, Brown Engineering, Crittal Hope, ZECO, Olsteam Engineering, Ama welders, Steel Makers, Africa Steel, Cresta International, Quad Founders, Morewear Industries, Tube and Pipe Industries, Radar, Astra Steel, Bright Steel, and Haast.

Most Zimbabwean manufacturing engineering companies if not all have undergone a period of distress due to several factors, internal and external. The internal factors attributing to the distress are management issues, while the external factors have been due to economic turndown and local and foreign competition. The major problems faced by the manufacturing engineering companies back date a long way but notably in 2006 there was serious shortage of foreign currency to procure raw materials, equipment and spares. It progressed to a hyperinflationary environment till dollarization in 2009 where companies had to literally start from a zero working capital base. While other sectors of the economy quickly recovered into an operating state such as retail and the financial sector, it has not been the same for the manufacturing sector. A number of manufacturing engineering companies did not make it through the foreign currency shortage period and even more failed in the hyperinflationary environment. According to a report by CZI entitled “Closures hit manufacturing sector”, a number of companies are downsizing and even closing some of their subsidiaries if not winding up the business completely (Mazambani, 2012). Currently more manufacturing companies are threatened in the competitive environment. In the same report, Mazambani, (2012) makes the following assertion,

“There is no doubt that there are several companies within the manufacturing sector that are performing well especially the food and beverages, but looking at these companies you will realise that the bulk of the companies are multinational subsidiaries. Why have these companies managed to continue to perform? Over

the decade of economic decline, shareholders of these companies continued to support their businesses in Zimbabwe, through provision of equipment, improved technology and capital funding. This means unlike most local manufacturing firms these companies have managed to keep abreast with developments in the global market and machinery did not become antiquated and obsolete", (Mazambani, 2012).

All these factors caused mostly by the economic downturn left many Zimbabwean manufacturing engineering companies in need of effective strategies and implementation.

Several strategies have been identified and implemented in a number of Zimbabwean companies in the manufacturing engineering sector but seem not to have been successful, examples being, Tube and Pipe, Morewear Industries, Radar Industries, ZECO Engineering, Zisco Steel, some of which have gone under judicial management and others whose equity on the stock exchange market is now insignificant (Engineering, Iron & Steel Association, 2013). Failure in most cases has been attributed to the economy which has not improved for quite a long time. However there are some manufacturing companies which have been successful in strategy implementation while their counterparts have not; suggesting that despite the crafty strategies, effective implementation could be a problem. The successful companies include Treggers, Steelnet, and Cresta International. The ability to execute strategy is rather more crucial than the quality or craftiness of the strategy itself (Martin, 2010) . Research has noted that a number of organizations are capable of generating innovative strategic plans, but quite a few of them are able to execute these plans effectively and successfully. Some researchers have noted up to 70% failure of execution of strategic initiatives (Miller, 2002). This dissertation therefore tried to explore effectiveness, inhibitors and success factors in strategy implementation for Zimbabwean manufacturing (EIS) companies in the face of a troubled economy and global competition.

1.3RESEARCH PROBLEM

There has generally been failure by most Zimbabwean manufacturing engineering companies to effectively implement strategies due to the obtaining operating environment.

1.4 RESEARCH OBJECTIVES

The main objective of the study was;

1 To determine why effective strategy implementation is a problem within the manufacturing engineering sector in Zimbabwe.

The other objectives of the study being;

2 To determine the perceived effectiveness of strategy implementation in manufacturing engineering companies within Zimbabwe.
3 To determine the major inhibitors and drivers of effective implementation of strategies within the manufacturing engineering companies in Zimbabwe.
4 To determine the impact of the Zimbabwean macro environment on effective implementation of strategies.
5 Recommend an effective strategy implementation framework for manufacturing companies in Zimbabwe.

1.5 RESEARCH QUESTIONS

The major research question was;

1. Why is strategy implementation a problem within the manufacturing engineering sector in Zimbabwe?

The other research questions were as follows;

2. What is the perception of the effectiveness of strategy implementation in manufacturing engineering companies within Zimbabwe?

3. What are the major inhibitors and drivers of effective strategy implementation within the manufacturing engineering companies in Zimbabwe?
4. What is the impact of the Zimbabwean macro environment on implementation of strategies in Zimbabwean manufacturing engineering companies?
5. What is the possible framework for strategy implementation in a manufacturing engineering company in Zimbabwe?

1.6 RESEARCH HYPOTHESES

The basis of the conclusion for this research was deducted from the hypotheses below in accordance to Saunders et al, (2009):

H1: Whether, manufacturing engineering companies within Zimbabwe are effective in strategy implementation.

H2: Whether, strategy failure in Zimbabwe manufacturing engineering companies is due to management failure in effective strategy implementation.

H3: Whether Strategy failure in Zimbabwe manufacturing engineering companies is due to both management failure in effective strategy implementation and external factors.

1.7 JUSTIFICATION OF THE STUDY

The manufacturing industry in Zimbabwe has been under siege since 2001, yet it was the fastest growing in the southern Africa. It has remained subdued even after dollarization due to a number of factors, some which are management related and others economic related. Back then in 2006 Zimbabwean manufacturing sector contributed immensely to the GDP of the economy, which has drastically reduced now. According to an article by the Ministry of Trade and Commerce, 2012, the manufacturing sector at its peak contributed 23% to GDP which level has currently gone down to about 12% to GDP (www.miit.gov.zw). It is therefore imperative to study how Zimbabwean manufacturing sector can

successfully implement strategies that get it back to its position to start contributing effectively to the GDP of this economy.

A number of strategies have been proposed, several meetings held in organizations on such strategies, and very brilliant ideas which have worked in other companies that have been brought to companies under distress. However success has still not been achieved. According to Kaplan and Norton 2001, many companies lack the essential tools for turning strategy into an execution process which guarantees accountability and yet is adaptable to change (Kaplan & Norton, 2001). It is therefore important for this study to investigate the underlying reasons why the strategies are failing especially at the implementation stage.

Strategy implementation has not received as much academic consideration as strategy formulation, and thus there is limited literature on strategy execution. (Otley, 2003; Raps, 2005). For this reason it is important to explore the real issues surrounding strategy implementation through the available literature and recent publications on how to effectively implement strategy. Otley, (2003) observed that literature in strategy is dominated on long range planning and the strategy content rather than execution of strategies on which little is written or researched.

There is very little study that has been carried out in Zimbabwe pertaining to effective strategy implementation in the manufacturing engineering companies under the Zimbabwean circumstances and as such the industry has depended highly on external sources of strategy formulation and implementation which are devoid of the Zimbabwean environment as opposed to local empirical studies. Some may not be practical in the Zimbabwean economy.

This study therefore will contribute to the:

1. The revival of the manufacturing engineering industry in Zimbabwe.
2. Effective implementation of strategies within manufacturing engineering companies in Zimbabwe.

1.8 SCOPE OF RESEARCH

This was a survey research targeted at the manufacturing engineering, iron and steel companies in Zimbabwe. The industry underwent distress and tried several strategies to revive its operations. Several companies encountered challenges and failures which caused them to revisit their strategies to which others managed to survive, others failed and others are still struggling along. Therefore this survey tried to examine the reasons for failures and successes of strategy to bring out the inhibitors and drivers of effective strategy implementation within the sector. These were put into context of the literature review which was carried out in Chapter two.

The study focused mostly on the pitfalls and drivers of effective strategy implementation and effective strategy implementation from the industry perspective and reference was made to known cases in the field of strategy and in Zimbabwean manufacturing past and present. Focus was also extended to the prevailing operating environment as an influence to effective strategy implementation.

In order to bring out the objectives of the study, key personnel in organizations in the manufacturing (EIS) sector were requested to complete a structured questionnaire. These included the executive management, middle management as well as the non managerial staff. The questionnaire requested relevant information pertaining to strategy formulation and implementation within the organization, factors affecting effective strategy implementation and the impact of the macro environment on strategy implementation. A sample size of 10 companies and 100 respondents was used for the questionnaires.

1.9 LIMITATIONS TO THE STUDY

The major research limitation to this study was time constraint to work on a larger sample so as to achieve a higher rate of accuracy. However the researcher felt that the sample and responses were adequate to carry out the study and were in line with the recommendations of Saunders et al (2009).

1.10 DISSERTATION STRUCTURE

This dissertation comprises of five chapters. In chapter two, the researcher presents a literature review on effective strategy implementation. The chapter comprise of the general definitions and understanding of strategy implementation. It covers the models that have been postulated on strategy implementation. It proceeds with the review of the various variables in these models and the adoption of a suitable model for effective strategy implementation within the manufacturing engineering sector in Zimbabwe.

Chapter three details the methodology of data collection including the research design, philosophy, strategy, the population and sampling techniques, data collection methods and the research procedure. Chapter four consists of data analysis, presentation of results and their discussion. This includes arrangement of data in relevant groups; provide statistics in figures and tables. Interpretation of the information is provided, analyzing the implications and making reference to the literature review on issues aligning to certain concepts or those diverging from some concepts.

In Chapter five the researcher summarizes the main findings of the study and examines the value of the study by detailing recommendations for effective strategy implementations in Zimbabwean manufacturing engineering companies in general and also sets out recommendations for further studies on effective strategy implementation.

1.11 CHAPTER SUMMARY

Chapter one covered the introduction of the research study, the background, research objectives, justification of the study and the scope of the research to be carried out in effective strategy implementation.

CHAPTER TWO

LITERATURE REVIEW ON EFFECTIVE STRATEGY IMPLEMENTATION

2.1 INTRODUCTION

This chapter dealt with the review of literature pertaining to strategy formulation and implementation. It focussed on the process of strategy formulation and implementation, the models and then dealt with the factors that affect effective strategy implementation and finally an adoption of a suitable model/framework for effective strategy implementation.

Organisations have found it relatively easy to formulate strategies and strategic plans using available literature on the subject. Implementation has however remained complex. A study conducted by Corboy and O'Corrbui, revealed that nearly 70 percent of strategic plans and strategies are never successfully implemented (Sterling, 2003). Much recently Speculand (2009) noted that nine out of ten strategies fail to be successfully implemented. Getz and Lee (2011) point out that a cause for missing strategy goals is ultimately the failure of leaders to invest the same amount of energy, time and resources in managing the implementation of the strategy as is done in setting the same (Getz & Lee, 2011). Much discussion has been given into the independent variables (managerial issues) of strategy implementation, completely ignoring the effect of the macro environment (extraneous variables). The impact of external environment has been largely overlooked in previous studies with the exception for Okumus's 2001 study (Shannak, 2012). Okumus recognized this element as a factor which affects the successful implementation of strategic decisions. However, their role and their effect on the outcome of the implementation process were not discussed in depth (Shannak, 2012). Furthermore, there is very little study about strategy implementation in Zimbabwe with a focus on the Zimbabwean environment. This chapter provides a detailed review of various factors affecting effective strategy implementation. The literature thus reviewed in this chapter defines and explains the following in relation to effective strategy implementation;

- Strategy and its importance
- Strategy implementation
- Frameworks for strategy Implementation
- The variables of strategy implementation
- Impact of macro environment on strategy implementation

An attempt was made to demonstrate that literature reviewed focused on most of the different aspects of strategy implementation.

2.2 DEFINITIONS OF TERMS

2.2.1 STRATEGY AND ITS IMPORTANCE

In business, strategy is a design or plan for achieving a company's policy goals and objectives, while policy defines the company's goals and objectives of its operational domain (Davis, 2000). In other words, strategy is how a company will achieve its goals and objectives using certain structured operational units. Michael Porter (1996) went further to say strategy is about being different, that is, to choose a different set of activities to deliver a unique mix of value (Porter, 1996). Strategy therefore sets a direction for achieving objectives and measurable results (Seltzer, 2010). All the authors in this case signify the importance of strategy to survival or growth of any business.

Strategy formulation and implementation is critical to the improvement and growth of all organisations, as it aligns the mission and vision with operations. It encompasses the general direction and the numerous activities that occur in an organisation (Morgan, 2013). To that end, a good strategy is a coherent set of concepts, analysis, arguments, policies, and actions that respond to the challenge (Rumelt, 2011). A good strategy is hard work and many executives either avoid it or do not really know what it entails (Rumelt, 2011).

2.2.2 STRATEGY IMPLEMENTATION

According to Acur and Englyst (2006), there have been so many changes in the operating environment in which firms operate and stressed that today's competitive environment is complex, dynamic, and highly unpredictable. In order to deal with this unprecedented level of change, a lot of thinking has gone into the issues of how strategies are best formulated. In some cases however actual implemented strategy can be very different from what was initially intended, planned or thought (Acur & Engilyst, 2006). While research into operations strategy and strategic manufacturing initiatives has investigated leading practices in determining strategic content, the processes for implementing strategy have only recently began to be examined (Saunders, Mann, & Smith, 2008). Below is the strategy formulation and implementation process.

Strategy formulation and implementation process

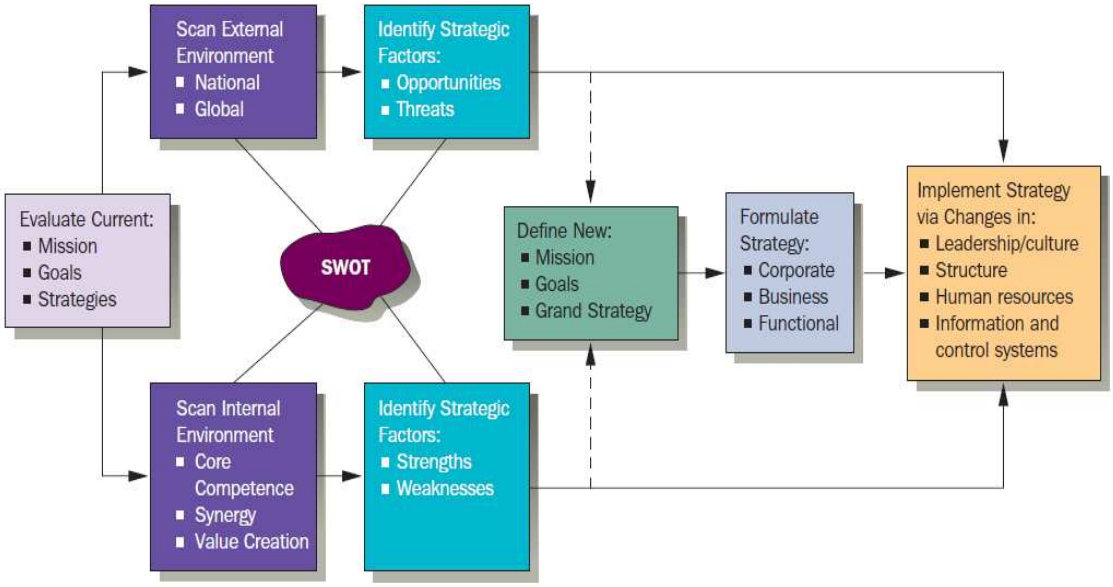


Figure 1 Strategy Formulation and Implementation process Source: (Admin, 2012)

Strategy formulation and implementation encompasses the following phases:

1- Situational analysis. This is an assessment of the internal and external factors that affect the organisational competitiveness. A SWOT analysis or other environmental assessment can be carried out. According to

Thompson, Strickland, and Gamble (2008), this stage is the stage of developing a strategic vision of where the company intends to head in terms of future products, market, customers and technology.

2- Define mission, goals and grand strategy. The company develops and defines its mission and key goals and the strategic intent. Objectives are set which are used as yardsticks for measuring the company performance progress (Thompson, Strickland & Gamble, 2008).
3- Strategy Formulation. A strategy is formulated to achieve the objectives of the company (Thompson, Strickland & Gamble, 2008). Sub strategies are formulated for each level, corporate, business and functional.
4- Implementing Strategy. At this stage there is execution of the chosen strategy efficiently and effectively (Thompson, Strickland & Gamble, 2008). This will involve changes in culture, leadership, human resources, structure, information and control systems (Admin, 2012).
5- Evaluation. This stage involves evaluating performance, instituting control measures, and ensuring that the general direction of the company is in accordance with the strategy and continual execution of such strategy (Thompson, Strickland & Gamble, 2008).

2.3 FRAMEWORKS FOR STRATEGY IMPLEMENTATION

2.3.1 A FRAMEWORK TO IMPLEMENT STRATEGIES IN ORGANISATIONS (OKUMUS, 2003)

A number of strategy implementation models and frameworks have been proposed, however they lacked all the relevant variables. Below is a table of authors and the features of the frameworks and models they came up with, which did not become popular for one reason or another but which contributed a lot to the Okumus framework to implement strategies in organisations.

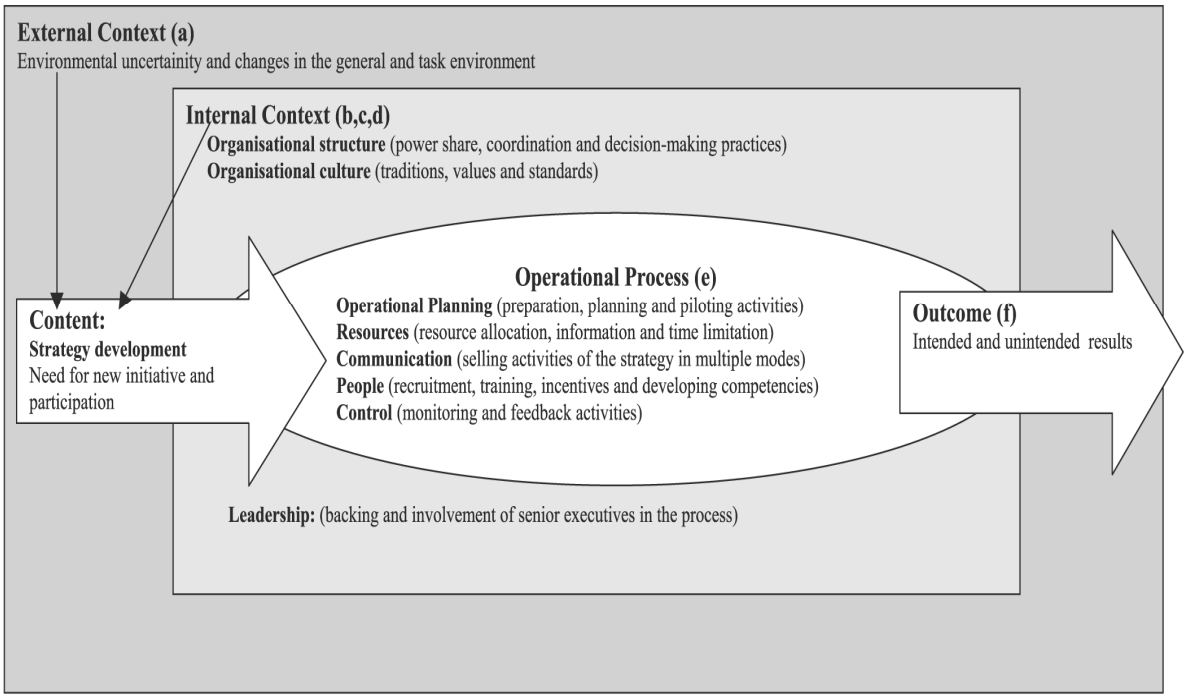
Table 1 Summary of Implementation frameworks

	Author	Features of the Frameworks
1	Waterman et al (1980)	The framework included strategy, structure, systems, style, staff, skills and subordinate goals. They discussed each of these issues individually without linking their relationship to one another (Okumus, 2003)
2	Stonich (1982); Hrebiniak & Joyce (1984); Balbraith & Kazanjian (1986); Reed & Buckley (1988)	They came up with the following factors of strategy implementation: Strategy formulation, organisational structure, culture, people, communication and outcome. There was no empirical testing (Okumus, 2003).
3	Alexander (1991); Judson (1995); Miller & Des (1996); Thompson & Strickland (1999)	They discussed the factors above in depth as factors of implementation (Okumus, 2003).
4	Pettigrew & Whipp (1991)	They came up with a framework for managing strategic change consisting of the environmental assessment, leading change, human resources, linking strategic & operational change & coherence (Okumus, 2003).
5	Skivington & Daft (1991)	They investigated factors which include; intended strategy, structure, systems, interactions & sanctions. They divided them into framework and process factors.
6	Roth et al (1991)	They empirically investigated the importance of international strategy on organisational design and identified six factors namely coordination, managerial philosophy, configuration, formalisation, centralisation, and integrating mechanisms (Okumus, 2003).
7	Hrebiniak (1992)	He came up with a conceptual framework to implement strategies in global firms and identified the following factors; leadership, facilitating global learning, developing global managers, having a matrix structure, and working with external companies (Okumus, 2003).
8	Yip (1992)	His framework consisted of four factors being; organisational structure, culture, people and managerial processes (Okumus, 2003).
9	Schemelzer & Olsen (1994)	They identified 14 factors of implementation among them; perceived environmental uncertainty, organisational culture, information systems, training, size and geographical dispersion of company, life cycle of company and demographic background of managers (Okumus, 2003).
10	Feurer et al (1995)	They carried out a case study of Hewlett Packard and concluded that strategies were developed by special cross functional taskforces and implemented mainly by business units and they referred the factors as a learning process facilitated by the company's organisational structure and culture (Okumus, 2003).
11	Creelman (1998); Epstein & Manzoni (1998); Kaplan & Norton (1996)	These authors linked the balanced scorecard technique to strategy implementation. This comes on four angles; the financial perspective, customer perspective, internal business perspective and the learning and growth perspective (Okumus, 2003).
12	Aaltonen and Ikavalko (2002); Dobui (2003); Freedman (2003); Linton (2003)	They refined the major factor of implementation as follows; an organisational structure and culture that is receptive to change, the backing of senior executives, developing the management systems and skills for change, communication activities, the commitment of employees to the company's vision, providing incentives and achieving coalignment between implementation factors (Okumus, 2003).

Okumus, (2003) in “A framework to implement strategies in organisations” went through a number of models that were proposed as frameworks for strategy implementation. From the analysis carried out 11 key implementation factors were identified which include:

1 Strategy development
2 Environmental uncertainty
3 Organisational structure
4 Organisational culture
5 Leadership
6 Operational planning
7 Resource allocation
8 Communication
9 People
10 Control
11 Outcome.

Okumus (2003) then came up with a framework for implementation which includes most of the factors above in form of a flow chart.



Key

a Changes in the external environment influence the strategic context and force organizations to deploy new initiatives.
b Problems and inconsistencies in the internal context require new initiatives.
c The strategy is implemented in the internal context, and the characteristics of organizational structure, culture and leadership influence the process factors.
d Having an organizational context that is receptive to change is essential for the successful implementation of strategy.
e The process factors are primarily used on a continuous basis to implement the strategy and manipulate the internal context.
f The characteristics of the context and process factors and how they are used directly influence the outcomes.

Figure 2 Okumus Framework of strategy implementation Source (Okumus, 2003)

In the framework developed by Okumus (2003), and other authors, while they show the factors required for successful strategy implementation, they lack the inclusion of the interaction of the various variables to one another which enable the successful implementation of strategy, which are substantially covered by the Mckinsey 7s model

2.3.2 MCKINSEY 7S'S FRAMEWORK

According to Fleisher and Bensoussan (2007) The McKinsey 7s model is a diagnostic management tool that is used to test the strength of the strategic degree of fit between the current and the proposed strategies. This tool is also used to facilitate the process of strategy implementation within the context of organisational change. The 7s model can be used in a number of situations involving:

I. Improving and achieving effective performance of a company
II. Investigating the likely impact of future changes in the company
III. Aligning departments and processes during a merger or acquisition
IV. Determining how best to implement a proposed strategy (Manketelow & Carlson, 2013)

Below is the McKinsey schematic of the 7s model.

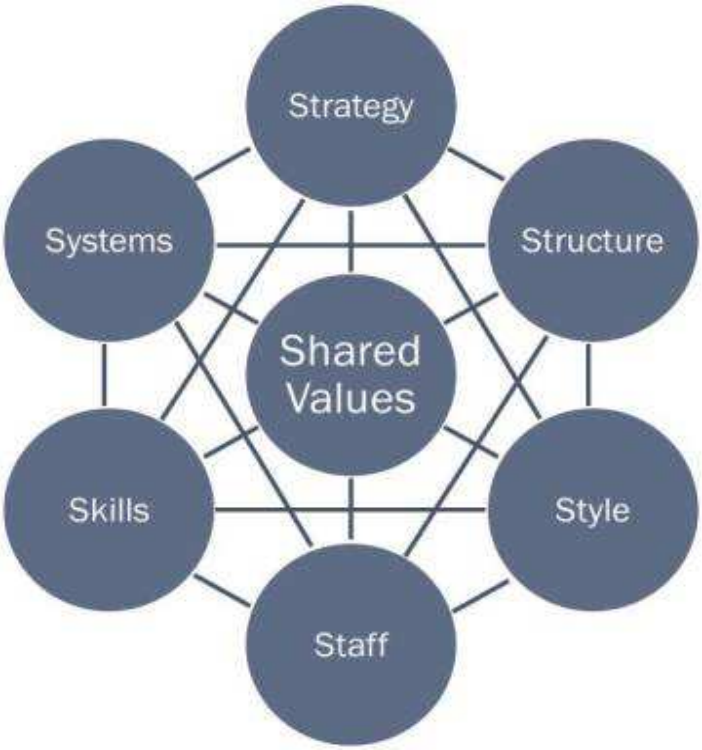


Figure 3 The McKinsey 7s Model Source: (The Organisational Strategist, 2011)

The schematic diagram above shows the 7S's of The McKinsey framework. The lines linking the 7 elements of the framework illustrate the interdependences of each element to one another. The "shared values" in the middle is the organisational culture which is central to all the other elements, and thus its position. Therefore in the application of this model, all the elements have to be analysed in relation to one another.

Outline of the Model

According to Carlson and Manktelow (2013), the model is based on the theory that for an organisation to perform well, the above seven elements require to be aligned and mutually reinforcing. Therefore the model can be used to help identify what needs to be realigned to improve or maintain performance during change. The framework is used by examining each “S” and plotting it into a matrix to identify its strategic fit in the proposed strategy. The firm can work to change the required components of each “S” so that they are consistent with the strategy or it can change the strategy to fit the existing orientation of the other six “S”s of the model. However a compromise is normally appropriate. (Fleisher & Bensoussan, 2007). Below is the analysis of the elements of the model, the 7Ss as explained by Carlson and Manktelow.

Strategy

It is the plan devised to maintain and build a competitive advantage over the competition. When analysing the strategy, the following are the relevant questions to ask:

I. What is our strategy?
II. How objectives will be achieved?
III. How competitive pressures will be dealt with?
IV. How do we deal with changes in customer demands?
V. How is strategy adjusted for environmental issues? (Fleisher & Bensoussan, 2007)

The strategy is the clear plan of action intended to achieve the competitiveness, say specialisation by subcontracting all non core activities of the business. It should have clear objectives for implementers to be guided by. The strategy should take into account how to deal with the competitive forces related to such a strategy and how it addresses customer needs, for example, quality. The strategy should also be conscious of the environmental issues of the political, economic, legal, social and environmental.

Structure

It is the way the organisation is structured in terms of who reports to whom. Its probing questions are as follows:

I. How is the company or team divided?
II. What is the hierarchy?
III. How do the various departments coordinate activities?
IV. How do team members organise and align themselves?
V. Is decision making and controlling centralised or decentralised? Is this as it should be given what we are doing?
VI. Are the lines of communication Implicit or Explicit? (Fleisher & Bensoussan, 2007)

The organisational structure entails how people within the organisation are arranged in terms of departments, hierarchy, lines of communication, duties, power and responsibilities. Further, this model tries to align all the above to ensure effective functioning of that particular structure by centralisation or decentralisation, team formations and specific lines of communication to achieve effective strategy implementation.

Systems

These are the daily activities and procedures that the staff members engage in to get the job done. In order to analyse the systems we need to understand the following:

I. What are the main systems that run the organisation? Consider financial and human resources systems as well as communication and document storage.
II. Do we have controls and how are they evaluated and monitored?
III. What internal processes and rules does the team use to keep on track?

In summary an organisation requires systems to manage areas such as finance, human resources and operations of the business which are aligned to the strategy of that particular business. These systems should be monitored and evaluated periodically to assess their alignment to the business.

Shared Values

Shared values are those core values of the company that are evidenced in the corporate culture and general work ethics.

I. What are the core values?
II. What is the corporate/team culture?
III. How strong are the values?
IV. What are the essential values that the company or team was built on? (Fleisher & Bensoussan, 2007)

The corporate culture should be embedded by the core values of the organisation such as attitude towards customers, fellow employees and quality of products or service. These should not just be on paper but has to be inculcated into the members of the organisation to be considered shared values. The fundamental values of the company give it a competitive edge over others.

Style

This entails the style of leadership adopted. The following are the questions to ask to probe:

I. How participative is the management or leadership style?
II. How effective is that leadership?
III. Are employees or team members competitive or corporative?
IV. Are there real teams functioning within the organisation or are they just nominal groups? (Fleisher & Bensoussan, 2007)

The style of leadership should be aligned to the strategy of the organisation. More importantly it should be effective, team building and promote cooperation amongst the team members.

Staff

These are the employees and their general capabilities. The questions below can be used to analyse this element of the 7S.

I. What specialisations or positions are embodied within the team?
II. What positions need to be filled?
III. Do gaps exist in the required competencies? (Fleisher & Bensoussan, 2007)

An organisation should have the right personnel which is consistent with the strategy that is being pursued. Any gaps in personnel competencies should be filled.

Skills

These are the actual skills and competencies of the employees working for the company, and in order to understand the skills element the following questions are useful

I. Which strongest skills are represented within the company or team?
II. Are there any skills gaps?
III. What is the company or team known for doing very well?
IV. Do the current employees/team members capable of doing the job?
V. What is the skills monitoring and assessment mechanism? (Fleisher & Bensoussan, 2007)

The skills and competencies of the personnel give the company its competitive edge. The organisation should ensure that skills are aligned with strategy and any skills gaps are filled. An evaluation should be carried out on current skills and improve on them to execute effective strategy implementation.

Fleisher and Bensoussan, 2007 went further to look at the strengths or advantages of the model and also its weaknesses or disadvantages as follows:

Strengths and advantages

I. The model makes emphasis on a firm's strategy implementation.
II. The organizational effectiveness is not dependent on only the strategy and structure.
III. It is comprehensive as the analyst has to consider each of the seven constructs, and especially how they interact.
IV. It is the first model to bond the "hard" and "soft" aspects of the enterprise.
V. It emphasizes the coordination of key tasks.
VI. The model was also one of the first to help connect academic research with managerial practice (Fleisher & Bensoussan, 2007).

Weaknesses and limitations

I. The model may miss some areas which are fine-grained in which gaps in strategy formulation or execution can arise.
II. There is not much empirical support for this model or of its originator's conclusions.
III. It remains quite difficult to properly assess the degree of fit.
IV. It is also not easy for analysts to explain what should be done when actually implementation using the model.
V. The 7S is mostly a static model

Source: (Fleisher & Bensoussan, 2007)

The McKinsey 7S model is therefore a relevant tool in aligning an organisation in strategy implementation and proves useful for this study as an analytical tool for the effective implementation of strategies in Zimbabwean manufacturing engineering companies.

The two models used in conjunction with each other, where Okumus' framework for strategy implementation is used as the model and the McKinsey 7s model as an analytical tool, strategy is likely to be executed more effectively.

2.4 VARIABLES OF EFFECTIVE STRATEGY IMPLEMENTATION

2.4.1 INDEPENDENT VARIABLES

Broadly the independent variables for effective strategy implementation can be categorised into two, namely the barriers to effective strategy implementation and drivers of strategy implementation. However most of the barriers are simply an inverse of the drivers. According to Saunders et al (2009), the independent variables are the variables that cause changes to the dependent variables. These variables when altered in any way will result in either effectiveness or ineffectiveness in strategy implementation. The variables are mostly those factors in the models outlined above and are reviewed in turn below.

Many authors have argued on the various inhibitors of strategy implementation but this review will look into the main ones. Previous studies conducted have arguably come up with the following as the main inhibitors of strategy implementation, namely: lack of communication and coordination, leadership deficiency, strategy inertia, lack of stakeholder commitment, loss of focus on strategy, lack of prerequisite skills, failure to deal with changing environment, and bad strategy among others (Beer and Eisenstat, 2000; Freedman, 2003; Getz & Lee 2011; Speculand, 2006, Sterling, 2003;).

Kaplan and Norton (2008), asserted that although strategy development and the link between strategy and operations remain ad hoc, varied and and fragmented, they believed given the systems approach and operational tools companies can now benefit from it and manage the link. Comprehensive and intergrated management systems can assist companies overcome the difficulties and frustrations of strategy implementation. There are therefore various drivers of effective strategy implementation among them; Effective communication systems, good leadership, use of strategy planning tools, organisational structure for change, alignment, constant strategy review, strategy ownership, optimum resourcing, and performance related rewards (Getz & Lee, 2011, Jooste & Fourie, 2009, Kaplan & Norton, 2008, Mapetere, Mavhiki, Nyamwanza, Sikomwe & Mhonde, 2012,).

Effective communication with the workforce

Beer and Eisenstat, 2000 elicit the commonly named and agreed cause of strategy implementation failure which hinges on communication and coordination. They came up with the six silent killers of strategy implementation among them which are conflicting priorities, poor coordination, poor vertical communication. These can lead to strategy failure especially due to insufficient buy-in or understanding of the strategy among those who are implementing (Sterling, 2003).

According to Speculand (2011) contrary to popular belief, people do not resist to change but many people are open to change if it is communicated the right way.

This can be achieved by a process of clarifying the vision and the strategy to the people involved in implementation (Kaplan & Norton, 2008). Similarly Getz and Lee (2011) ascerted that there is a huge disconnection between strategy definition and the daily activities of the employees. Therefore in formulating a high level strategy, executives should break it down into something meaningful for everyone. Studies in the Harvard Business Review have revealed that individual understanding of decisions and actions for which he or she is responsible is by far the most important trait for companies that have been found to be successful implementers. (Getz & Lee, 2011).

Organisational Structure

Every strategy needs to have a clearly defined organisational structure to deliver the different sets of outcomes and outputs. Quite often leaders believe that the existing structures, processes, metrics, behaviors, and skills will deliver a new strategic destination to their regret (Getz & Lee, 2011). In a study conducted by Tunalv, it was concluded that companies with a formalised manufacturing strategy tend to have a more decentralised structure, which enable them to effectively communicate goals to all organisational levels and allows for the planning of longer term goals as compared to organisations with informal manufacturing strategy (Acur & Engilyst, 2006). Structures inconsistent with strategy will cause failure of such strategy.

Leadership

Lack of effective leadership is another factor cited by many authors as a pitfall to strategy implementation. Getz and Lee (2011) pointed out that the true power of the strategy is in guiding the organisation in making decisions and implementation. Similarly Beer and Eisenstat (2000) in the six silent killers of strategy implementation noted senior management discomfort with conflict and ineffective senior management in failure to execute strategy. In summary lack of leadership, specifically strategic leadership at the top has been identified as one of the major barriers to effective strategy implementation (Jooste & Fourie, 2009; and Kaplan & Norton, 2008)

Contrary to the above, Sterling (2003) believed that sometimes, leadership and management are used as excuses for strategy failure and are generally handy explanations used to cover over more fundamental management failings or to avoid acknowledging that a chosen strategy simply failed in the market place. These may simply be bad strategies forced down by boards, drastic changes in the market place especially in information technology fields and competitor responses to strategies employed (Sterling, 2003).

Based on the above argument, leadership and specifically strategic leadership is widely described as one of the key drivers of effective strategy execution (Jooste & Fourie 2009). In a study carried out on the strategic role of leadership in strategic implementation of state owned enterprises it was concluded that appropriate leadership style is key and particularly situational leadership. They underscored the need for a leader that inspires, stimulates or instills a sense of direction within the employees (Mapetere, Mavhiki, Nyamwanza, Sikomwe, & Mhonde, 2012).

Strategy Inertia

In the past two decades, the centre stage of strategy has been formulation and has been regarded the most important component of the strategic management process, more than execution and control (Jooste & Fourie 2009). Freedman (2003) argued that, for this reason, strategies take more time to be implemented than originally planned, a behaviour he termed strategy inertia. Implementation is a hands on operation and action orientated behavioral activity and in other cases newly crafted strategies often entail change in corporate direction therefore leading to the inertia due to resistance to change (Schaap, 2006). Some strategies actually never take off.

Strategy Focus

Sterling (2003) argued that some companies try to be all things to all people and as a result lack distinctiveness but importantly they also lack focus. He underscores the need of removing complexity in strategy implementation so that

people in execution can remain focused on the strategy. Similarly Freedman (2003) referred to lack of focus as strategic dilution, where things are moving but it is not clear who is driving (Freedman, 2003). If ownership and commitment to the corporate strategy are not water tight in the top team, when team members return to their operations, divisional, functional or geographic priorities are all too likely to take precedence (Freedman, 2003). Confusing and contradictory directions will result (Freedman, 2003).

Resource Allocation

Resources are a key factor in achieving success in any strategy implementation and especially their allocation. In a journal by Brauer and Schmidt (2008) on the board's role in effective strategy implementation, there was a conclusion that the board should ensure that resources are allocated consistently with the firm's intended strategy if successful implementation is to be achieved. Resources are what make the strategy functional.

Alignment

Kaplan and Norton (2008) argued that most organisations constist of business multiple units and numerous support units. Therefore to execute any new strategy there must be a structured way to get everyone on the same page and pulling in the same direction. The alignment is not only for the business units and support units but the employees too (Kaplan & Norton, 2008).

Culture

Cultural and organisational elements underpin success in implementation of strategy. An initiative that matches the culture and competencies of an organisation can ensure a rapid and successful implementation (Saunders, Mann, & Smith, 2008). Therefore, implementing new strategy requires making changes in taken-for-granted assumptions and routines that are elements of culture (Saunders, Mann, & Smith, 2008).

Change Management

Having discussed the factors above, Acur and Engilyst (2006) argued that firms might use the same employees, resources and capabilities for planning strategies and changes, it is however necessary to have effective change management. Change management should identify and eliminate any conflicts between the company's objectives/strategies to optimise business performance and avoid overlapping and conflicting developments (Acur & Engilyst, 2006). Change management is essential as any strategy comes with a degree of change in most aspects of the business.

Strategy Formulation

Another problem is that of pursuing a bad or poorly formulated strategy. Some business models are flawed because of the misunderstanding of the demands of the market (Sterling, 2003). Execution cannot succeed unless the strategy itself is designed to be executable (Schaap, 2006)."Effectively executing a strategy with flawed assumption will enable a company to fail that much faster" (Kaplan & Norton, 2008).

Top Management Support

Freedman (2003) cited lack of stakeholder commitment as another pitfall to strategy implementation. He noted that middle managers are always a block as they do not fully commit themselves to strategy implementation, while Kaplan & Norton (2008) pointed to top level managers. Top level managers believe that execution is for those below them, (Kaplan & Norton, 2008), while middle managers generally resist change for the fear of the unknown results of the new strategy being implemented (Freedman, 2003). Execution of strategy is however key to all managers and not something just related to the level of management (Hrebiniak, 2008).

Strategy Implementation Control

The strategy should be reviewed at least quarterly or depending on the speed of competitiveness, technological, and consumer dynamics, it may be more often than that to ensure that the strategy is on course and that there are no

fundamental changes in the environment warranting change or modification of strategy (Kaplan & Norton, 2008). Speculand (2011) argued that what worked yesterday does not necessarily work tomorrow and as such the review of the strategy should not even be quarterly but monthly.

Performance Management System

One of the main purposes of implementing perfomance management systems such as balanced scorecard is to communicate strategy through the organisation and link it to departmental and individual objectives. Research has noted that through appropriate use and review of performance targets and indicators, it is possible to promote learning that favours continous improvement and organisational adaptation to the business environment (Micheli, Mura, & Agiliati, 2011).

Information Systems and Tools

The use of strategy planning tools such as strategy road maps, balanced scorecard, quality management, dashboards and activity based costing among others is essential in achieving success in strategy implementation (Kaplan & Norton, 2008). Getz and Lee (2009) came up with three pillers of effective strategy implementation, namely direction, structure and people. The direction aspect is basically determined by the strategic planning tools such as road maps.

Table 2 Summary of Independent Variables

Independent Variable	**Authors**
Effective Communication	Beer & Eisenstat,2000; Getz & Lee 2011; Kaplan & Norton 2008; Speculand, 2011 Sterling, 2003
Organisational Structure	Getz & Lee, 2011; Acur & Engilyst, 2006
Leadership	Beer & Eisenstat, 2000; Getz & Lee, 2011; Jooste & Fourie, 2009; Kaplan & Norton, 2008; Mapetere, Mavhiki, Nyamwanza, Sikomwe & Mhonde, 2012; Sterling, 2003
Strategy inertia	Freedman, 2003; Jooste & Fourie, 2009; Schaap, 2006
Strategy focus	Sterling, 2009; Freedman, 2003
Resource Allocation	Brauer & Schmidt, 2008
Culture	Saunders, Mann & Smith, 2008
Change Management	Acur & Engiliyst, 2006
Strategy Formulation	Kaplan & Norton, 2008; Schaap, 2006; Sterling, 2003
Management Support	Freedman, 2003, Hrebiniak, 2008, Kaplan & Norton, 2008
Information Systems & Tools	Getz & Lee, 2009; Kaplan & Norton, 2008
Perfomance Management Systems	Micheli, Mura & Agiliati, 2011
Strategy implementation Control	Kaplan & Norton, 2008; Speculand, 2011

2.4.2 DEPENDENT VARIABLES

Dependent variables are those variables which are influenced or react to changes in the independent variables (Saunders et al, 2009). The dependent variables for the study are whether the Zimbabwean manufacturing engineering industry is better at formulating strategy than at implementing, or there is a gap between the formulation of and the effective implementation of strategy, or that the industry is effective at implementing strategy (Jooste & Fourie, 2009). The three dependent variables are affected by the above mentioned independent variables either in their single form or a combination of two or more independent variables.

Table 3 Summary of Dependent Variables

Dependent Variable	Author
Better at Strategy Formulation than Implementation	Jooste & Fourie, 2009
There is a gap between the formulation of, and effective implementation of startegy	Jooste & Fourie, 2009
There is effective strategy implementation	Jooste & Fourie, 2009

2.4.3 EXTRANEOUS VARIABLES

The external environment forms the extraneous variable which is equally key in strategy implementation. According to Saunders et al (2009), extraneous variable may also cause changes in a dependent variable and thereby providing an alternative explanation to the independent variable. Shorter product life cycle, disruptive technologies and changes in the financial markets may lead to strategy implementation failure. Many markets are experiencing rapid and discontinuous change making it difficult to pursue a strategy in the same manner as initially intended (Sterling, 2003). There is often no plan to manage such market changes. Accordingly, in implementation explicit processes and structures are needed for managing the migration or the changes on the market place. (Getz & Lee, 2011). The impact of the environment on effective strategy implementation has not been explored in depth to determine whether it can actually lead to failure of strategy given that all the other factors are properly taken into account.

Economic Environment

The economic environment in Zimbabwe is also an area of concern pertaining to effective strategy implementation. According to Mazambani (2012), in a paper entitled “Closure hit Manufacturing sector”, a lot of factors that have been mentioned which would otherwise make it difficult to accomplish a successful strategy implementation and these include; absence of working capital, antiquated and obsolete machinery, high costs of production, product competitiveness, power shortages and the cost of finance (Mazambani, 2012). Data obtained from NSSA indicate that 300 manufacturing companies including

listed companies have closed shop or shed off some parts of their production since dollarization (Mazambani, 2012).

Legal Environment

According to Des Fontain (2013), Zimbabwe is ranked 172 out of 185 in the World Bank's latest Doing Business report, a situation which can be improved if the country made use of technology, streamlined legislation and reviewed the cost of procedures (Nyagah, 2013). In other words, the legal environment is not conducive to doing business and would appear to be difficult to implement strategies effectively.

According to Niacker and Saungweme (2009) firms should opt for strategic partnerships with the government as a reaction to conditions of uncertainties and challenges stemming from their environment. They went on to say that in Zimbabwe economic challenges, technological disadvantages and limited global market place abilities and expertise have resulted in firms undertaking strategic alliances as strategic options in an endeavour to meet their organisational goals. In their study they noted alliances especially in the mining sector in view of raw materials supply and other government policies such as indigenisation laws (Naicker & Saungweme, 2009).

Table 4 Summary of Extraneous Variables

Extraneous Variable	**Author**
Political Environment	Naicker & Saungweme, 2009
Economic Environment	Mazambani, 2012
Technological Environment	Mazambani, 2012; Nyagah, 2013
Legal Environment	Nyagah, 2013

2.4.4 HYPOTHESES

H1: Manufacturing engineering companies within Zimbabwe are effective in strategy implementation

H2: Strategy failure in Zimbabwe manufacturing engineering companies is due to management failure in effective strategy implementation.
H3: Strategy failure in Zimbabwe manufacturing engineering companies is due to both management failure in effective strategy implementation and external factors.

2.5 LITERATURE SYNTHESIS

The literature reviewed expresses the need for strategy implementation as a necessity to the survival and continual of any firm and particularly in achieving the goals of that firm. The formulation and implementation of strategies is a process which is key to the success of organisations. While formulation can be explained individually it is difficult to separate formulation from the actual implementation therefore the two go hand in hand in discussing the whole process.

A number of frameworks and models have been proposed on effective strategy implementations which were reviewed by Okumus (2003). Some frameworks lacked empirical testing, while others were specific to certain markets and others simply did not include all the factors important for effective strategy implementation. Okumus (2003) put together all the various factors that were proposed and came up with a strategy implementation framework for organisation. He tried as much as possible to include all the factors that are crucial in effective strategy implementation. The framework by Okumus gives a flow of how strategy is implemented and provides the environment for implementation. However it does not explain the actual linkages and the interaction of the various factors in implementation which is covered by The Mckinsey 7s model.

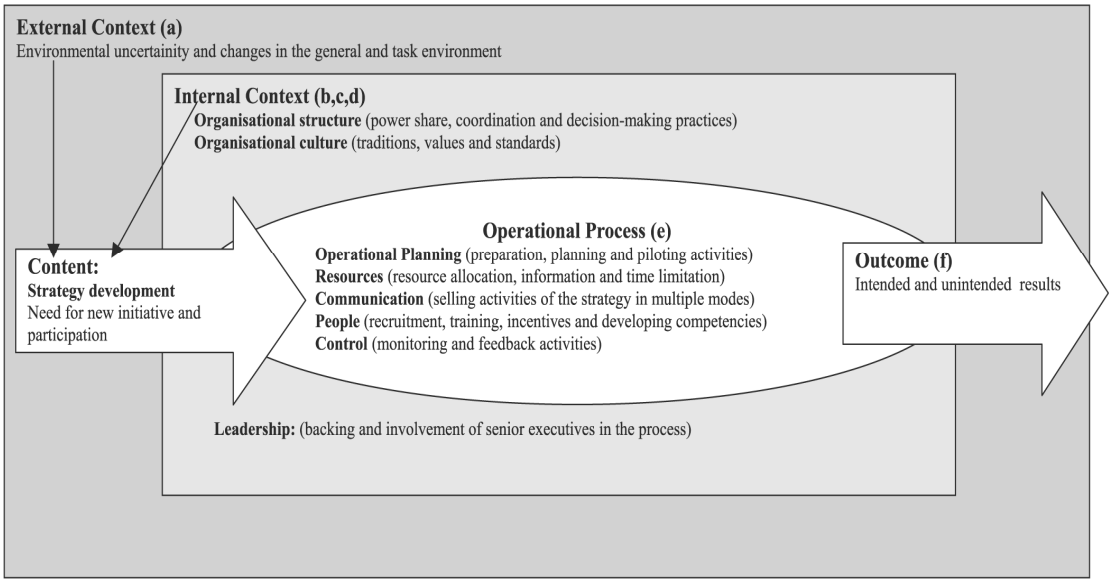
The Mckinsey 7s model is also reviewed in detail. It gives the interaction of the various factors which affect effective strategy implementation and it posses the right questions for an implementer to jog their mind on the process of implementation. Its shortcoming is that it does not give the actual flow of events as covered by Okumus. Therefore it would be imperative to try and come up with a model that combines the two to give an effective way of implementing

strategies. Both models however dwell on the independent variables of strategy implementation, those that can be manipulated.

The external environment seems to be growingly a factor to reckon with especially given the effects of globalisation. Another gap in the literature is that there has been very little study carried out in Zimbabwe pertaining effective strategy implementation in the manufacturing engineering sector. In the past halve decade strategists world over have come up with a lot of good strategies for the Zimbabwean economy and followed the book in implementation and still failure has been recorded, probably pointing to some other factor for the failure in effective strategy implementation.

2.5.1 CONCEPTUAL FRAMEWORK

This study will adopt Okumus (2003) Framework for strategy implementation for organisations as the conceptual framework, and will use the Mckinsey 7s Model as an analysis tool for the implementation. Okumus framework is most suitable for this study since it brings most of the dimensions of effective strategy implementation unlike its predecessors which emphasised on managerial issues only ignoring the environmental issues and how they link to actual implementation of strategy.



Key

a Changes in the external environment influence the strategic context and force organizations to deploy new initiatives.
b Problems and inconsistencies in the internal context require new initiatives.
c The strategy is implemented in the internal context, and the characteristics of organizational structure, culture and leadership influence the process factors.
d Having an organizational context that is receptive to change is essential for the successful implementation of strategy.
e The process factors are primarily used on a continuous basis to implement the strategy and manipulate the internal context.
f The characteristics of the context and process factors and how they are used directly influence the outcomes.

Figure 2.4 Okumus Framework of strategy implementation Source: (Okumus, 2003)

Table 5 Summary of Variables

Extraneous Variable	**Independent Variable**	**Dependent Variable**
Political Environment	Effective Communication	Strategy Formulation
Economic Environment	Organisational Structure	Closing Strategy Gap
Technological Environment	Leadership	Effective strategy implementation
Legal Environment	Strategy inertia	
	Strategy focus	
	Resource Allocation	
	Culture	
	Change Management	
	Strategy Formulation	
	Management Support	
	Information Systems & Tools	
	Perfomance Management Systems	
	Strategy implementation Control	

According to the Okumus framework of strategy implementation, all strategies occur under the influence of the environment, where changes in the environment impacts on the strategy. This is represented by the larger outer rectangle. Okumus calls this the external context. This is the equivalent of the extraneous variables which to some extent can act as independent variables as they are capable of impacting on the dependent variables (the outcome of the strategy implementation). The variables found in this category include the political, economic, technological and legal environment.

Okumus framework has the internal context which is basically the array of the independent variables which are controlled by management. This is represented by the inner rectangle. It includes the following independent variables:

- Organisational Structure
- Organisation culture
- Leadership

The internal context also consists of the oval shape and also contains a number of independent variables namely:

- Operational Planning
- Resources
- Communication
- People
- Control

All these are covered under the independent variables of this study.

The framework has an outcome which is intended and unintended results. These are the dependent variables, and in the case of this study they are:

- Organisation is better at strategy formulation than implementation
- There is a gap between the formulation of, and effective implementation of strategy
- There is effective strategy implementation.

The Okumus model is therefore the most suited for this study as it covers all the essential areas the research was seeking to address.

2.5.2 CRYSTALLISATION OF RESEARCH QUESTION

Why is effective strategy implementation such a major problem within the manufacturing engineering section in Zimbabwe? What are really the major factors that affect effective strategy implementation within this sector?

2.6 CHAPTER SUMMARY

In this chapter the researcher reviewed literature in respect to effective strategy implementation of manufacturing companies in Zimbabwe. The review highlighted the importance of strategy, its formulation and implementation process. The researcher identified two frameworks for strategy implementation namely Okumus (2003), A Framework to Implement Strategies in Organisations and McKinsey 7s framework. It is from these models that various variables or factors for effective strategy implementation were reviewed. They include the independent, dependent and extraneous variables. A crystallisation of the literature review was carried out whence the formulation of a conceptual framework of effective strategy implementation for manufacturing engineering companies in Zimbabwe was formulated.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section covered the way the research has been conducted in terms of philosophy, research design, research instruments, target population, sampling procedure and sample size of the study. It also explored the data collection procedure and the statistical techniques used to analyze the data. Issues of validity and reliability were also examined.

3.1.1 PROBLEM STATEMENT RECAPTURE

The researcher required to determine why effective strategy implementation within manufacturing engineering companies has continued to be a problem in Zimbabwe.

3.1.2 STUDY OBJECTIVES RECAPTURE

The objectives of this research were mainly to:

- Determine why effectiveness of strategy implementation within the manufacturing engineering companies in Zimbabwe is a problem.
- Identify the perceived major inhibitors and drivers of effective strategy implementation within the manufacturing engineering companies in Zimbabwe.
- Determine the perceived impact of the Zimbabwean macro environment to effective strategy implementation within the manufacturing engineering companies in Zimbabwe.
- Recommend a procedure for effective strategy formulation and implementation within the manufacturing engineering companies in Zimbabwe.

3.2 RESEARCH DESIGN

According to Cooper, 2011 Research design is a roadmap for researchers and it is a step by step approach (Cooper, 2011). Research design is prepared in view of some basic things like, scope of my study, data required to be collected, and methods to be used to collect the data and how to justify them (Cooper, 2011). The entire process of researching involves the identification, sourcing, gathering and processing of data to generate information that will enable the researchers to make informed decisions, conclusions and recommendations. In short it is the plan of how you will go about answering your research question (Saunders et al, 2009).

The step by step approach of this study comprised of review of literature in the field of strategy implementation as well as an empirical investigation to come up with the perceived factors that affect effective strategy implementation within the manufacturing engineering companies in Zimbabwe. The major questions in the research instrument addressed how various employees perceive the importance and effectiveness of strategy implementation, barriers to effective strategy implementation, drivers of strategy implementation (Jooste & Fourie, 2009) and the impact of the external environment on strategy implementation, all in the context of the manufacturing engineering companies in Zimbabwe. This information was analysed using statistical software (SPSS) in order to get the finer details of the study.

3.2.1 SCOPE OF STUDY

The study focused mainly on the major factors that affect effective strategy implementation. There are several factors that have been put forth as affecting effective strategy implementation. However these factors do not have the same weight in different countries, economies and industries. The unit of analysis therefore in this study is the identification of the major factors that affect effective strategy implementation in the manufacturing engineering sector within Zimbabwe.

3.2.2 MAJOR RESEARCH QUESTION RECAPTURE

The study seeks to identify why effective strategy implementation within the manufacturing engineering companies has been such a problem in Zimbabwe.

3.2.3 VARIABLES RECAPTURE

The variables identified in this research have been categorized as dependent, independent and extraneous variables.

Table 6 Summary of Variables

Dependent Variable	**Independent Variable**	**Extraneous Variable**
Strategy Formulation	Effective Communication	Political Environment
Closing the Strategy Gap	Organisational Structure	Economic Environment
Effective strategy implementation	Leadership	Technological Environment
	Strategy inertia	Legal Environment
	Strategy focus	
	Resource Allocation	
	Culture	
	Change Management	
	Strategy Formulation	
	Management Support	
	Information Systems & Tools	
	Perfomance Management Systems	
	Strategy implementation Control	

This research used a sample of 100 respondents selected from ten manufacturing engineering companies out of all the manufacturing engineering companies in Zimbabwe, which are approximately 70 to 100. A sample of 10 companies was perceived to be representative enough of an industry with close to 100 companies. The manufacturing engineering companies were chosen according to their relevance in the study and their representativeness of the manufacturing (EIS) industry. The selection of the participants in each company was in proportions of 20% executives, 40% middle managers and 40% non-managerial employees. This spread was done to get a fair representativeness

from all levels of the organisation and to avoid bias which could have been caused by the level of management responding to the questionnaire as management would tend not to negatively portray their work behaviour and since strategy implementation cuts across all the hierarchies of the organisation.

3.2.4 ASSUMPTIONS

The research is based on the following assumptions:

- Most manufacturing Engineering, Iron and Steel companies are facing similar challenges in Zimbabwe.
- The findings of this research may be generalized across the whole manufacturing Engineering, Iron and Steel sector.
- Selecting a target sample as; 20% executives, 40% middle managers and 40% non managerial, it was assumed that the results will be representative of all the people involved in strategy formulation and implementation in the right proportions.
- It was also assumed that the respondents would be objective and true in their responses.

3.3 RESEARCH PHILOSOPHY

Research philosophy can be defined as a belief about the way in which data pertaining to a phenomenon should be collected, analysed and used. There are two major research philosophies that have been identified in the Western tradition of science, namely positivist (scientific) and interpretivist which is also known as antipositivist (Galliers, 1991).

3.3.1 POSTIVISM

According to Levin, 1988, Positivists believe that reality is stable and can be observed and described from an objective viewpoint without interfering with the phenomena being studied. They contend that phenomena should be isolated and that observations should be repeatable. This is achieved by manipulation of reality with variations in only a single independent variable so as to identify regularities in, and to form relationships between, some of the constituent elements of the social world (Levin, 1988).

3.3.2 INTERPRETIVIST

Interpretivists contend in order to understand reality; it can only be through the subjective interpretation and intervention in reality. The study of phenomena in their natural environment is crucial to the interpretivist philosophy. They acknowledged that scientists cannot avoid affecting those phenomena they study (Galliers, 1991). They admitted that there may be many interpretations of reality, but maintained that these interpretations are in themselves a part of the scientific knowledge they are pursuing (Levin, 1988).

This research was based on the Postivism approach.

3.3.3 RESEARCH APPROACH

The approach used for this study is quantitative/deductive. This approach was chosen ahead of the qualitative technique because of the nature of the study which required views of a large number and different levels in each organisation. The study was seeking to provide empirical evidence of effective strategy implementation rather than a qualitative view of a few executives. It was also taken into consideration that given the non performance of the manufacturing engineering sector and failures to remunerate fairly and timely, a qualitative research would have resulted in emotional filled responses rather than objective views which to some extent structured questions managed to contain such.

3.4 RESEARCH STRATEGY

There are different types of research strategies that can be employed which include among others; experiment, survey, case study, action research, grounded theory, ethnography and archival research (Saunders et al, 2009). A survey was used for the purposes of this research. It is the most common and popular approach for business and management research (Saunders et al, 2009). A survey allows one to collect a large amount of data from a sizeable population in a highly economic way (Saunders et al, 2009). A survey was better suited for the

study as it focused on industry wide and intended to generalise on all manufacturing engineering companies within Zimbabwe. A single company case study was therefore not possible as it would not be representative of all the manufacturing engineering companies and the different types of manufacturing engineering industries. Its conclusions could not be generalised to the whole industry as management styles of individual companies have a bearing on the way strategy is formulated and implemented. A survey therefore allowed for the views of many people in different manufacturing engineering companies.

3.5 POPULATION AND SAMPLE

A population refers to the universe of units from which a sample can be drawn (Bryman & Bell, 2007). A sample is the segment of the population which is selected for examining (Bryman & Bell, 2007). The population consisted of all the companies in the manufacturing engineering, iron and steel sector in Zimbabwe. The industry has between 70 to 100 companies and approximately ten thousand employees. Out of the 70 to 100 companies a sample of 10 companies was selected according to their accessibility and willingness to participate in the survey in accordance with Saunders et al (2009) guidelines for sampling. 100 respondents were selected from these companies randomly by asking the company representatives to distribute the questionnaires. Within each company a sample was also drawn in the proportions 20%, 40% and 40% being executives, middle management and non managerial staff respectively. It was requested that a sample of 10 people respond to the questionnaire. The technique applied can be classified under stratified random selection technique as the researcher chose the companies to survey and was not directly involved in selecting the respondents who completed the questionnaire.

3.6 DATA COLLECTION METHODS

3.6.1 RESEARCH INSTRUMENT

The study made use of a structured, self administered mail questionnaire as the research instrument. The questionnaire consisted of five major sections, the first one being the demographic section, then section A to D. Section A intended to

collect information about effectiveness and importance of strategy implementation as viewed by the various employees. By focussing on the barriers to effective strategy implementation, section B was meant to bring out the extent to which selected factors contribute negatively to strategy implementation. Section C was supposed to point out the major factors contributing to effective strategy implementation by focusing on the drivers of strategy implementation. Section D intended to evaluate the extent to which the macro environment contributes to failure of effective strategy implementation by looking at the various macro environmental factors. The questions were derived from the objectives.

All questions of the questionnaire are structured except for the demographic section. The structured questionnaire allowed for quantitative analysis of the results.

3.6.2 PILOT STUDY

A pilot study was conducted by sending 10 questionnaires to 2 companies. 2 were completed by executives, 4 by middle managers and 4 by non-managerial staff. They were completed in full and returned. There were no comments of ambiguity or difficulties in filling in the questionnaires.

3.7 RESEARCH PROCEDURE

3.7.1 ADMINISTERING THE QUESTIONNAIRE

The researcher engaged the company executives of the targeted companies. Upon approval of the request, the researcher requested for a company representative to assist in the questionnaire administration. The questionnaire was sent to a company representative in form of an email. The instructions were for the representative to distribute the questionnaire to the employees in the following ratios; 20% to the executives, 40% to the middle managers and 40% to non managerial staff. The company representative was requested to make a follow up on the filled in questionnaires to ensure a higher response rate. Individuals completing the questionnaires emailed their responses directly to the

researcher. Others printed and returned the filled in questionnaire to the company representative. These were collected by the researcher from the company representative.

3.7.2 DATA ANALYSIS

Data analysis is a process of examining, cleaning, converting, as well as modelling data with the goal of highlighting useful information, proffering conclusions, and reaching or supporting decision making (Weber, Telang, Andrew, & Wood, 2010). Once the questionnaires were returned they were screened for anomalies. The questionnaires were coded by assigning numbers to each for referral purposes.

The data was captured into the SPSS statistical package. The techniques that where applied for data analysis included item analysis, frequencies, cross tabulations correlation, and reliability test.

3.8 RESEARCH LIMITATIONS

The following are the limitations encountered in this research:

- The questionnaires were self administered and sent by mail posing a challenge that other executives could ask their personal assistants to complete the questionnaire.
- The respondents chosen are only those with emails which presents bias towards those without.
- The terminology used in strategy management is not easy to understand especially to junior staff and as such questionnaire could have been misunderstood.
- The response rate was initially low and the researcher had to send several reminders to push for responses.

3.9 ETHICAL ISSUES

In any research carried out, one has three sets of obligation to adhere to professional standards which are; obligation to honor the trust that their

colleagues place in them, obligation to themselves, that is, irresponsible conduct in research can make it impossible to achieve a goal, and an obligation to act in ways that serve the public, (Kamat, 2006). In carrying out this research, there was information obtained from the survey. It included information about individuals, their failures and successes which can potentially damage their good standing or reputation. It was therefore important to keep a high level of confidentiality on confidential matters on the part of the researcher.

In the collection of information and data, the researcher was bound by respect of intellectual property, thus proper referencing and acknowledging all the sources of information included in this research. Ownership of the research data was also appropriately agreed with the company representatives.

The second obligation of a researcher is to himself. There was bound to be manipulation of data and information in coming up with the analysis and conclusion of the study. The researcher ensured that there was no bias to the information analysis and subsequently to the interpretation of the processed information in order to come up with an objective research goal.

3.10 CHAPTER CONCLUSION

This chapter covered the various aspects of research methodology regarding the way this research was conducted. This includes the methodological framework, the limitation of the methods, the research design, research strategy, sampling and sampling technique applied, and how the data was analyzed. Issues of validity and reliability were also discussed.

CHAPTER FOUR

RESULTS PRESENTATION, ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter focuses on the results of the study carried out. After the collection of the data as detailed in chapter three, analysis was carried out on SPSS software and this chapter makes available the results and their interpretation in relation to effective strategy implementation in manufacturing engineering companies within Zimbabwe.

4.2 RESPONSE RATE

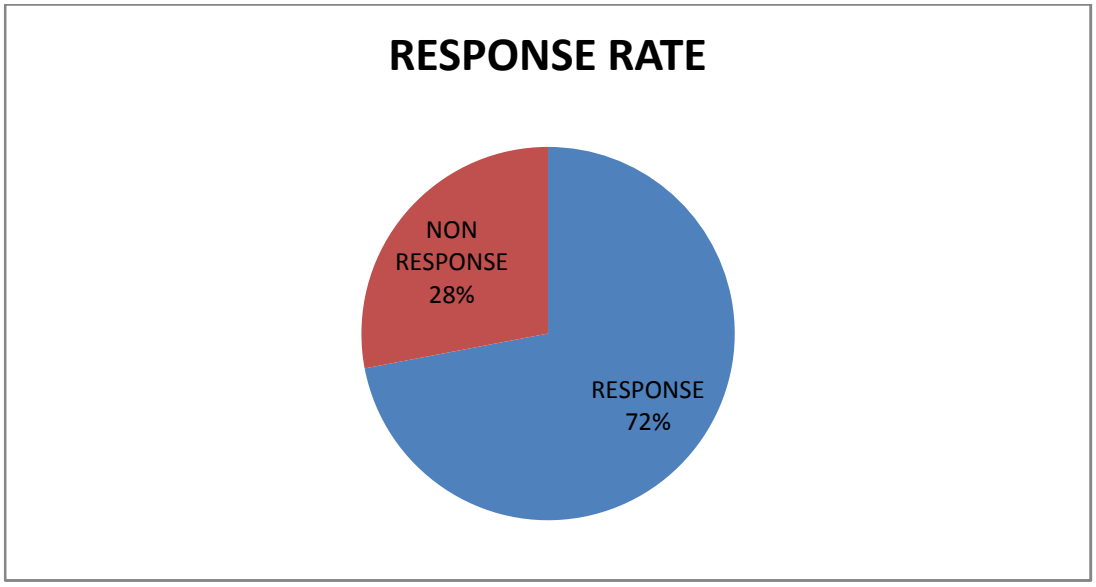


Figure 4 Response Rate

Questionnaires were sent out to 10 different manufacturing engineering companies, where 10 respondents were expected from each company. A total of 100 responses were expected. A response rate of 72% was achieved. The response rate is high considering that it was a self administered mail questionnaire. In a study by Finchan (2008), the response rate for self administered email questionnaires is between 25% to 30% without any follow ups and reinforcement. It may go up to 70% when it incorporates multimode

approaches. The high response rate can be attributed to the high cooperation by the Executives of the organisations to whom the questionnaires were sent, who then appointed a coordinator to handle the process. Considering such a response rate, the researcher was confident with the study and that the data was sufficient in quantity and quality to come up with valid and reliable analysis and conclusions.

4.3 VALIDITIY AND REALIABILITY

Validity refers to the extent to which a measurement does what it is supposed to do. Data need not only be reliable but also true and accurate (O'Leary, 2004). To ensure validity of the data, the respondents were given ample time of one week to think through and make their responses at their convenience as they were mail, self administered. Reliability is the extent to which an assessment tool produces stable and consistent results (Phelan & Wren, 2006). Cronbach's alpha was used to assess the reliability of the questionnaire.

Table 7 Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.822	.813	21

Cronbach's alpha is used to measure reliability on a scale of 0 to 1. A score of .7 is considered to be the lowest acceptable reliability measure. It is clear from the table above that the Cronbach's alpha is well above .7 at .822. This indicates that the questionnaire used in the study is reliable.

4.3 RESEARCH RESULTS

4.3.1 DEMOGRAPHIC ANALYSIS

Table 8 Job Category

Job Category

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Managerial	43	59.7	59.7	59.7
	Non managerial	29	40.3	40.3	100.0
	Total	72	100.0	100.0	

The study sample set out a response of 40% non-managerial and 60% managerial. Accordingly the results of the survey show that there were 40% non-managerial and 60% managerial respondents rendering the results of the survey valid and reliable.

Table 9 Gender

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	54	75.0	75.0	75.0
	Female	18	25.0	25.0	100.0
	Total	72	100.0	100.0	

The responses show that 75% were male and 25% were female. It would appear that the manufacturing engineering sector in Zimbabwe is dominated by male. The same ratio of the manufacturing sector gender distribution has been cited by Iyanda, (2006) in reference to Namibia and Zimbabwe.

Highest Academic Qualification

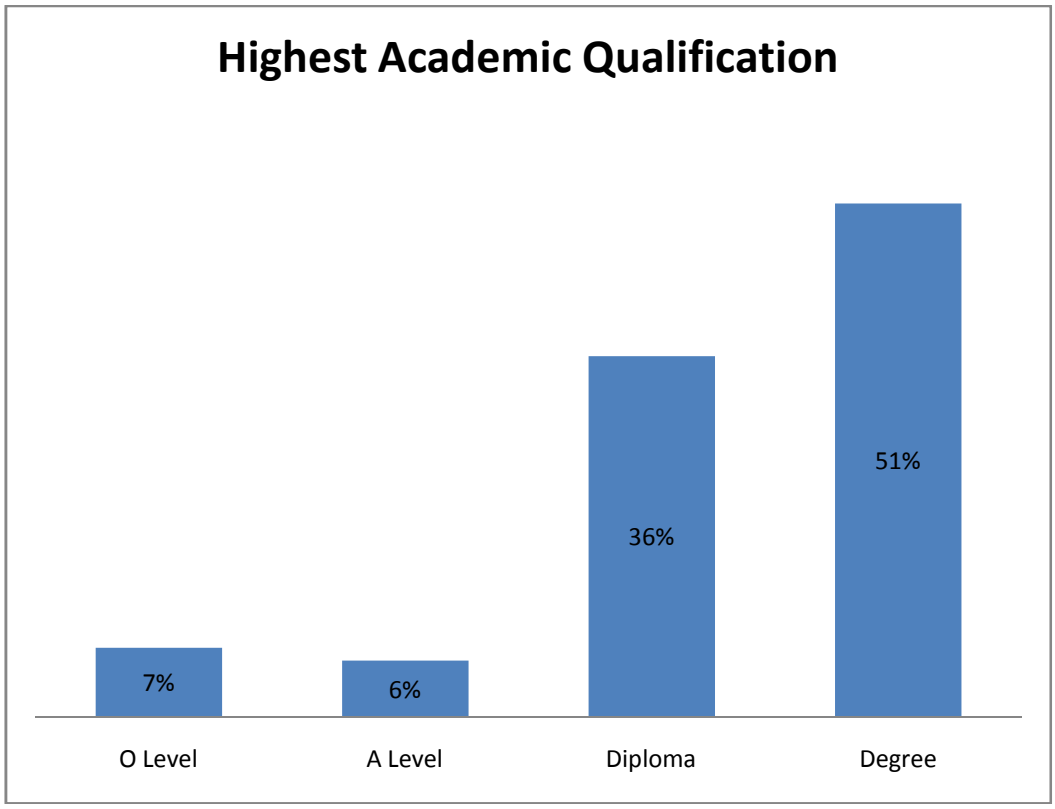


Figure 5 Highest Academic Qualification

The educational qualifications of the respondents show that at least 87.5% have either a degree or a diploma with over 51.4% having a degree. This shows that most of the respondents could at least understand the questions on the questionnaire thereby increasing the validity and reliability of the study.

Educational Qualifications Versus Job category

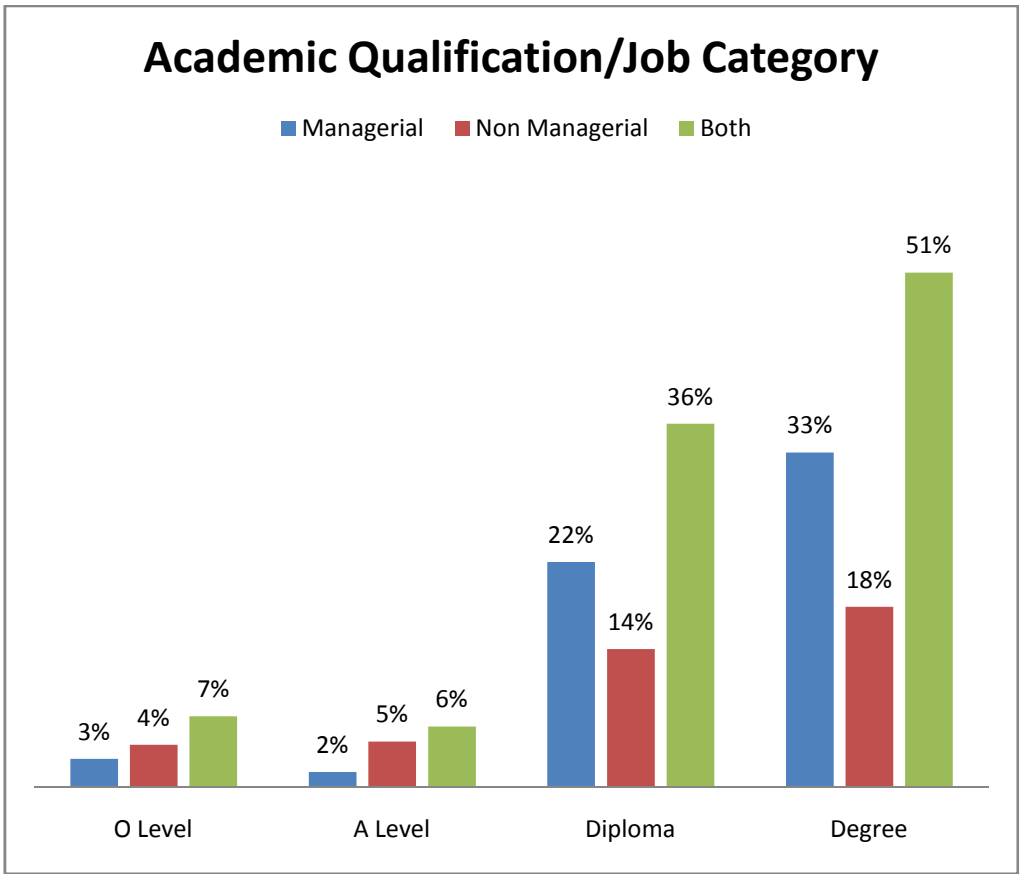


Figure 6 Academic Qualification / Job Category

The chart above is a cross tabulation of academic qualification and managerial or non managerial positions. Of the 7% O level respondents, 3% consists of managers and 4% non managers. A level respondents who constitute 6%, had 2% managers and 4% non managers. Those who said they had diplomas constituted of 22% managers and 14% non managers. Finally the degreed respondents constituted 33% managers and 18% non managers. This analysis shows that at every qualification level there is a fair mix of managers and non managers, therefore the understanding of the questionnaire and the bias of manager versus non managers in strategy implementation is curbed.

Experience in the organisation

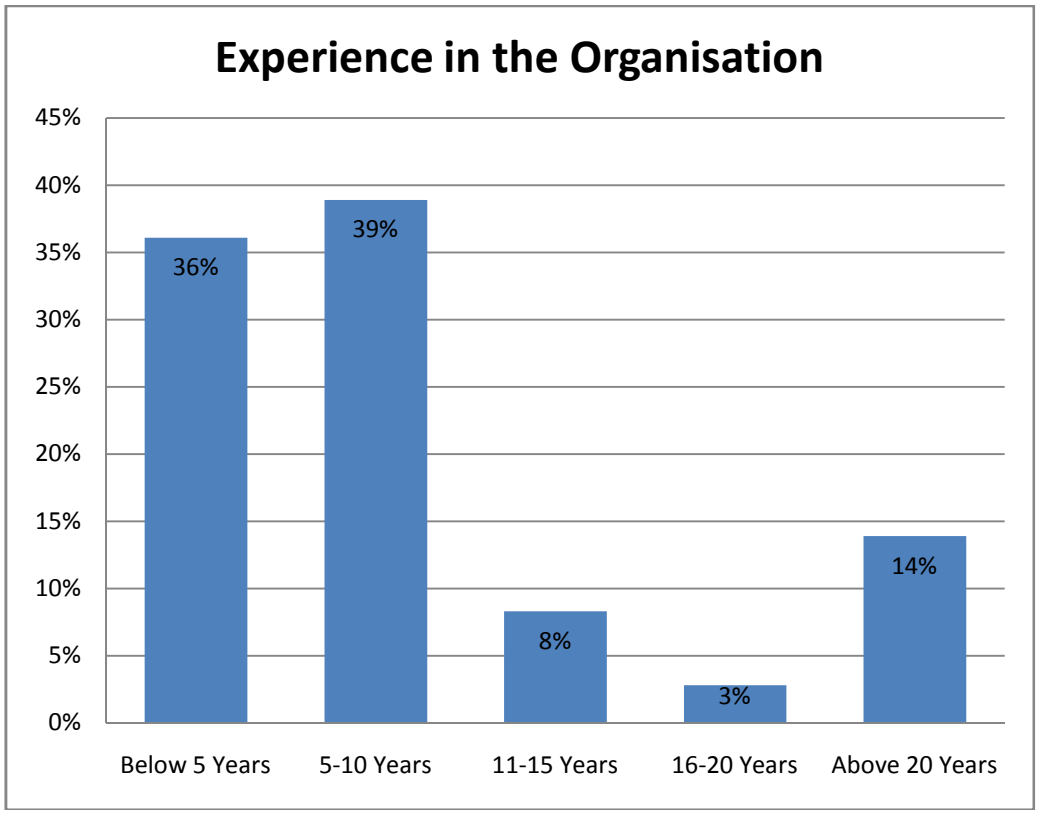


Figure 7 Experience in the Organisation

The bar chart above shows the years of experience the respondents have had in their organisations. At least 74% of the respondents have been with their organisation for more than 5 years to have experienced the short term and long term strategic plans and implementation within the organisation. This enhanced the accuracy of the research in analysis and conclusions that were reached.

4.4 EFFECTIVENSS OF STRATEGY IMPLEMENTATION

Table 10 Effectiveness of strategy implementation

Effectiveness of strategy implementation

Statement	Strongly Agree (%)	Agree (%)	Indifferent (%)	Disagree (%)	Strongly Disagree (%)	Mean (M)	Standard Deviation (SD)
That your organisation is better at formulating strategy than at implementing strategy	18.1	59.7	8.3	12.5	1.4	2.19	.93
That there is a gap between the formulation of, and the effective implementation of, strategy in your organisation	25	56.9	11.1	4.2	2.8	2.03	.89
That your organisation is effective at implementing strategy	5.6	20.8	34.7	29.2	9.7	3.38	1.08

The results in the table above show that more than three quarters of the respondents (77.8%) agreed that their companies are better at formulating strategies than implementation while 22.2% were indifferent or disagreed with the notion. A mean of 2.19 shows that most responses were in agreement and a small standard deviation of .93 shows that there was general consensus amongst the respondents. Further, 81.9% agreed that there is a gap between strategy formulation and effective implementation within their organisation. Three quarters of the respondents (73.6%) were indifferent or disagreed that their companies are effective at strategy implementation while just a quarter (26.4%) agreed that their organisations are effective at strategy implementation.

4.4.1 DISCUSION: EFFECTIVENESS OF STRATEGY IMPLEMENTATION

The results above indicate that the companies in the manufacturing engineering industry are better at formulating strategies than implementing, thus the general

failure of strategies within the industry. Further to this, the results also indicate that there is a gap between strategy formulation and implementation and finally most respondents disagreed that their companies were effective in strategy implementation. Most authors of strategy implementation have pointed out the fact that most companies are good at strategy formulation but very poor at implementation, citing from between 70% to 90% failure rate in strategy implementation (Getz & Lee, 2011; Speculand, 2009 & Sterling, 2003).

In consideration of the above, strategy has been regarded to be critical for the improvement and growth of all organisations as it aligns the mission and vision with operations (Morgan, 2013). Thus the failure to implement strategies has implications of lack of improvement and growth within a company, a phenomenon which has been greatly experienced in the manufacturing engineering sector.

There is however need to really look at the major causes of failure to implement strategies within this industry as some manufacturing companies for example in the food industry seem to have successfully implemented strategies that brought them out of the quagmires that affected most companies during the period 2006 to 2008.

4.4.2 CROSS TABULATION: "BETTER AT STRATEGY FORMULATION THAN IMPLEMENTATION": JOB CATEGORY

Job Category Cross tabulation

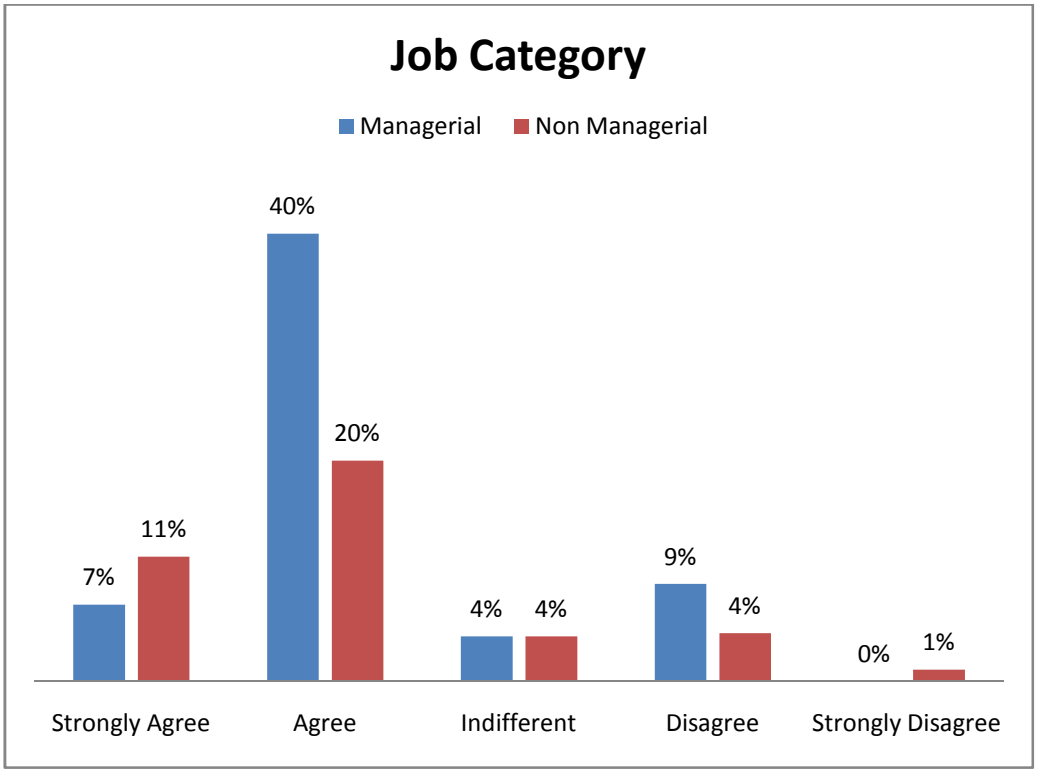


Figure 8 Job Category

The chart above is a result of cross tabulation of job category regarding the question that their organisations are better at strategy formulation than implementation. The results show that of the 18% who strongly agreed to notion, 11% were non managerial while only 7% were managerial. Of the 60% who agreed 40% were managerial and 20% were non managerial. Among those who disagreed (13%), 9% were managers and only 4% were non managers.

4.4.3 DISCUSSION: "BETTER AT STRATEGY FORMULATION THAN IMPLEMENTATION": JOB CATEGORY CROSS TABULATION

This analysis shows that managerial staff was being cautious in their responses, that is, less of them strongly agreed that they were better at formulating strategies than implementation as compared to the non managerial. Secondly there were more managers who disagreed that their companies were better at

formulation than implementation as compared to non managers, which could be a bias associated to one's job category. This is evident of some bias that comes with research if the sample is not properly chosen, as the effect of "good news syndrome" (Saunders et al, 2009) is quite apparent.

4.4.4 CROSS TABULATION: "BETTER AT STRATEGY FORMULATION THAN IMPLEMENTATION": YEARS OF EXPERIENCE

Years of Experience cross tabulation

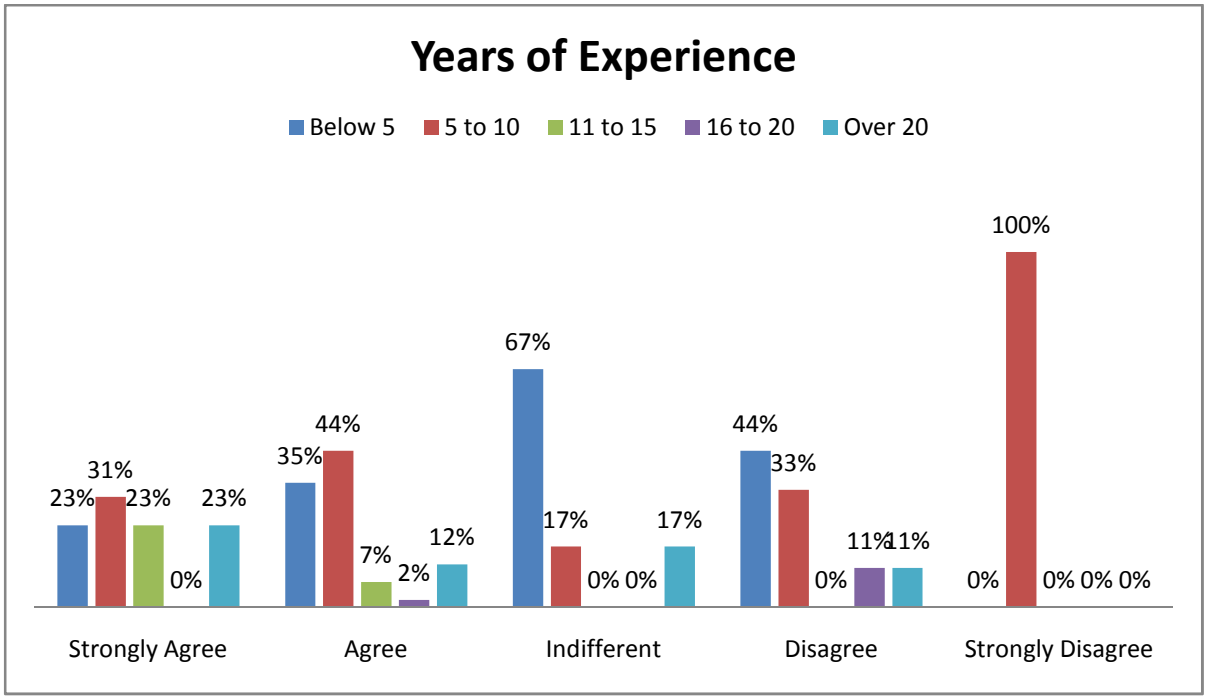


Figure 9 Years of experience cross tabulation

A cross tabulation of years of experience against the response that the organisation is better at strategy formulation than implementation shows that amongst those who strongly agree, most are those who are between 5 to 10 years with the organisation (31%) . The same number of years of experience (5 to 10 years) is true for those who agree, whose contribution is 44% of the respondents. It is also interesting to note that of those who were indifferent, 67% is those with less than 5 years experience showing that they have not yet had an opportunity to experience long term strategies being executed. However it is also this group of less than 5 years experience which contributes more to those who disagree at 44%.

4.4.5 DISCUSSION: "BETTER AT STRATEGY FORMULATION THAN IMPLMENTATION": YEARS OF EXPERIENCE CROSS TABULATION

The conclusion that can be drawn from this, is that those below 5 years have not yet had enough time to experience whether the company is better or not at strategy formulation than implementation, hence their pattern of responses, that is indifferent and disagree.

4.4.6 CROSS TABULATION: GAP BETWEEN FORMULATION AND EFFECTIVE IMPLEMENTATION: JOB CATEGORY

Job Category

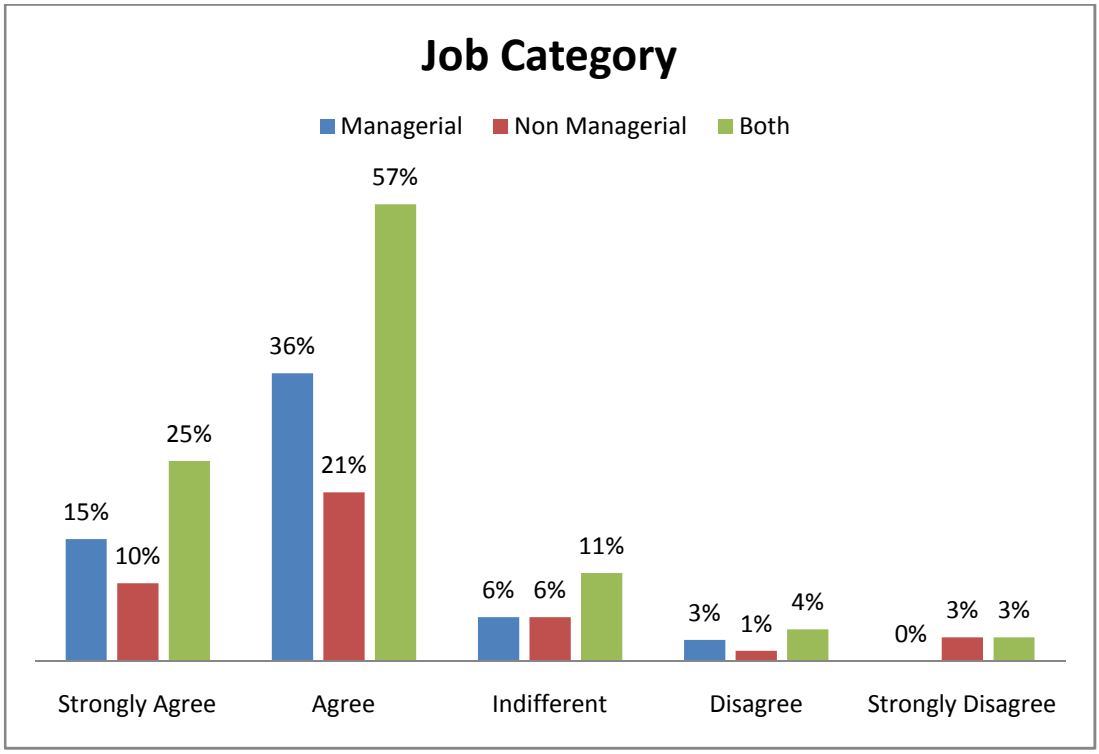


Figure 10 Job Category cross tabulation

The above analysis shows that responses were not affected by the job category in this case. In the strongly agree category, the total responses of 25% is proportionally distributed 60% managerial and 40% non managerial as it appears in the sample proportions. The same applies for the Agree category. This shows a high consensus among the respondents on the fact that there is really a gap between strategy formulation and implementation within their companies. These two categories (strongly agree and agree) constitute the largest response group.

4.4.7 CROSS TABULATION: GAP BETWEEN FORMULATION AND IMPLEMENTATION: YEARS OF EXPERIENCE

Years of Experience

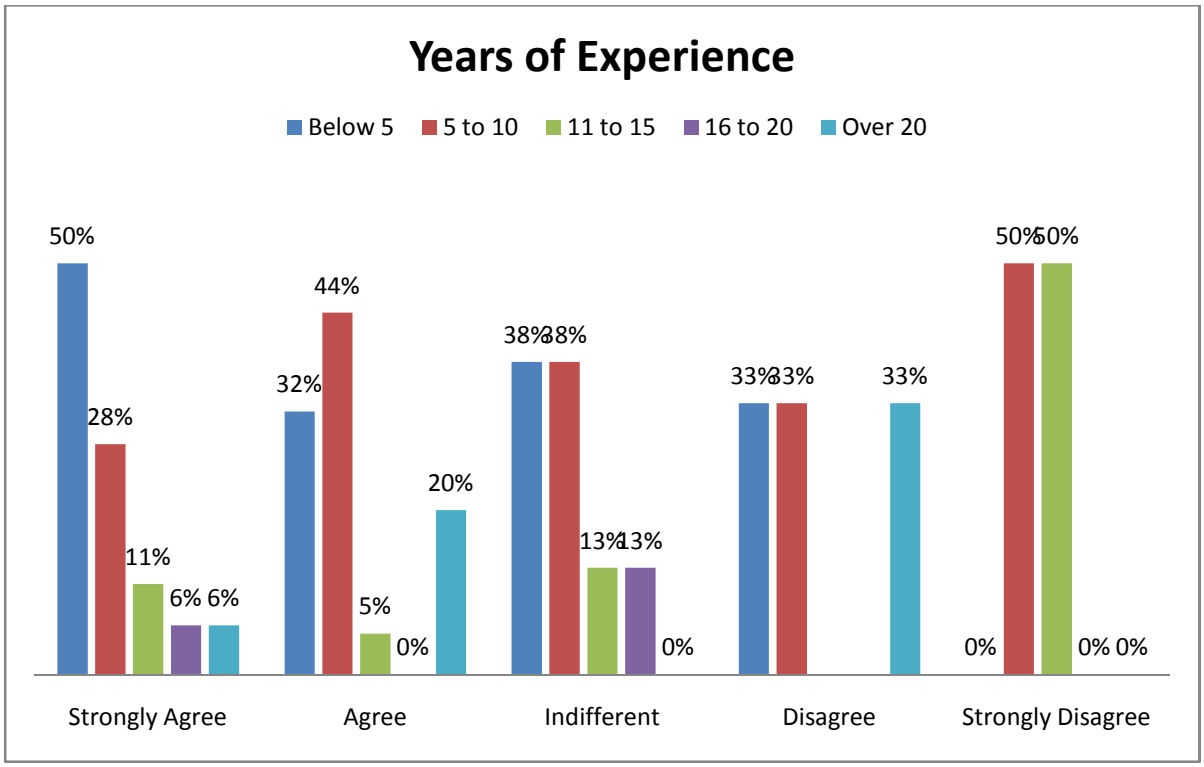


Figure 11 Years of Experience cross tabulation

The cross tabulation of years of experience and the question, that there is a gap between the formulation of, and the effective implementation of strategy in your organisation reveals that those with less than 5 years of experience within the organisation represent 50% of those who strongly agreed. This is inconsistent with their knowledge and experience of the organisation's strategy formulation and implementation processes. However it could just be that the more experienced were being cautious with their responses not to be extreme. The 5 to 10 years experience group shows this by being the largest respondent group in the agree category 44%.

4.5 BARRIERS OF STRATEGY IMPLEMENTATION

This section of barriers of effective strategy implementation was section B of the questionnaire. The questions were structured in a manner as to determine the

major factor of effective strategy implementation. On average the responses show that most factors which were evaluated have a significant impact as barriers to effective strategy implementation. The table below shows the responses in percentage terms of how respondents rated the extent to which these barriers to effective strategy implementation affect their organisations.

Table 11 Barriers of effective strategy implementation

Barriers of Effective Strategy Implementation								
Variable	**Statement**	**No Extent (%)**	**Small Extent (%)**	**Moderate Extent (%)**	**Large Extent (%)**	**Very Large Extent (%)**	**Mean (M)**	**Standard Deviation (SD)**
4	The organisation's Strategy is not effectively communicated to the workforce	5.6	20.8	34.7	29.2	9.7	3.2	1.05
5	The workforce does not understand the organisation's Strategy	5.6	19.4	27.8	34.7	12.5	3.3	1.09
6	The strategic leaders of the organisation do not provide strategic direction for the organization	11.1	22.2	20.8	33.3	12.5	3.1	1.23
7	The goals of, and incentives for , the workforce are not aligned with the strategy of the organization	15.3	18.1	22.2	23.6	20.8	3.2	1.36
8	The allocation of resources is not aligned with the strategy of the organisation	6.9	19.4	23.6	26.4	23.6	3.4	1.24
9	There is lack of alignment between the culture of the organisation and the strategy of the organisation	6.9	27.8	20.8	27.8	16.7	3.2	1.22
10	There is an inability to manage change effectively	6.9	22.2	25	29.2	16.7	3.3	1.19
11	The strategies are poorly or vaguely formulated	16.7	26.4	29.2	18.1	9.7	2.8	1.21
12	Top managers do not support strategy implementation	18.1	30.6	20.8	18.1	12.5	2.8	1.29
13	The implementation of strategy is not effectively controlled	11.1	23.6	30.6	25	9.7	3	1.16
14	The leaders are not competent enough to implement strategy	25	31.9	22.2	11.1	9.7	2.5	1.26
15	The core competencies are not aligned with the strategy of the organization	20.8	30.6	30.6	6.9	11.1	2.6	1.22
16	Human capital is not effectively developed to support strategy implementation	9.7	26.4	29.2	20.8	13.9	3	1.2
	TOTAL	159.7	319.4	337.5	304.2	179.1	39.4	15.7
	AVERAGE	12.3	24.6	26.0	23.4	13.8	3.0	1.2

The table above shows the results of the responses in connection with the barriers to effective strategy implementation. The mean for all the barriers of effective strategy implementation is 3 and a small standard deviation of 1.2. This means that generally the respondents agree that the barriers mentioned above affect effective strategy implementation to a moderate extent.

The results of the analysis of the barriers to effective strategy implementation can be categorised in three, thus, the major barriers, moderate barriers and minor barriers.

4.5.1 MAJOR BARRIERS

Table 12 Major Barriers of effective strategy implementation

Major Barriers of Effective Strategy Implementation			
Variable	**Statement**	**Mean (M)**	**Standard Deviation (SD)**
8	The allocation of resources is not aligned with the strategy of the organisation	3.4	1.24
5	The workforce does not understand the organisation's Strategy	3.3	1.09
10	There is an inability to manage change effectively	3.3	1.19
4	The organisation's Strategy is not effectively communicated to the workforce	3.2	1.05
7	The goals of, and incentives for , the workforce are not aligned with the strategy of the organization	3.2	1.36
9	There is lack of alignment between the culture of the organisation and the strategy of the organization	3.2	1.22
6	The strategic leaders of the organisation do not provide strategic direction for the organisation	3.1	1.23

4.5.2 DISCUSSION: MAJOR BARRIERS

Ranking of the responses shows that the highest barrier is, “allocation of resources is not aligned with the strategy of the organisation” with a mean of 3.4. This could be attributed to the fact that there has been lack of financial resources (Capital) in the economy and this outcome may simply be a reflection of this lack of resources thus failure to allocate them to the organisations’ strategies. This is also manifested in the analysis of the environment where the highest ranking environmental factor is “lack of funding” with a mean of 4.3 and closely linked to “cost of finance” with a mean of 4.

The second highest barrier is lack of communication to employees. Literature shows that communication with employees ranks among the highest barriers of effective strategy implementation. According to Beer and Eisenstat, (2000), the commonly named and agreed cause of strategy implementation failure hinges on communication and coordination (Beer & Eisenstat, 2000).

4.5.3 MODERATE BARRIERS

Table 13 Moderate Barriers of effective strategy implementation

Moderate Barriers of Effective Strategy Implementation			
Variable	**Statement**	**Mean (M)**	**Standard Deviation (SD)**
13	The implementation of strategy is not effectively controlled	3	1.16
16	Human capital is not effectively developed to support strategy implementation	3	1.2
11	The strategies are poorly or vaguely formulated	2.8	1.21
12	Top managers do not support strategy implementation	2.8	1.29

4.5.4 MINOR BARRIERS

Table 14 Minor Barriers of effective Strategy implementation

Minor Barriers of Effective Strategy Implementation			
Variable	**Statement**	**Mean (M)**	**Standard Deviation (SD)**
15	The core competencies are not aligned with the strategy of the organization	2.6	1.22
14	The leaders are not competent enough to implement strategy	2.5	1.26

4.5.5 DISCUSSION: BARRIERS TO EFFECTIVE STRATEGY IMPLEMENTATION

It would seem like the categories of the results shown above follow the Okumus framework of strategy implementation. While it may be a coincidence it is interesting to note that the independent variables in the inner rectangle to do with organisation structure, culture and leadership fall into the major barriers, while those variables that are in the oval shape including control, human resources, management support and formulation fall within the moderate barriers.

The implications therefore could be that strategy implementation in the manufacturing engineering companies lacks the fundamental concepts of strategy implementation in the manner in which it was proposed by Okumus, that is, organisational structure, culture and leadership are basic areas which hold the company together to enable it to implement strategies and the resources, planning, controlling and communication are the heart of the execution itself, thus placed at the centre of the model. Consequently the variables at the centre of the model are the moderate barriers to effective strategy implementation while the process factors (structure, culture and leadership) are the major factors.

4.6 DRIVERS OF STRATEGY IMPLEMENTATION

Section C of the questionnaire dealt with the perceived drivers of strategy implementation. Respondents were asked to rank the extent to which they perceive the factors mentioned in the table below as drivers of effective strategy implementation in their organisations. On average all of the factors were considered to have a substantial impact as drivers of effective strategy implementation.

Table 15 Drivers of effective strategy implementation

Drivers of Effective Strategy Implementation								
Variable	**Statement**	**No Extent (%)**	**Small Extent (%)**	**Moderate Extent (%)**	**Large Extent (%)**	**Very Large Extent (%)**	**Mean (M)**	**Standard Deviation (SD)**
17	The structure of the organisation supports strategy implementation	2.8	26.4	36.1	27.8	6.9	3.1	0.97
18	The allocation of resources in the organisation enhances strategy implementation	5.6	29.2	29.2	27.8	8.3	3	1.07
19	The culture of the organisation is aligned with strategy	6.9	34.7	25	25	8.3	2.9	1.1
20	The performance managemement system of the organisation supports strategy implementation	15.3	19.4	29.2	33.3	2.8	2.9	1.12
21	The strategic leadership of the organisation supports strategy implementation	6.9	23.6	36.1	23.6	9.7	3.1	1.07
22	Training and development in the organisation is in line with strategy	15.3	27.8	27.8	22.2	6.9	2.8	1.17
23	The information systems in the organisation supports strategy implementation	13.9	29.2	41.7	8.3	6.9	2.7	1.05
	TOTAL	66.7	190.3	225.1	168.0	49.8	20.5	7.6
	AVERAGE	9.5	27.2	32.2	24.0	7.1	2.9	1.1

The overall ranking of the drivers of effective strategy implementation has a mean of 2.9 confirming that most of the factors put forth as drivers of effective strategy implementation are indeed so. The drivers of strategic implementation will be categorised as major and moderate factors. There are not really any minor ones as most of the respondents perceived the factors to be all important drivers of strategy implementation.

4.6.1 MAJOR DRIVERS

Table 16 Major Drivers of effective strategy implementation

Major drivers of Effective Strategy Implementation			
Variable	**Statement**	**Mean (M)**	**Standard Deviation (SD)**
17	The structure of the organisation supports strategy implementation	3.1	0.97
21	The strategic leadership of the organisation supports strategy implementation	3.1	1.07

4.6.2 DISCUSSION: MAJOR DRIVERS OF EFFECTIVE STRATEGY IMPLEMENTATION

Organisational structure as a driver of strategy implementation has an impact on team building, team work, information dissemination and the moral of the team members. According to Acur & Engilyst (2006), decentralised structures enable effective communication of goals to all organisational levels and allows for the planning of longer term goals as compared to organisation with informal manufacturing strategy (Acur & Engilyst, 2006). They also concluded that structures inconsistent with strategy will fail, which supports the ranking of structure as a major driver of effective strategy implementation.

The other major driver of strategy implementation is leadership. Getz and Lee pointed out that the true power of strategy is in guiding the organisation in making decisions and implementing. Therefore, the findings correctly place leadership in the forefront as a driver of effective strategy implementation.

4.6.3 MODERATE DRIVERS

Table 17 Moderate Drivers of effective strategy implementation

Drivers of Effective Strategy Implementation			
Variable	**Statement**	**Mean (M)**	**Standard Deviation (SD)**
18	The allocation of resources in the organisation enhances strategy implementation	3	1.07
19	The culture of the organisation is aligned with strategy	2.9	1.1
20	The performance managemement system of the organisation supports strategy implementation	2.9	1.12
22	Training and development in the organisation is in line with strategy	2.8	1.17
23	The information systems in the organisation supports strategy implementation	2.7	1.05

4.7 ENVIRONMENTAL FACTORS OF STRATEGY IMPLEMENTATION

Section D of the questionnaire was structured to measure the respondents' perception of the environmental factors as an influence to effective strategy implementation. These factors although they are extraneous variables, were being tested as independent variables that have an effect on strategy implementation. On average all the environmental factors were considered by the respondents as substantially influencing effective strategy implementation.

Table 18 Effect of environment to effective strategy implementation

Effect of environment to effective Strategy Implementation								
Variable	**Statement**	**No Extent (%)**	**Small Extent (%)**	**Moderate Extent (%)**	**Large Extent (%)**	**Very Large Extent (%)**	**Mean (M)**	**Standard Deviation (SD)**
24	The politics of the country contributes to affects strategy implementation failure	2.8	4.2	13.9	43.1	36.1	4.1	0.96
25	The indigenisation policy contributes to affects strategy implementation failure	20.8	25	23.6	20.8	9.7	2.7	1.28
26	Lack of funding contributes to effective strategy implementation failure	2.8	2.8	11.1	26.4	56.9	4.3	0.98
27	Rapid change in technology contributes to effective strategy implementation failure	1.4	29.2	30.6	22.2	16.7	3.2	1.09
28	Outdated and obsolete machinery contributes to effective strategy implementation failure	2.8	20.8	11.1	33.3	31.9	3.7	1.2
29	Power shortages contribute to effective strategy implementation failure	8.3	27.8	25	20.8	18.1	3.1	1.24
30	Cost of Production contributes to effective strategy implementation failure	4.2	8.3	18.1	38.9	30.6	3.8	1.09
31	Cost of finance contributes to effective strategy failure	0	8.3	18.1	38.9	34.7	4	0.93
32	High rate of globalisation contributes to effective strategy failure	2.8	22.2	33.3	25	16.7	3.3	1.08
	TOTAL	45.9	148.6	184.8	269.4	251.4	32.2	9.9
	AVERAGE	5.1	16.5	20.5	29.9	27.9	3.6	1.1

4.7.1 DISCUSSION: ENVIRONMENTAL FACTOR TO EFFECTIVE STRATEGY IMPLEMENTATION

In assessing the extraneous variables to effective strategy implementation, lack of funding and cost of finance ranked high as contributing to failure of strategy implementation (mean 4.3 and 4 respectively). This reflects on the scarcity of resources discussed earlier on barriers to effective strategy implementation. The political environment ranked second with a mean of 4.1. This is a reflection of an unstable political environment, which is popularly discussed under PESTEL

analysis as a hindrance to strategy implementation. In summary the environmental analysis shows that it is mostly the economic and political scenario that has much bearing on the effectiveness of strategy implementation in the manufacturing engineering companies in Zimbabwe. It is of interest to note that the average mean for barriers to effective strategy implementation is 3, while that of the environmental factors is 3.6, which seems to suggest that respondents seemed to put much weight on the extraneous variables as a cause for strategy implementation failure in comparison to the independent variables. This confirms the proposition by Sterling (2003) that sometimes management and leadership are used as excuses for strategy failure and are generally handy explanations used to cover over more fundamental management failings or to avoid acknowledging that a chosen strategy simply failed in the market place (Sterling, 2003)

It is also interesting to note that when the extraneous variables were correlated with the dependent variables, the correlation coefficient showed a weak relationship. This is in conformity with literature that in a study extraneous variables are considered as noise, since they affect the results of the study when they do not actually have a relationship with the variables that are being studied (Hall, 2013).

4.8 CORRELATION ANALYSIS OF DEPENDENT AND INDEPENDENT VARIABLES

A correlation analysis of the dependent and independent variables was conducted to establish the strength of relationship between the two sets of variables. Most of the dependent variables have a moderate relationship with their independent variables, which is between .3 and .499. The positive correlations indicate a positive relationship, while the negative correlations indicate a negative relationship. This is self explanatory in the tables shown below. A summary of the correlation analysis was made for variables which have a moderate strength going up, sorted by the strength of the relationship. However there were no correlations which produced a strong relationship.

4.8.1 CORRELATION: YOUR ORGANISATION IS BETTER AT STRATEGY FORMULATION THAN IMPLEMENTATION

Table 19 Correlation Dependent Variable 1

Your organisation is better at formulating strategies than at implementation		
Variable No	**Variable**	**Correlation Coefficient**
10	Change management	0.437
13	Effective Control of Implementation	0.39
18	Effective Allocation of Resources	-0.354
17	Structure of the Organisation	-0.343
11	Strategy Formulation	0.322
9	Culture Alignment	0.318
15	Core competencies of Organisation	0.311

The variables in the table above have a medium strength relationship with the dependent variable, “your organisation is better at formulating strategy than at implementing strategy”. This means that a change in the independent variable will cause a moderate change in the dependent variable. Therefore, in order to enable the organisations to be better at both formulation and implementation of strategy, they should largely have an ability to manage change, effective control of strategy implementation and an allocation of resources in line with the strategy. The other variables are also important. This is in line with literature in that most companies are good at formulation of strategies and not implementation. Getz and Lee (2011) attributed missing strategy goals to ultimate failure by leaders to invest the same amount of time, energy and resources in managing the implementation of the strategy as is done in formulation (Getz & Lee, 2011). This confirms the strength of relationship between the ability of organisation to

formulate strategies better than to implement with effective resource allocation, effective control of strategy and ability to manage change effectively.

4.8.2 CORRELATION: THERE IS A GAP BETWEEN THE FORMULATION OF AND THE EFFECTIVE IMPLEMENTATION OF STRATEGY IN YOUR ORGANISATION

Table 20 Correlation Dependent Variable 2

There is a gap between the formulation of, and the effective implementation of, strategy in your organization		
Variable No	**Variable**	**Correlation Coefficient**
20	Performance Management Systems	-0.478
8	Resource Allocation	0.43
19	Alignment of Culture	-0.362
7	Workforce Goals and Incentives	0.359
23	Information Systems	-0.356
9	Alignment of Culture to strategy	0.355
17	Organisational Structure	-0.318
10	Change Management	0.3

The table above shows the correlation between the dependent variable, 'there is a gap between the formulation of, and the effective implementation of, strategy in your organisation", and the independent variables. Again, there is a medium

strength relationship on all the above variables. The results indicate that, in order to largely close the gap between strategy formulation and implementation, the variables that have the most sensitivity are the performance management system of the company, alignment of resource allocation to strategy, alignment of the organisational culture and the rest of the other variables going down. The reaction of the dependent variable to changes in the independent variable will be of a medium effect. A look at the most outstanding correlating variable, which is “perfomance management system” reveals that it is consistent with the literature. One of the main purposes of implementing perfomance management systems such as balanced scorecard is to communicate strategy through the organisation and link it to departmental and individual objectives in order to achieve effective implementation (Micheli, Mura, & Agiliati, 2011). This is essentially closing the gap between formulation of, and effective implementation of strategy.

4.8.3 CORRELATION: YOUR ORGANISATION IS EFFECTIVE AT STRATEGY IMPLEMENTATION

Table 21 Correlation Dependent Variable 3

Your organisation is effective at strategy implementation		
Variable	**Statement**	**Correlation Coefficient**
13	Effective Control of Implementation	-0.425
20	Performance management system	0.414
11	Strategy formulation	-0.386
4	Communication	-0.373
14	Leadership	-0.362
9	Culture	-0.348
8	Resource Allocation	-0.334
10	Change management	-0.325
15	Organisational Core Competencies	-0.325
12	Top managers Support	-0.321
17	Organisational Structure	0.3

The table above is a correlation analysis between the independent variables and the dependent variable “your organisation is effective at strategy implementation”. The analysis shows that the relationships are mostly negative due to the fact that the organisations are in actual fact not effective at strategy implementation. Although all these variables are of medium strength in correlation, the most outstanding are that the strategy implementation process is not effectively controlled and that the performance management systems of the organisations

are not in line with strategy. As discussed above these variables link with literature in that they are actually the actions taken in order to achieve effective implementation, that is, controlling the process and the performance management system to communicate and link strategy with departments and individuals.

The Correlation analysis also proves that at least 16 out of the 20 independent variables (factors of effective strategy implementation) have a medium strength relationship with the dependent variables (effective strategy implementation). This means that the independent variables selected as factors of effective strategy implementation are indeed influential in achieving effective strategy implementation.

4.9 RECONCILING FINDINGS AND CONCEPTUAL FRAMEWORK

Most of the results above have proved to be in line with literature reviewed. The results have also proven to a large extent to be in line with the conceptual framework (Okumus 2003) as also discussed above. However the conceptual framework (Okumus 2003) does not cover in detail the impact and the interaction of the environmental factors which form the extraneous variables of this study. Without altering the framework it is imperative for further explanation of the impact of the environment as this study has discovered that this area can lead to effective implementation failure. Extreme environmental factors should be considered as an important factor of effective strategy implementation that needs to be included as an independent variable in the framework.

4.10 CHAPTER SUMMARY

Chapter four covered the results and the discussion of the study. It included areas to do with the response rate, the demographic structure of the respondents, frequencies of the various variables being tested, and correlation test. The conclusions of the results are discussed in chapter five.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

Chapter four discussed the results of the study giving descriptive analysis, frequencies, reliability and correlations. This chapter deals with the conclusions reached by the researcher after analysis of the obtaining results of the study. The researcher also gives recommendation regarding effective strategy implementation in the manufacturing (engineering, iron and steel) industry.

5.2 CONCLUSIONS

5.2.1 EFFECTIVENESS OF STRATEGY IMPLEMENTATION WITHIN THE MANUFACTURING (ENGINEERING AND STEEL AND IRON) COMPANIES

This research sought to find out the effectiveness of strategy implementation within the manufacturing (engineering iron and steel) companies. It can be concluded that there is no effective strategy implementation within the manufacturing engineering companies in Zimbabwe. It is also concluded that there is quite a gap between strategy formulation and implementation within this industry. This sector is however good at strategy formulation.

5.2.2 MAJOR INHIBITORS OF STRATEGY IMPLEMENTATION WITHIN MANUFACTURING (EISI) COMPANIES

One of the objectives of this research was to determine the major inhibitors of effective strategy implementation within the manufacturing engineering companies in Zimbabwe. The major inhibitors of strategy implementation within this sector are as follows:

- Allocation of resources
- Communication
- Change Management
- Employee incentives

- Organisational culture
- Leadership

These inhibitors perceived by most respondents to be major hindrances of effective strategy implementation are in agreement with the fact that the companies are not good at strategy implementation but rather are better at strategy formulation.

5.2.3 MAJOR DRIVERS OF STRATEGY IMPLEMENTATION WITHIN MANUFACTURING (EISI) COMPANIES

The study also sought to determine the major drivers of strategy implementation within the sector in Zimbabwe. The major drivers of strategy implementation in the sector were identified as follow:

- Organisational Structure
- Leadership

Getz and Lee, 2009 concluded that the true power of strategy implementation is in guiding the organisation in making decisions and implementation. They also emphasised the need for changing structures in line with strategy. This confirms the conclusion of leadership and organisational structure as major drivers for strategy implementation.

5.2.4 MAJOR ENVIRONMENTAL FACTORS OF STRATEGY IMPLEMENTATION WITHIN THE MANUFACTURING (EISI) INDUSTRY

The macro environmental factors impact on strategy implementation formed part of the objectives of the research. The major environmental factors affecting strategy implementation within the sector are;

- Capital
- Politics
- Cost of Capital
- Cost of production
- Outdated machinery

This study revealed that the environmental factors have attributed much to the failure of strategy implementation in Zimbabwe manufacturing engineering companies than management failure.

5.2.5 WHY IS STRATEGY IMPLEMENTATION SUCH A PROBLEM WITHIN THE MANUFACTURING (EISI) COMPANIES?

This was the major research question. The major finding of this study is that resource allocation as a management issue ranked top of the barriers to effective strategy implementation ahead of other factors such as communication and leadership which are the most common. Further to this, an analysis of the extraneous variables showed that lack of funding is a major hindrance to effective strategy implementation. Using the frequencies and correlation analysis in chapter four, it can be concluded that strategy failure in Zimbabwean manufacturing engineering companies is more of the environmental factors rather than management factors. However, the fact still remains as shown by the results, that there are also many other management issues as highlighted above which have led to failure of strategy implementation.

Therefore, strategy implementation is such a problem within this sector because of lack of finance, politics and failure of management to manage the above mentioned barriers to effective strategy implementation namely; resource allocation, communication, change management, employee incentives, organisational culture and leadership.

5.2.6 HYPOTHESES TESTING

Table 22 Hypotheses Testing

HYPOTHESES TESTING

H	HYPOTHESES	SUPPORTED YES/NO
H1	Manufacturing Engineering companies within Zimbabwe are effective in strategy implementation	NO
H2	Strategy failure in Zimbabwe manufacturing engineering companies is due to management failure in effective strategy implementation	YES
H3	Strategy failure in Zimbabwe manufacturing engineering companies is due to both management failure in effective strategy implementation and environmental factors	YES

5.2.7 KEY FINDINGS AND SUMMARY

The key findings of this study is that while strategy implementation is largely a management issue in achieving effectiveness, empirical evidence shows that in Zimbabwe and in particular the manufacturing engineering companies, macro environment has played a key role in the failure of achieving effectiveness in strategy implementation. In overall, barriers to effective strategy implementation had a mean of 3 while the macro environmental factors scored 3.6, meaning that more emphasis was placed on the environmental factors as a hindrance to effective strategy implementation. The highest ranking of these factors are lack of funding and politics.

Further, the findings of this study are in conformity to the Okumus framework of strategy implementation. Okumus framework shows the environmental uncertainty as the bigger picture of strategy implementation. Okumus noted that changes in the external environment do influence strategic content and force organisations to deploy new initiatives. However in the case of this study, the

new initiatives seem not to have worked as the issue of lack of funding has been prolonged and even borrowing costs have been restrictive due to the political environment obtaining in the country leading to failure of strategy implementation.

Okumus framework also contains the other variables discussed as major barriers to effective strategy implementation, thus, resource allocation, communication, change management, employee incentives, organisational culture and leadership.

Section B of the questionnaire addressed the barriers to effective strategy implementation and the purpose of this section was to find out the major reasons why strategy implementation fails. The questions specifically addressed the alignment of the said factor to strategy implementation. This was in line with the Mckinsey 7s framework which makes emphasis to alignment of the 7s to each other so as to achieve effectiveness in strategy implementation. Respondents tended to agree that there was no alignment of most of these 7s and thus the resultant that there is no effective strategy implementation within the manufacturing engineering companies in Zimbabwe. The Ss that were found to be grossly misaligned include shared values (culture), staff (employee incentives), style (leadership), and systems (change management and resource allocation).

5.3 CONTRIBUTION TO KNOWLEDGE

This research's key finding contributes to literature in that while the external environment has been taken to influence direction of strategy and implementation, it can also contribute to failure of strategy implementation itself. This is in cases where there is prolonged political and economic uncertainty such that whatever management efforts are applied and even in the most effective manner, success may not be guaranteed. This is evident from the fact that strategy success is a function of managerial efforts and in this case dispite managerial efforts, the environment seems to be the major contributor of failure according to the research findings.

The study also contributes to literature in form of an empirical study of effective strategy implementation for the manufacturing (Engineering steel and iron) industry in the context of Zimbabwe. Further studies in this area can be taken up from this study.

The methodology used in this study especially for data collection yielded a high response rate using self administered mail questionnaire of 72% against a range of between 25%-70%. This was due to the formal engagement of the company executives, who then appointed a company representative to distribute the questionnaires in the prescribed ratios in terms of managerial and non-managerial staff. The follow up of the questionnaires was through the company representative. This method ensured high response rate as the employees were aware of the support of management to complete the questionnaire and the representatives had a few people to follow up on rather than the researcher to follow up on all the 100 respondents.

This study also provides a practical application of Okumus and Mckinsey 7s frameworks for effective strategy implementation. After going through this dissertation one should be able to use Okumus framework to formulate and implement strategies while at the same time align the various variables of strategy implementation using the McKinsey 7s framework for effective strategy implementation.

5.4 RECOMMENDATIONS

5.4.1 FUNDING

The first recommendation is based on the key finding of this research which is lack of funding. Companies in this sector should look at all possible viable ways of funding their operations before embarking on any strategy implementation. These could include strategic partnerships with suppliers and customers. More importantly they should also look at collaborations within their industry, where they can join forces to achieve capacity utilisation hence the ability to pay back borrowings. An example of collaboration could be that of a company called Group Five which over the years it brought together companies in the same industry to

form one, which had a larger capacity utilisation and took a larger market share and enhanced its profitability (http://www.g5.co.za/au_history.php).

5.4.2 POLITICS

While it is impossible for single companies or an industry to determine politics of a country, there are other ways of finding relevance within the country. Companies in this industry may enter into Public Private Partnerships with the government to align themselves appropriately and to get the required leverage to support their strategies especially in infrastructure provision. Public Private Partnerships are any arrangement between the government and a private sector whereby partially or traditionally public activities are performed by private sector. A guide of public private partnerships for use by ministers was put in place in 2009 (http://www.actionaid.org/zimbabwe).

5.4.3 MANAGEMENT ISSUES

Management in this sector is urged to follow the Okumus framework of strategy implementation with particular emphasis on the variables that were perceived by the respondents to be major barriers to effective strategy implementation, thus, resource allocation, communication, change management, employee incentives, organisational culture and leadership. Management should also take heed of the perceived drivers of effective strategy implementation which are; the organisational culture and effective leadership. Management should ensure proper alignment of the variables to the strategy of the organisation and alignment of the variables to one another through the use of McKinsey 7s framework, if strategies are to be successfully implemented.

5.5 AREAS FOR FURTHER STUDY

The research study has brought up areas of interest pertaining to the influence of the environment in effective strategy implementation which could go slightly more than management can control. Further studies are required to test the extent to which the macro environmental factors influence management process in reaching effectiveness within their organisations.

This research was carried out during a period of high political uncertainty in Zimbabwe. It would be prudent to carry out the same survey under a stable political and economic environment to assess and validate the findings of this research.

Another area of further study is to establish the factors that have made other manufacturing sectors successful especially in the food industry in companies such as Irvine's, National Foods, Star Africa while the manufacturing engineering sector has most of the companies unable to successfully implement strategies.

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APPENDIX 1

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Effective strategy implementation within the manufacturing companies in Zimbabwe Questionnaire

Once completed, please send the questionnaire directly to

cmutambatuwisi@yahoo.co.uk

- The responses in this questionnaire are private and confidential. Only the researcher has access to completed questionnaires.
- Please ensure that you email your questionnaire directly to the above email ONLY

This study is meant to establish the factors affecting effective strategy implementation within the manufacturing companies in Zimbabwe. Most response options range from no extent to very large extent.

Instructions

1. Indicate your response by ticking the box corresponding with your answer.
2. Where you need to type in your response please click the grey area and type in your response.
3. For Questions 1 up to 32 please tick **ONLY ONE** box that corresponds with your opinion. You may tick by simply clicking on your preferred response.
4. If the response options do not provide a perfect fit for your unique situation use your best judgment.
5. Please complete the demographics section below, it is very important

Name Company (e.g. Unilever, Olivine):	
Name of Department (e.g. Operations, Finance, Risk)	
Location (e.g. Harare, Bulawayo):	
Job Category:	Managerial ☐ Non- Managerial ☐
Gender :	Male ☐ Female ☐
Highest Academic Qualification:	'O' Level ☐ 'A' Level ☐ Diploma ☐ Degree ☐
Age:	Below 25 ☐ 25-30 ☐ 31-40 ☐ 41-45 ☐ Above 45 ☐
Experience in this Org (e.g 5 yrs):	Below 5 ☐ 5-10 ☐ 11-15 ☐ 16-20 ☐ Above 20 ☐

SECTION A

EFFECTIVENESS AND IMPORTANCE OF STRATEGY IMPLEMENTATION

In your opinion, to what extent do the assertions below, in regards to importance and effective strategy implementation represent your organization?

		Strongly Agree	Agree	Indifferent	Disagree	Strongly disagree
1	That your organization is better at formulating strategy than at implementing strategy.	☐	☐	☐	☐	☐
2	That there is a gap between the formulation of, and the effective implementation of, strategy in your organization.	☐	☐	☐	☐	☐
3	That your organization is effective at implementing strategy.	☐	☐	☐	☐	☐

SECTION B

BARRIERS TO EFFECTIVE STRATEGY IMPLEMENTATION

To what extent do the following factors contribute negatively to effective strategy implementation in your organization?

		No Extent	Small Extent	Moderate Extent	Large Extent	Very Large Extent
4	The organization's strategy is not effectively communicated to the workforce.	☐	☐	☐	☐	☐
5	The workforce does not understand the organization's strategy.	☐	☐	☐	☐	☐
6	The strategic leaders of the organization do not provide strategic direction for the organization.	☐	☐	☐	☐	☐
7	The goals of, and incentives for, the workforce are not aligned with the strategy of the organization.	☐	☐	☐	☐	☐
8	The allocation of resources is not aligned with the strategy of the organization.	☐	☐	☐	☐	☐
9	There is lack of alignment between the culture of the organization and the strategy of the organization.	☐	☐	☐	☐	☐
10	There is an inability to manage change effectively.	☐	☐	☐	☐	☐

		No Extent	Small Extent	Moderate Extent	Large Extent	Very Large
11	The strategies are poorly or vaguely formulated.	☐	☐	☐	☐	☐
12	Top managers do not support strategy implementation.	☐	☐	☐	☐	☐
13	The implementation of strategy is not effectively controlled.	☐	☐	☐	☐	☐
14	The leaders are not competent enough to implement strategy	☐	☐	☐	☐	☐
15	The core competencies are not aligned with the strategy of the organization	☐	☐	☐	☐	☐
16	Human capital is not effectively developed to support strategy implementation	☐	☐	☐	☐	☐

SECTION C

DRIVERS OF EFFECTIVE STRATEGY IMPLEMENTATION

To what extent do the following factors contribute positively to effective strategy implementation in your organization

		No Extent	Small Extent	Moderate Extent	Large Extent	Very Large Extent
17	The structure of the organization supports strategy implementation	☐	☐	☐	☐	☐
18	The allocation of resources in the organization enhances strategy implementation.	☐	☐	☐	☐	☐
19	The culture of the organization is aligned with strategy.	☐	☐	☐	☐	☐
20	The performance management system of the organization supports strategy implementation.	☐	☐	☐	☐	☐
21	The strategic leadership of the organization.	☐	☐	☐	☐	☐
22	Training and development in the organization is in line with strategy	☐	☐	☐	☐	☐
23	The information systems in the organization supports strategy implementation	☐	☐	☐	☐	☐

SECTION D

EXTERNAL ENVIRONMENT

To what extent do the following factors contribute to the failure of effective strategy implementation in your organization

		No Extent	Small Extent	Moderate Extent	Large Extent	Very Large Extent
24	The politics of the country.	☐	☐	☐	☐	☐
25	The indigenization policy.	☐	☐	☐	☐	☐
26	Lack of funding.	☐	☐	☐	☐	☐
27	Rapid change in technology.	☐	☐	☐	☐	☐
28	Outdated and Obsolete machinery.	☐	☐	☐	☐	☐
29	Power shortages.	☐	☐	☐	☐	☐
30	Costs of Production.	☐	☐	☐	☐	☐
31	Cost of finance.	☐	☐	☐	☐	☐
32	High rate of globalization.	☐	☐	☐	☐	☐

When you have completed questionnaire please **SAVE** and **ATTACH** to your mail and send!

cmutambatuwisi@yahoo.co.uk