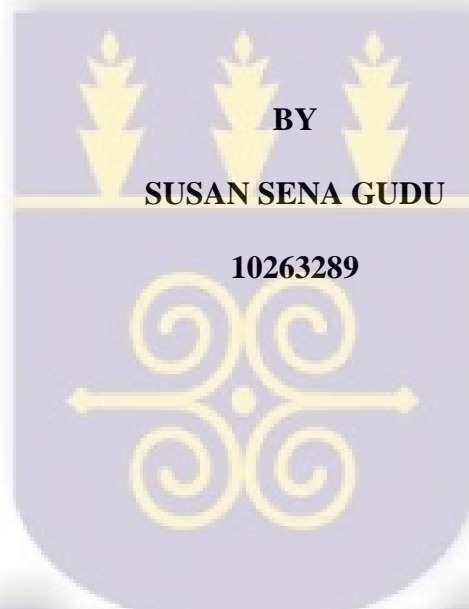


UNIVERSITY OF GHANA

**AN EXAMINATION OF STRATEGIC MANAGEMENT BEHAVIOUR OF
FIRMS FROM EMERGING MARKETS: EVIDENCE FROM GHANA**



**THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON
IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD
OF MPhil HUMAN RESOURCE MANAGEMENT DEGREE**

December, 2015.

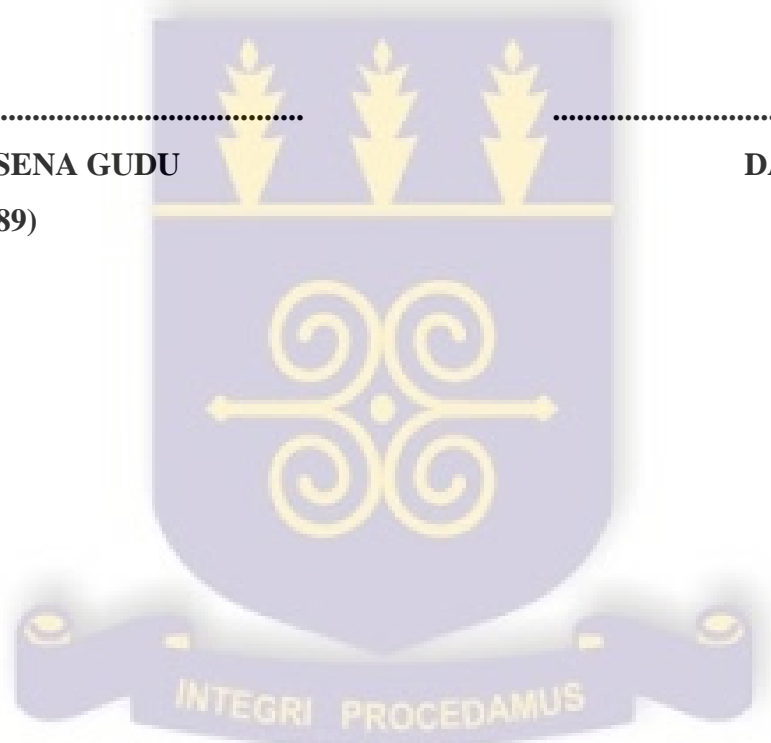
DECLARATION

I hereby declare that this work is the result of my own research and has not been replicated by anyone for any academic award in this or any other university. All references used in the work have been fully acknowledged.

I bear sole responsibility for any shortcomings.

.....
SUSAN SENA GUDU
(10263289)

.....
DATE



CERTIFICATION

I hereby certify that this thesis was supervised in accordance with procedures laid down by the University.

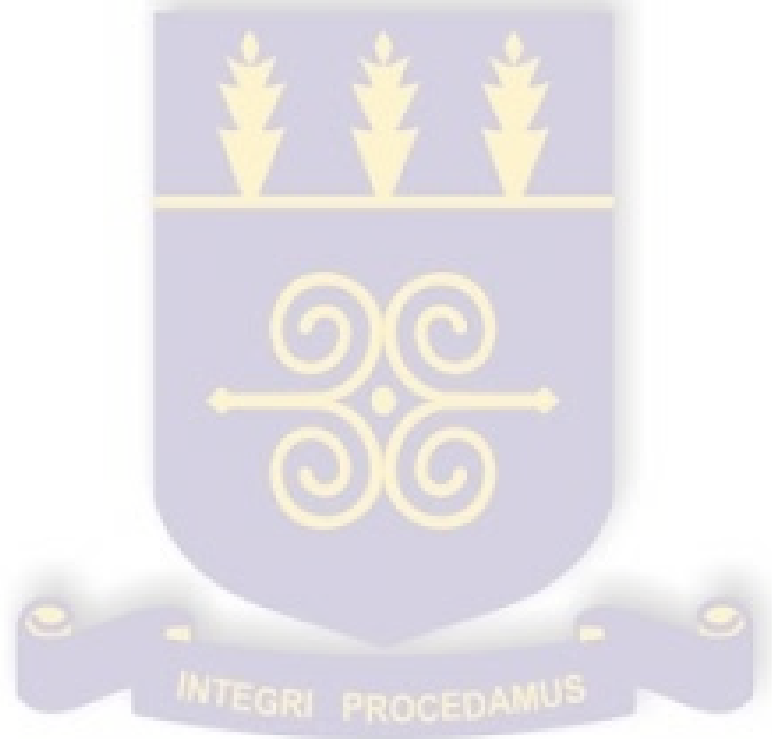
.....
DR. OBI BERKO DAMOAH
(SUPERVISOR)

.....
DATE



DEDICATION

This work is dedicated to the Almighty God, my mother Grace Sedor and siblings. All glory and honour belong to God.



ACKNOWLEDGEMENTS

I am highly indebted to my supervisor Dr Obi Berko Damoah for his timeless dedication, guidance, corrections and constructive criticisms throughout the supervision of this thesis.

My profound gratitude also goes to all the lecturers and staff of the Department of Organization and Human Resource Management, University of Ghana Business School, for contributing in diverse ways to the successful completion of this study.

Also, I wish to express my heartfelt appreciation to Mr Godson Sena Adjavor for his immense contribution towards the success of this work. I am highly indebted to my family and friends who were strongly encouraging me in time of my academic challenges. I wish to acknowledge all the authors whose measuring instruments and scholarly articles I made reference to in this study.

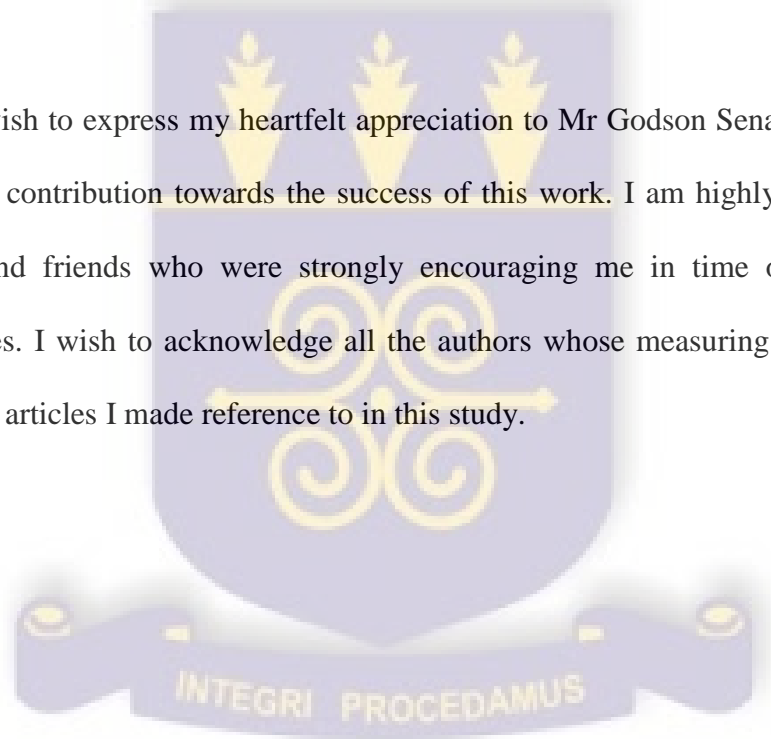


TABLE OF CONTENTS

DECLARATION	i
CERTIFICATION	ii
DEDICATION	iii
ACKNOWLEDGEMENTS	iv
TABLE OF CONTENTS	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF ABBREVIATIONS	x
ABSTRACT	xi
CHAPTER ONE INTRODUCTION	1
1.1 Background	1
1.2 Statement of the Research Problem	2
1.3 Research Objectives	2
1.4 Research Questions	3
1.5 Research Hypotheses	4
1.6 Justification of the Study	4
1.7 Delimitations	5
1.8 Limitations	5
1.9 Chapter Disposition	6
CHAPTER TWO LITERATURE REVIEW	7
2.1 Introduction	7
2.2 Definition of Terms	7
2.2.1 Strategy	8
2.2.2 Strategic Management	10

2.2.3	Strategic Planning	11
2.2.4	Emerging Markets (EM)	12
2.2.5	Globalization.....	14
2.2.6	Competitiveness	14
2.2.7	Models of Strategic Management (SM) Behaviour	15
2.2.7.1	Strategy Formulation	18
2.2.7.1.1	Strategic Management Practices (H1)	19
2.2.7.1.2	Strategic Management Tools (H2)	26
2.2.7.2	Strategy Implementation.....	41
2.2.7.3	Strategic Control and Evaluation.....	45
2.3	Further Empirical Literature on Firms' Behaviour	51
2.4	Firm Demographics	55
2.5	Conceptual Framework.....	57
2.6	Summary of the Hypotheses for the Study	59
CHAPTER THREE METHODOLOGY		60
3.1	Introduction.....	60
3.2	Research Design.....	60
3.3	Population	60
3.4	Sample and Sampling Technique.....	61
3.5	Unit of Analysis	62
3.6	Instruments for Data Collection.....	62
3.7	Validity and Reliability.....	63
3.8	Ethical Considerations	64
3.9	Administration of Research Instrument	65
3.10	Data Analysis	65

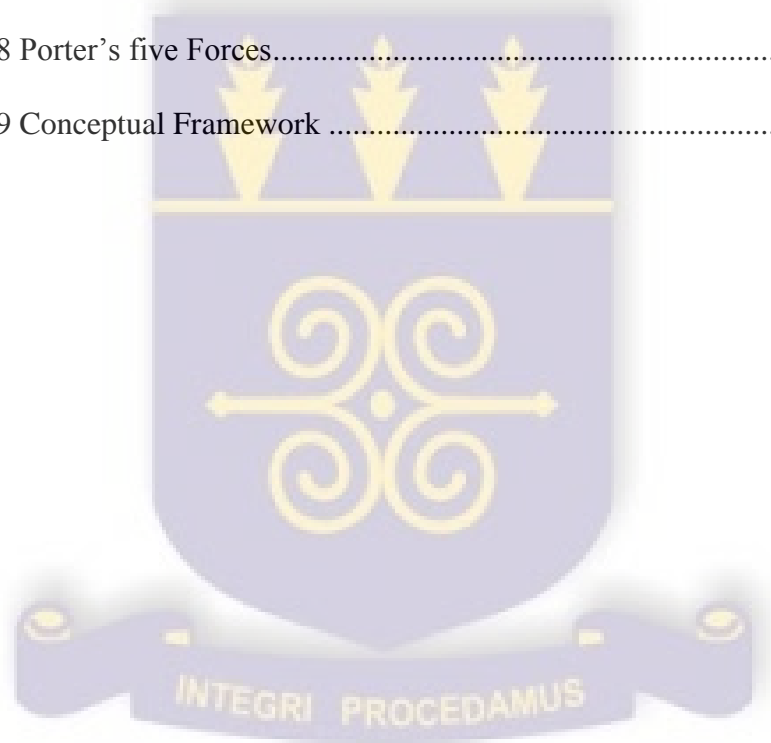
3.11	Conclusion	65
CHAPTER FOUR PRESENTATION AND DISCUSSION OF FINDINGS		66
4.1	Introduction.....	66
4.2	Descriptive Statistics.....	66
4.3	Results of Hypotheses.....	69
4.4	Discussion of Findings.....	79
CHAPTER FIVE SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS		84
5.1	Introduction.....	84
5.2	Summary.....	84
5.3	Conclusion	85
5.4	Implication of the Study.....	86
5.5	Recommendations.....	86
5.6	Limitations	87
REFERENCES		88
APPENDICES		98
Appendix 1: Research Questionnaire.....		98
Appendix 2: Supplementary Tables		101

LIST OF TABLES

Table 2.1: Stages Of Strategic Management Model	16
Table 2.2: Phases of the Strategic Management Model.....	17
Table 4.1: Owner and Firm Demographic Distribution.....	67
Table 4.2: Descriptive Statistics of Firm Age and Size.	68
Table 4.3: Means, SD, Skewness, Kurtosis and Alpha Reliabilities of key study variables	68
Table 4.4: Descriptive Statistics of Emphasis of Strategic Management Practices.....	70
Table 4.5: Relative strength of Strategic Management Practices Employed.....	70
Table 4.6: Descriptive Statistics of Strategic Management Tools.....	72
Table 4.7: Relative strength of Strategic Management Tools Employed	72
Table 4.8: ANOVA for Strategic Management Practices on Firm Sector.....	73
Table 4.9: ANOVA for Strategic Management Practices by size of Firms.....	74
Table 4.10: ANOVA for Strategic Management Practices by Ownership	76
Table 4.11: ANOVA for Strategic Management Tools by Firm Sector	77
Table 4.12: ANOVA for Strategic Management Tools by size of Firms	78
Table 4.13: ANOVA for Strategic Management Tools by Ownership	79

LIST OF FIGURES

Figure 2.1: PESTLE.....	29
Figure 2.2: Political factors.....	30
Figure 2.3: Economic factors	32
Figure 2.4 Social factors	33
Figure 2.5 Technological factors	35
Figure 2.6 Legal factors	37
Figure 2.7: Environmental factors	38
Figure 2.8 Porter’s five Forces.....	39
Figure 2.9 Conceptual Framework	58



LIST OF ABBREVIATIONS

ASEAN	Association of Southeast Asian Nations
BEA	Break Even Analysis
CEOs	Chief Executive Offices
DVD	Digital Versatile Disc
ECOWAS	Economic Community of West African States
EM	Emerging Market
IMF	International Monetary Fund
PEST/PESTLE	Political, Economic, Social, Technological, Legal & Environmental
RIM	Research in Motion
SM	Strategic Management
SWOT	Strengths, Weaknesses, Opportunities, and Weaknesses
UN	United Nations
UNIDO	United Nations Industrial Development Organization
WTO	World Trade Organization

ABSTRACT

It is argued that strategic management practices positively influence the competitiveness of firms. In the light of this the study examines the strategic management behaviors (practices and tools) adopted by firms from emerging markets, using Ghana as a case study. To address this issue, literature was extensively reviewed out of which a conceptual model consisting of a sample of key strategic management practices and tools that enhance firm competitiveness was adapted and validated using data from Ghana. The study sampled 390 respondents from the manufacturing and service sub-sectors that were purposively and conveniently drawn. By employing mean rankings and analysis of variance (ANOVA) to confirm and/or refute the proposed model, the following were among the key findings. First, development of annual goals and long-term goals were among the common strategic management practices used by Ghanaian firms. Secondly, concerning the strategic management tools, doing a SWOT analysis, and examining critical success factors (CSFs) were commonly used. Following from the findings, the study recommends that firms from Ghana must link the application of strategic practices and tools to their key performance measures. This will enable them to identify the outcomes of strategic behaviours and assess their impact on competitive indicators. It was further recommended that the ministry of Trade and Industry in collaborations with various industries and their associations must include some of the key strategic tools and practices as standards of best practices.

CHAPTER ONE

INTRODUCTION

1.1 Background

Globalization has made businesses competitive throughout the world. As a result of globalization, firms from emerging markets are admonished to grow and develop in order to catch up with their counterparts from the developed world (Gorodnichenko, Gao & Terrell, 2008; Liang, Ren, & Sun, 2014; David, 2011; Nafula & Zubiran, 2012).

According to Gorodnichenko, Svejnar, and Terrell (2008), opening of borders to trade and foreign investment creates a favorable chance for domestic firms in emerging market economies to come out with new ideas in order to improve their competitive status. Moreover, a firm's control and reputation in domestic markets may be notably enhanced if the firm competes globally. However, some firms in emerging markets most especially African firms are not competitive enough to meet the demand in the global market. This could be as a result of poor branding of products, poor delivery of goods and services, inability to make good use of technology and others.

Some researchers such as Grant (2003) and Orndoff (2002) have emphasized the relevance of strategic management practices and tools in enhancing the competitiveness of firms. They assert that, managers use strategic management practices to support situation analysis and evaluation of strategic choices in order to enhance performance (Grant, 2003; Orndoff, 2002). In this regard, the use of strategic tools/practices in what they deem to be meaningful processes of strategic decision making is very important in enhancing performance (Jarzabkowski & Kaplan, 2012).

Hitt, Boyd, and Li (2004), and Dandira (2012) supported this view by saying strategic management has been recommended as one of the effective tools in increasing organizational performance through effective decision making and efficient strategy formulation, implementation and evaluation.

Based on the arguments raised so far on the relevance of strategic management practices and tools in enhancing competitiveness among organizations, it is expedient to assess the extent to which firms in emerging markets from Ghana employ strategic practices and tools in their quest to become globally competitive.

1.2 Statement of the Research Problem

Following the globalization influences on firms in the global market, it is identified that compared to firms from the developed countries, the competitiveness of firms from emerging markets including Ghana is low.

However, studies (eg Greenwald & Kahn, 2005 and Soh, 2014) argued that strategic management practices and tools are among the factors that enhance firms' competitiveness.

Whilst Ghana is considered among the emerging markets, to date no systematic studies examine the extent of the competitiveness of the Ghanaian firms from strategic management perspective. In the light of the foregoing gap, this study seeks to examine the extent of adoption of strategic management practices and tools among Ghanaian firms.

1.3 Research Objectives

The main objective of the study is to examine the extent of adoption of strategic management practices and tools among the Ghanaian firms. Specifically, the study seeks to:

- i. Examine the relative strength of strategic management practices employed by firms in Ghanaian.
- ii. Examine the relative strength of strategic management tools employed by Ghanaian firms.
- iii. Examine the extent to which the strategic management practices differ according to firm demographics (sector, size and ownership).
- iv. Examine the extent to which the strategic management tools differ according to firm demographics (sector, size and ownership).

1.4 Research Questions

From the research objectives, the study seeks to examine the following research questions:

- i. What is the relative strength of strategic management practices Ghanaian firms' employ?
- ii. What is the relative strength of strategic management tools Ghanaian firms employ?
- iii. To what extent do the practices differ according to firm demographics (sector, size and ownership)?
- iv. To what extent do the tools differ according to firm demographics (sector, size and ownership)?

1.5 Research Hypotheses

In relation to the research objectives and questions the following hypotheses were developed:

H1: There is a relative difference among strategic management practices employed by Ghanaian firms (Chapter 2, sub-section 2.2.6.1.1)

H2: There is a relative difference among strategic management tools employed by Ghanaian firms (Chapter 2, sub-section 2.2.6.1.1)

H3a: There is a significant association between firm sector and strategic management practices. (Chapter 4, sub-section 2.2.3)

H3b: There is a significant association between firm size and strategic management practices. (Chapter 4, sub-section 2.2.3)

H3c: There is a significant association between firm ownership and strategic management practices. (Chapter 4, sub-section 2.2.3)

H4a: There is a significant association between firm sector and strategic management tools. (Chapter 4, sub-section 2.2.3)

H4b: There is a significant association between firm size and strategic management tools. (Chapter 4, sub-section 2.2.3)

H4c: There is a significant association between firm ownership and strategic management tools. (Chapter 4, sub-section 2.2.3)

1.6 Justification of the Study

The study is to inform managers and CEOs on strategic management behaviours of firms in Ghana. It is also to enable them understand the usefulness of these practices. Findings of the study will add to knowledge and literature on the subject matter in developing countries of which Ghana is not exempted. The findings will:

- i. Support and enrich theory and model of strategic management practices in firms.
- ii. Allow the identification of the concept and framework of strategic management practices and also create awareness among firms on the importance of strategic management behaviors as a tool for competitive advantage.
- iii. It will help policy makers in formulating the appropriate policies regarding strategic management behaviors.

1.7 Delimitations

Though the study seeks to examine strategic management practices and tools of firms, it will be difficult to provide a comprehensive analysis of all the practices identified in literature. The study focused on the following strategic management practices namely; mission, annual goals, trend analysis, action plan, competitor analysis and ongoing evaluation. Strategic management tools on the other hand reviewed are; Critical Success Factors, SWOT analysis, Stakeholder analysis, Value Chain analysis, PEST/PESTEL, Porter's five forces analysis and Break-even analysis. These practices and tools are regarded as success factors critical in achieving competitive advantage (Bart & Hupfer, 2004; Kantrabutra, 2010).

1.8 Limitations

Findings from the study were drawn from firms in Accra only. This could not represent all firms in Ghana. Generalization was limited since firms in Ghana were not largely represented.

The study made use of non-probability sampling methods which comprised of purposive and convenience sampling techniques. These techniques are liable to biases such as representation of sample which could affect the generalization of findings to the target population. Also, design was limited to quantitative only. This could affect generalization as well since respondents could not express their views if mixed method was used.

1.9 Chapter Disposition

This thesis is organized in five main chapters. The first chapter presents the background information, problem statement, research objectives, research questions, justification, scope, delimitation and limitation of the study. Chapter two reviews available literature on strategic management practices and tools, strategic management models; a conceptual model was developed, and a concise definition of the key concepts provided. The third chapter provides adequate information on the methodology. This is followed by chapter four which examines the hypotheses developed in the study. Results are presented and analyzed statistically in this chapter. The last chapter (5) looked at the summary, conclusions and recommendations of the study. Implications of strategic management practices for firms, as well as suggestions for future studies were provided.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Competitiveness has increasingly gained prevalence across the globe (Momaya, 2011; World Economic Forum, 2005, 2006, 2007; Pillania, 2007, 2008). The international trade theories affirmed that different countries have different comparative advantages. Thus, if a country is rich in natural resources or capital, it has a comparative advantage over the others. However, in the current knowledge economy, knowledge as a resource has no natural home base and can be transferred easily anywhere to be related to natural resources.

This chapter therefore defines key concepts in the study. The chapter further looks at strategic management models in relation to strategic practices and tools. An empirical literature was reviewed on selected strategic practices and tools. A conceptual framework was developed from David's models. The practices and tools that informed the study were; Annual goals, long-term objectives, action plan, mission statement, ongoing evaluation, trend analysis and competitor analysis being the practices. The tools on the other hand are; critical success factors, SWOT analysis, stakeholder analysis, break even analysis, value chain analysis, PESTLE, and Porter's five forces.

2.2 Definition of Terms

The key terms below are explored because of their relative importance to the understanding of the study.

2.2.1 Strategy

According to Thornhill (2007), Boje (2008), and Palli, Vaara, and Sorsa (2009), strategy is the art of creating value. They also contend that, strategy allows firms to achieve as they reduce costs and as well improve on their products. Strategy to them emphasizes only a limited set of actions and provides a concise market situation that increases competitor advantage over other firms. They further argue that, strategy is seen as a dialogue which has its own detailed conditions of opportunities that enable certain ways of acting and at the same time restricting other actions. Strategy therefore, is to lead a firm through changes and shifts to protect its future growth and sustainable achievement.

David (2011) also defined Strategy as the means by which long-term objectives are achieved. To him, a firm's strategies may include geographic expansion, diversification, acquisition, product development and re-thinking, market penetration, retrenchment, divestiture, liquidation, and joint ventures. David further opined that, strategies are likely measures that necessitate top management decisions and large amounts of the firm's resources. In addition, strategies affect a firm's long-term success, usually for at least five years; hence strategies are future-oriented. Strategies however have diverse functional outcomes that need the concern of both the external and internal factors of the firm to encounter.

A well-defined strategy therefore integrates a firm's major plans, objectives, policies and programmes and commitments into a cohesive whole. It marshals and allocates limited resources in the best way, which is defined by an analysis of a firm's unique strengths and weaknesses and of opportunities and threats in the environment. It

considers how to deal with the potential actions of intelligent opponents. A strategy is therefore a firm's way of creating unique value and be able to attract the customers so as to remain in competitive environment in the business world.

Strategy making has increasingly been regarded as a context dependent, socially accomplished activity directed toward the achievement of strategic goals and constructed through actions and interaction of multiple actors or groups distributed throughout an organization (Hendry, Kiel & Nicholson, 2010).

Other authors however opined that, strategy is a socially skillful, positioned activity arising from the measures and interactions of various level actors, and they see strategy not only as something a firm has, but something that its affiliates do to make the firm competitive (Jarzabkowski, Balogun & Seidl, 2007; Vaara & Whittington, 2012; Whittington, 2007). Markides (2004) has a different view, he asserts that, in spite of the clear significance of strategy to the success of a firm and various research on strategy, most academics have very little to say about what strategy really is. Other authors also refer to strategy as a means of achieving future plans and goals of the organization by management to compete and improve performance to enhance development and growth of the firm (Pearce & Robinson 2013; Thompson, Peteraf & Strickland, 2012).

The definitions of strategy by David (2011); Pearce & Robinson (2013); and Thompson, Peteraf, & Strickland (2012) have been operationalized for the purpose of this study. Thus, strategy is seen as a firm's long-term and future plan, or success that will enable firms to grow and develop to remain competitive in the global market.

2.2.2 Strategic Management

Strategic management is the process in which an organization develops and implements plans that promote the goals and objectives of that organization. The process of strategic management is a continuous one that changes as the organizational goals and objectives evolve (David, 2011; Wicks, 2014). Firms engage in strategic management to ensure that they adapt to trends and external changes such as globalization. Wicks (2014) suggested key concepts which characterize strategic management and the development of organizational goals. At the core of the strategic management is the creation of goals, a mission statement, values and organizational objectives. Organizational goals, the mission statement, as well as values and objectives guide the organization in its pursuit of strategic opportunities.

Nag, Hambrick and Chen (2007) also recognized the field of strategic management as the major anticipated and growing initiatives taken by general managers on behalf of owners, involving utilization of resources to enhance the performance of the firms in their internal and external environments.

Lynch (2009), also defined Strategic Management as scholarly frameworks, theoretical models, and thoughts that enable company managers to discover opportunities for providing value to customers and to make sure that there is value and profit. Strategic management in effect is the way in which the company defines its business and links together the two most important concepts: knowledge and relationships. Dincer, Tatoglu and Glaister (2006), in their view argue that strategic management places importance on the resource distribution and plans throughout the firm. Therefore, strategic management is regarded as a conscious planning process

introduced by management based on detailed industry analysis and aimed at designing an organized grand strategy for the firm. Pearce and Robinson (2013) also defined strategic management as a means of formulating, implementing and evaluating plans that aim at achieving organizational goals and objectives.

From the definitions reviewed, it is plausible to say that, strategic management is all about where a firm wants to be, when to get there, and how to get there to remain competitive in the world of business. It therefore makes firms more responsible in shaping their future goals and objectives. A firm or an organization however goes through certain practices or behavior to achieve this long-term goal to successfully grow and develop in the competitive market. These practices are in effect the components of strategic management practices discussed in the study.

2.2.3 Strategic Planning

Strategic planning is a difficult process that takes an organization into an unknown field. It is a risk taking venture which does not offer outright direction for a firm's success; rather, it engages the firm through a process and provides a structure for addressing issues of concern and finding solutions to problems (David, 2011). Accordingly, Johnson, Whittington and Scholes (2011) refer to strategic planning as a systematic process in developing an organizational strategy. It plays a psychological role where people in strategy development help to create ownership of their strategy. It as well provides a sense of security to managers who think they should proactively detect and handle issues concerning the firm.

Thompson, Peteraf and Strickland (2012: 86), opined that strategic planning involves outlining the future course and business intentions, performance targets, and strategies or approaches to adopt in order to achieve the desired objectives/goals of the firm or organization.

2.2.4 Emerging Markets (EM)

Hoskisson, Eden, Lau and Wright (2000) referred to Emerging Markets as low-income and fast growth economies that have gone through radical changes in the past. Hoskisson et al. (2000) again assert that emerging markets are conceptualized as those countries that have started economic liberalization and implemented free-market principles such as increased transparency, privatization, deregulation and others, in order to advance their global competitiveness. The notable EMs are; Middle and South America, Africa, and the ASEAN (Association of Southeast Asian Nations) countries. The developed markets however are represented by North America, Western Europe, Australia, New Zealand and Japan. According to the International Monetary Fund, the developed/advanced market group comprises also the Newly Industrialized Economies; Hong Kong, Singapore, Korea, Taiwan and Israel, whilst the other countries are referred as emerging and developing markets/economies (International Monetary Fund, 2011).

Wai-Chung (1999) also referred to emerging markets as newly industrialized economies in Asia, Africa, Eastern Europe and Central and South America. He further said the term "emerging market" implies the superiority of "advanced industrialized economies", and has been used for two reasons. First, is to describe these markets as "developing", "emerging", "and less developed." More so, emerging markets are those

economies experiencing rapid internal transformations which enable them to make increasingly important contributions to the global economy. Second, the term "emerging markets" is well-grounded and implicit in the business, economics and development studies literature.

Mahajan and Banga (2006), based their definition of Emerging Markets (EMs) on GDP per capita, as opposed to Gross National Income (GNI), to determine emerging markets because they opined GDP excludes payments from other countries. Payments from abroad can be up to 30 – 40% of GNP. Thus, GDP is a better measure of domestic growth and economic performance. They endorsed the use of GDP after amendment for purchasing power parity and currency fluctuations as these adjustments communicate development levels better across countries for the purposes of most marketers. A group of 152 EMs includes all countries classified as “middle income” or “low-income” by the World Bank (2006), as “middle human development,” “low human development” or “developing” by the United Nations (2005), and as “developing countries” by the World Trade Organization (WTO) (WTO, 2005).

Per the various definitions, Emerging Markets therefore are the “transition economies” of the former Soviet Union, the Eastern Bloc, and Asia and the so-called “developing countries” of Africa where Ghana is located, Asia, the Middle East, and Latin America. The study however adopts Hoskisson et al’s (2000) definition which conceptualized emerging markets as those countries that have started economic liberalization and implemented free-market principles such as increased transparency,

privatization, deregulation and others, in order to advance their global competitiveness.

2.2.5 Globalization

Globalization according to Pearce and Robinson (2011) refers to “the strategy of pursuing opportunities anywhere in the world that enable a firm to optimize its business functions in the countries in which it operates.” Hayakawa, Machikita, and Kimura (2012) present a review of the large number of studies which have just considered the relationship between globalization and firm level Total Factor Production (TFP). They however defined globalization in relation to the firm’s exports and imports, firm’s outward investment, foreign investment in the firm and trade liberalization/import competition in the industry in which the firm operates. Globalization in effect is a borderless world as a result of advancement in technology, communication and information, and transportation. Without these advancements therefore, there would not be trade liberalization or global market. Before a firm enters a global market, it is important for the firm to conduct both internal and external assessment to ensure a strong market and stability of their firms.

2.2.6 Competitiveness

Firm competitiveness is a global concern which is crucial to the growth and development of emerging market firms. Competitiveness of firms enhances efficiency and effectiveness of firms in the global market. It is therefore the ability of a firm to offer goods and services that meet the quality standard of the domestic and world market at a competitive price. Competitiveness also provides enough income on the resources in use or consumed in producing them (Thompson, Peteraf, & Strickland ,

2012). Ghanaian firms however need to adopt good and defensive strategic management practices and tools that could help them maintain their competitive advantage. This is because the stronger their strategies, they are less attacked by rivals. More so, they have less impact if there is any competition, and as well compel rivals to divert their efforts to other competitors. All these help firms to fortify their competitive positions.

2.2.7 Models of Strategic Management (SM) Behaviour

There are various models of strategic management practices that have been advanced in theory and adopted by researchers in various studies (David, 2011; Pearce and Robinson, 2013). Among the existing models are; the Pearce and Robinson's (2011) 14-stage model of strategic management behavior. In this model, the authors argued that in order to be competitive, firms or organizations must constantly undertake 14 main practices which consists of constantly 1) revising mission, 2) undertaking social responsibility, 3) promoting ethical behavior, 4) scanning the global environment, 5) scanning the domestic environment, 6) conducting internal assessment, 7) developing long-term objectives and design generic grand strategies, 8) conducting strategic analysis, 9) identifying strategic choice, 10) designing strategic reward systems, including policies, 11) structuring the organization, 12) designing appropriate culture, 13) designing strategic control and 14) designing entrepreneurship behaviors.

The next model of strategic management practices is the David's (2011) strategic management model which is crucial for firm competitiveness. The model has been grouped into main three stages (strategy formulation, implementation and evaluation). Strategic practices that fall within the formulation stage are: 1) Development of Vision

and Mission Statements, 2) Performing External Audit, 3) Performing Internal Audit, 4) Establishing Long-Term Objectives, 5) Generate, Evaluate and Select Strategies, 6) Annual goals, and 7) Trend analysis. The second stage which is the implementation also has the following: 1) Management Issues, 2) Marketing, Finance, Accounting, Research and Development, 3) Action plan, the third stage under the model is strategy evaluation. The practices under it are: 1) Measure performance, 2) Evaluate performance 3) ongoing Evaluation and 4) Competitor analysis. The above concepts including their corresponding tools are represented in the table below (see Table 2.1).

Table 2.1: Stages Of Strategic Management Model

No.	Stages	Strategic Practices	Corresponding Tools
1.	Strategy Formulation	Development of Vision and Mission Statements Performing External Audit, Performing Internal Audit, Establishing Long-Term Objectives, Generate, Evaluate and Select Strategies, Annual goals Trend Analysis	Stakeholder analysis SWOT analysis SWOT analysis Value chain analysis PESTLE, Porter's five force SWOT analysis SWOT analysis
2.	Strategy Implementation	Management Issues Marketing, Finance, Accounting, Research and Development, Action Plan	Critical Success Factors Activity schedules Flow charts Activity Schedule
3.	Strategy Evaluation	Measure Performance Evaluate Performance Ongoing Evaluation Competitor Analysis	Break Even Analysis Break Even Analysis Break Even Analysis Break Even Analysis

Source: David, 2011

The next model of strategic management practices is that of Vasile, Popescu, Iancu & Popescu (2014) which has been grouped into five phases. They are: 1) Defining the business and the company mission, 2) Setting strategic objectives and performance targets, 3) Formulating a strategy to achieve the target objectives, 4) Implementing

and executing the strategic plan, and 5) Evaluating performance and reformulating the strategic plan. They are of the view that these practices are very instrumental in ensuring firm growth and development leading to its competitiveness in the world market. These concepts including their corresponding tools are outlined in the table below (Table 2.2).

Table 2.2: Phases of the Strategic Management Model

Phases	Practices	Corresponding Tools
1	Defining the business and the company mission,	Stakeholder analysis and SWOT analysis
2	Setting strategic objectives and performance targets	PESTLE,
3	Formulating a strategy to achieve the target objectives,	PESTLE, value chain analysis
4	Implementing and executing the strategic plan	Flow charts Activity Schedule
5	Evaluating performance and reformulating the strategic plan	Break Even Analysis

Source: Vasile, Popescu, Iancu and Popescu (2014)

The following paragraph however explains the practices and tools that inform the study in addition to their empirical studies. David's (2011) model was adapted and used as a conceptual framework (see the discussions of the sub-themes below, including Figure 2.9). This model is chosen because it is much easier and simpler to

understand. More so, the practices and tools used in this study were selected because they are crucial in terms of firm competitiveness (David, 2011; and Pearce & Robinson, 2013). Also, of the practices that David's model outlined, the study does not consider all the practices. The discussions are however based on the three stages of David's model (strategy formulation, implementation and evaluation) outlining each practices and their tools in each stage. The specific practices addressed under Strategy Formulation are: Mission Statements, Long-Term Objectives, Annual goals, and Trend Analysis whilst the tools are; Stakeholder analysis, SWOT analysis, value chain analysis, PESTLE, and Porter's five force. The specific Strategy Implementation practice discussed is Action plan whilst the tool is Critical Success Factors. The third stage being Strategy Evaluation also looked at Ongoing Evaluation, and Competitor Analysis as practices and Break Even Analysis as the tool.

2.2.7.1 Strategy Formulation

Strategy formulation is the first phase of David's model. It includes both the strategic practices and tools. The practices are; development of a mission statement, annual goals, setting up long-term objectives, and conducting trend analyses. The strategic tools on the other hand are SWOT analysis, Value Chain analysis, Stakeholder analysis, PESTLE and Porter's five forces. According to David, strategy formulation decisions entrust an organization to specific products, markets, resources, and technologies over a period of time towards a competitive advantage (David, 2011).

The following paragraph explains the selected practices and tools in detail. However, these tools and practices are variables that inform the hypotheses of the study (chapter 1 sub-section 1.5, H1 & H2)

2.2.7.1.1 Strategic Management Practices (HI)

Strategic management practices refer to what firms do to develop, implement and evaluate strategy (Johnson, Scholes & Whittington, 2011). In other words, strategic management practices are the actions taken by firms to gain competitive advantage over others. Such practices include; mission and vision statements; trend analysis, annual goals, ongoing evaluation; long-term objectives; action plan, competitor analysis, and others. From the practices enumerated, it is obvious to say that strategic management practices are the formal procedures a firm undertakes in their quest to gain competitive advantage. This section therefore addresses hypothesis one (1) which looks at the relative difference among strategic management practices employed by Ghanaian firms.

Mission Statements

Hill (2008), referred to mission statement of a firm as the purposes and the reason of its existence. A successful mission statement starts by convincingly expressing the firm's purpose. The mission statement ought to direct the dealings of the firm, highlight on its general goal; provide a course, and facilitate decision-making. It also provides "the framework or context within which the firm's strategies are formulated. He therefore suggested that, a good Mission statement should include the following; Goal(s) of the firm, how the firm offers value to stakeholders and an affirmation of a firm's sole base of purpose.

The question why firms exist is really answered by a mission statement. Amin and Majid, (2011); and (Al Hijji, 2014) however, referred to mission as a unique fundamental purpose which makes firms distinct from other related firms and

determines its operation range in terms of product, technology, and market. Formulation of such a mission should therefore be done in a way that the values and strategic decision makers' priorities and preferences should be reflected in it.

A good example of Mission statement by Dessert Bakery of UK states; "Rutabaga Sweets is a hospitality company dedicated to providing high-quality desserts in a comfortable atmosphere for clients who seek a fun "gourmet" experience outside restaurants. We intend to make enough profit to generate a fair return for our investors and to finance continued growth and development in quality products. We also maintain a friendly, fair, and creative work environment, which respects diversity, new ideas, and hard work." (*bplans.com/dessert_bakery_business_plan*). Another example from Unilever Ghana states; "Our mission, adding vitality to life is what sets us apart. We offer consumers options that help them feel good, look good and get more out of life across our foods, home and personal care brands." (*unileverghana.com*).

Forbes and Seena (2006) strongly came out that, a mission statement is fundamental because it motivates staff and helps them to make informed decisions. Ungerer, Pretorius, and Herholdt (2007), stated that the firm's mission ensures employee commitment, and develops insight into area in which the firm would be operating.

A number of studies have examined the relationship between mission statement and firm performance (Bart & Hupfer 2004; Hirota, Kubo, Miyajima, Hong & Park, 2010). Forbes and Seena (2006), for instance, offered strong proof of the impact of mission statement on performance from a study of 18 not-for-profit hospitals.

Similarly, Hirota, et al (2010) confirms in their study that firm's mission and policies add to better performance. According to Pearce and Robinson (2011), in the emergent of a new business or formulating course for an existing firm, the basic goals, distinctiveness and philosophies which will shape a firm's strategic posture must be established. Mission therefore, is the basic unique purpose that sets a firm apart from other firms of its type and identifies its operation in product and market terms. Thompson and Strickland (2001) also opined that mission addresses issues such as customer needs, firm's activities, technologies, competencies and focuses on the way the firm creates and delivers value to customers' satisfaction. According to Bart et al (2001), a profit-making mission statement consists of three essential components: Key market -who is your target client/customer? Contribution – what unique product or service do you provide to that client? And Distinction – what makes your product or service unique, so that the client would choose you? It makes tangible the leader's view of the route and intention of the firm.

Various authors posit that, mission statements are generally used as strategic management practices and are usually promoted in business strategy courses (Green and Medlin, 2003; Atrill, Omran, & Pointon, 2005). Mullane (2002), in support affirmed that top management loyalty to the mission statement may influence the effect the mission statements have on firm performance.

A mission-performance model was however developed to moderate the effect of top management loyalty on the link between mission statements and firm performance. Results from various empirical studies came out with a positive link between mission statements and firm performance. Green and Medlin (2003) for instance developed a

scale to measure mission statement excellence and then tested its connection with financial performance. They also arrived at a positive and significant relationship between mission statement and financial performance. Sidhu (2003), in his study of firms competing in the dynamic Dutch multi-media industry, suggest that comprehensive mission statements correlated with outstanding performance. Likewise, while studying Japanese firms, Hirota, Kubo, Miyajima, Hong, & Park (2010) found empirical data for a positive relationship between mission statements and firm performance.

Annual Goals

Every strategic direction is guided by the goals of the organization. Even though mission statements clearly state goals of a firm, goals give a picture of a firm's intention to secure its continued existence through growth and development (Pearce II & Robinson, 2011: 26). A firm will not satisfy its stakeholders' aims if it does not survive in the competitive environment.

Annual goals are statements that describe what a firm or an organization can reasonably be expected to accomplish within a twelve month period. These goals are activities that the firm will embark upon to achieve the desirable outcome. The annual goal identifies the areas in which the firm wants to grow in order to have a market share. For instance a firm introducing a new product in the market will need to develop an annual goal plan that will guide the growth of that product in the market. The stated goals must be measurable. A measurable goal contains four critical components. These are timeframe, conditions, behavior and criterion.

Time frame: This identifies the amount of time in the goal period and is usually specified in the number of weeks or a certain date or period for completion of a specific task.

Conditions: The manner in which progress towards the attainment of the goal is specified. The condition explains the specific resources available to achieve the goal. The condition of the goal normally relate to the behavior being measured.

Behavior: This identifies the performance being monitored. It is the representation of the action that can directly be observed and measured.

Criterion: It identifies how much, how often, or to what standard the behaviour must occur in order to demonstrate that the goal has been achieved. The amount of growth expected is measured by the goal criterion.

Trend Analysis

Tatum (2015) refers to trend analysis as looking at how a potential driver of change has developed over time, and how it is likely to develop in the future. Rational analysis of development partners provides a far more reliable basis for assumption and expectation than reliance on more intuition. Trend analysis does not predict what the future will look like; it becomes a powerful tool for strategic planning by creating plausible detailed pictures of what the future might look.

Tatum (2015) assert that, trends vary in their breath of application: trends in such areas as demographics-population and migration patterns for example are broadly applicable in sectors of firms and organizations. Each trend suggests many lines of enquiry. Identifying and understanding trends in the market assists firms to forecast future sales and anticipate events and changes that can impact business. Trends in the

market can be identified by understanding the pattern of growth or decline in sales resulting from changes in environmental factors such as; seasonality, population, social, technology, economic cycles and political climate. Trend analysis can look at short, medium and long term trends and can provide information on growth and decline rates for overall markets and individual segments.

A trend analysis is therefore a strategic management practice that is used to assess the preceding businesses in terms of business capacity and income generation. It also evaluates the existing economic status of the firms. The analysis is then used to determine prospect of the business in terms of where the economy would move to in the near future. Trend analysis in effect is to provide firms with knowledge on what to anticipate if the firm continues to utilize its existing product line, and strategies, as done in the past. A trend analysis may anticipate if a firm perform well in the future economic situation, or anticipate changes crucial for the firm's survival (Tatum, 2015).

Trend analysis addresses issues such as increased competition in the global market, changes in technology, as well as satisfying consumer needs and expectations. Other issues include age of manufacturing facilities; changes in employment laws and regulations could have some influence on the analysis, most especially if they are highly relevant to the existing policies and procedures of the business under scrutiny. The trend analysis process therefore predicts the challenges a firm may encounter in the future. It also determines the future of the firm if the existing business model is maintained (Tatum, 2015).

This prediction is in connection with the information gathered on the dynamics of the global market. It is important for the analyst to determine the level of influence each of the considered elements is expected to exert so as to use such determinations to frame the projection of the firm. This will determine the competitiveness of the firm.

Tatum (2015) stressed the importance of business trend analysis that, it projects the likely occurrences with a company under specific business environments. When management is not enthused about the results, other possible changes such as reducing costs or changing products, could be integrated into the analysis to project a different outcome. By using this practice effectively, management can decide what changes to make and what aspect of model to retain in order to keep the organization sustainable and feasibly to enhance competitive advantage.

Long-Term Objectives

According to David (2011), Objectives are defined as specific results that an organization seeks to achieve in pursuing its basic mission for more than a year. Objectives are essential for organizational success because they state direction; aid in evaluation; create synergy; reveal priorities; focus coordination; and provide a basis for effective planning, organizing, motivating, and controlling activities. Objectives should be challenging, measurable, consistent, reasonable, and clear. In a multidimensional firm, objectives should be established for the overall firm and for each division.

Hitt, Ireland, and Hoskisson (2004) as well as Pearce & Robinson (2013:12) also referred to objectives as wide, high-level preferred outcome and specific, considerable

outcomes needed to make a firm's vision a reality. Bradley (2014) also came out that Long-term objectives describe any goal that has a time frame beyond one year. Such goals which are usually referred to as long term, consist of developing a new product, growing annual revenue and developing a comprehensive marketing and public relations strategy. Importantly, long-term goals must not go on forever. While they take more time than short-term objectives, long-term goals must be realistic and time bound.

2.2.7.1.2 Strategic Management Tools (H2)

Hypothesis two (2) on the other hand looked at the relative difference among strategic management tools employed by Ghanaian firms. The following are the tools discussed under the strategy formulation stage of the model.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis provides a good framework for firms from emerging markets to focus better on serving the needs of their customers and other stakeholders. According to Pearce II and Robinson (2005), a good fit would maximize the firm's strength and opportunities and minimize their weaknesses and threats. Therefore, when the SWOT analysis is properly utilized, firms are encouraged to adopt a successful and fruitful strategy.

Bartol and Martin (1991) further opined that, SWOT analysis is the examination of a firm's internal strengths and weaknesses, and its external opportunities and threats. It is a general tool designed to be used in the preliminary state of decision-making and as a precursor to strategic management in various kinds of application. David (2011)

supported these authors but was quick to say that, SWOT analysis may lead the firm to exaggerate a single internal or external factor in formulating strategies. More so, there are interrelationships among the key internal and external factors that SWOT does not disclose and that may be important in devising strategies. Empirical findings on SWOT analysis have been discussed further at page 77.

Value Chain Analysis

Value chain analysis provides a rational and systematic framework for describing and evaluating the roles and relationships of people and organizations that exist in complex and dynamic systems and networks. This includes understanding the flows of materials and commodities and value-adding activities between the different parts of value chains. Hietschold; Reinhardt, and Gurtner (2014) opined that, to understand the behavior, responsibilities and motivation of people within the value chain, it is important to consider their social, cultural, economic and personal needs and beliefs. Irvine (2014) also supported their view by saying value chain analysis has people as a primary focus, thereby enabling an understanding of their roles, motivations and behaviors in context with cultural, socio-economic and other drivers.

Pearce and Robinson (2011, 155), also referred to value chain analysis as an effort to appreciate how a business creates value by investigating the contributions of various activities within the business to that they value. It considers the costs across the chain of activities the firm performs to establish where low-cost advantages and cost disadvantages exist. It also enable managers to better understand their firms' competitive advantage by looking at the business as a process.

Stakeholder

Johnson, Whittington, and Scholes (2011: 139) referred to stakeholder as individuals or groups who rely on the organization to attain their own goals or aims. They are responsible or accountable for the growth or success of the organization. It is however important to note that decisions made by management of every firm are well informed or influenced by the expectations of its stakeholders. Johnson et al, (2011) therefore assert that the more the stakeholders the more their influence become a challenge to the firms or organizations because they have varying and conflicting expectations. Managers of firms are however encouraged to decide or critically take a view on which stakeholder having a greater influence, which of their expectations need the most attention and to what extent do their expectations and influences vary.

Pearce and Robinson (2013, 15), referred to stakeholders as people who influence the success and growth of an organization. They are also interested in the activities of management because their priorities as stakeholders are to achieve certain aims and objectives as a group and individuals.

From the definitions of these authors, there is every indication that stakeholders are mostly interested in the success and growth of the organization.

PESTLE

This is a strategic management tool regarded as an environmental influence which was formerly PEST but now PESTEL leading to the addition of two new environmental influences. According to Johnson et al (2011) PESTEL provides key and relevant list of influences that enhance the success or failure of strategies

adopted by a firm. The elements include: Political, Economic, Social, Technological, Legal and Environmental.

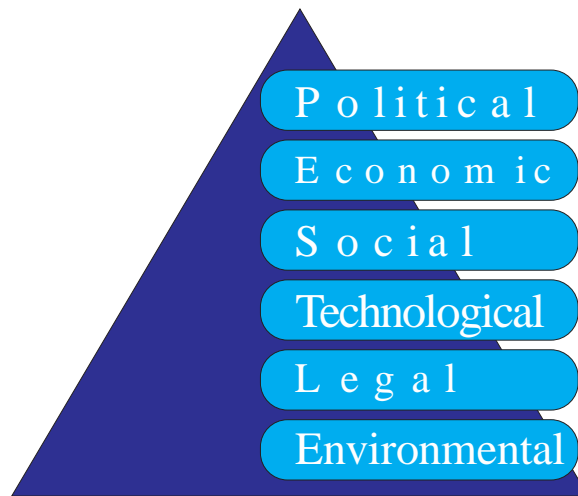


Figure 2.1: PESTLE

Source: Adopted from Cradle, Paul & Turner (2010)

Firms need to identify external factors within their environment that could have an impact on their operations. The firm will mostly not have control over these factors, but must be aware and strategize towards them. As firms become more globalized, expanding the existing borders, PESTLE technique ensures serious analysis of each border in the sub-region to enable the firm access their impact critically. It is very important for firms to study the changing situations of these factors enumerated above to enable them identify the effects of such changes on their firms. Also, managers are to note that identifying key factors for change helps when they focus on these PESTLE factors in order to make decisions that allow for effective action in enhancing competitiveness.

The PESTLE tool is mostly used when a firm is:

1. Launching a new product or service
2. Entering a new region or country

3. Considering a new route to the market
4. Working as part of a strategic project team

The purpose of the PESTLE Analysis is to identify issues that fit two key criteria:

1. Issues that are outside the control of the firm
2. Issues that will have some level of impact on the firm

Political Factors

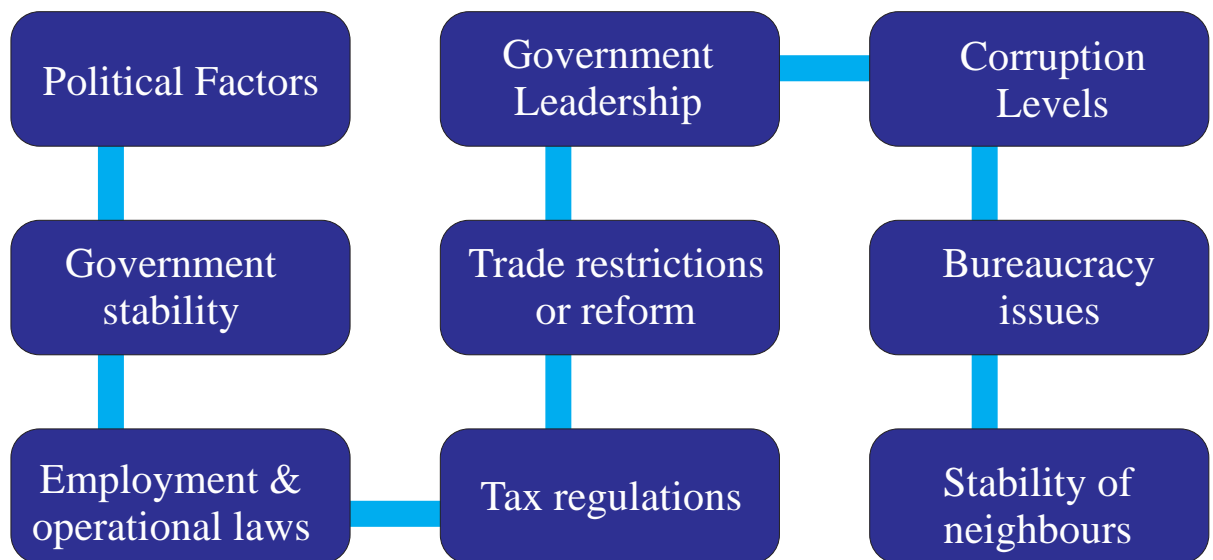


Figure 2.2: Political factors

Source: Adopted from Cradle, Paul & Turner (2010)

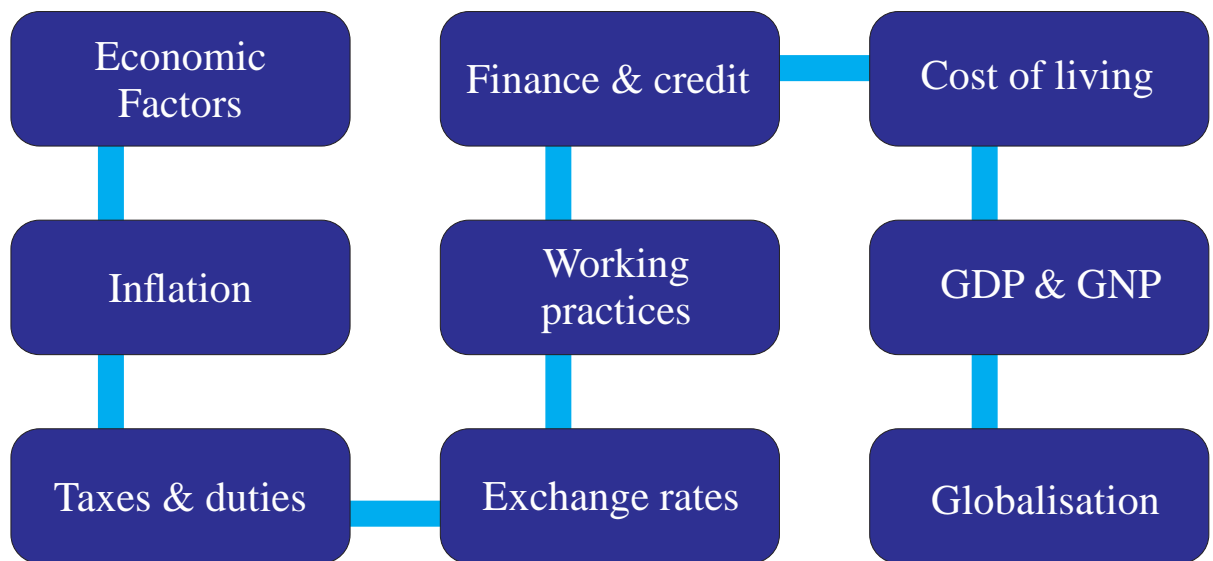
Firms must keep abreast with the potential policy changes in any government they wish to invest. Even though the political climate might be relatively stable, there may be changes in policy at the highest level and these can have serious implications. Changes in government priorities can result in new initiatives as well as changes in trade regulations or taxation. Some of the governmental changes that may have implications for firms are:

1. Employment laws

2. Consumer protection laws
3. Environmental regulations
4. Taxation regulations
5. Trade restrictions or reforms
6. Health and safety requirements

The creation of global bodies such as the Economic Community of West African States (ECOWAS) has led to trade liberalisation which sort to encourage free movement of goods and services into members states. The ECOWAS protocol of trade allows tax free movement of products manufactured in the fifteen member states. Firms however have few restrictions in doing business in these member states.

The level of corruption in a country is also a matter of consideration in using this analysis. A highly considered factor is the political stability in the neighbouring countries, the level of press freedom and the country's overall attitude to foreign investment (Cadle, Paul & Turner 2010; Johnson, Whittington & Scholes 2009; Kotler, Keller, Goodman & Hansen 2009; McDonald & Wilson 2011).

Economic Factors**Figure 2.3: Economic factors**

Source: Adopted From Cradle, Paul & Turner (2010)

The economic factors include assessing the potential changes to a country's economy with respect to inflation rates, taxes, interest rates, exchange rates, trading regulations and excise duties. The operational efficiency also considers factors such as unemployment rates, skill levels, availability of expertise, wage patterns, working practices, and labour cost trends. The economic viability of the market depends on the cost of living of the target group or the purchasing power parity and the availability of credit or finance. Firms must create or formulate strategies to fit the changes in the economic situation and in particular the financial aspects of the macro-economic situation of the country. Some of these impacts that require critical attention are: tax issues, potential issues of profitability and trade tariffs or embargoes. In order to attract foreign investment into the country, Ghana has adopted the Free zone system. This sector allows foreign companies that are registered under it to operate tax free business for a period of ten years. This is an incentive to encourage businesses in the

global village into the country. Tax holidays are also other forms of rewarding firms that operate in Ghana.

The rising inflation in an economy adversely affects the pricing and purchasing power of the target customers. Firms would analyse critically the rate of growth or the market's confidence in the economy before deciding to establish in that economy. For instance, Ghana has to seek bailout from the International Monetary Fund (IMF), a 3-year programme in order to restore investor confidence in the country's economy for the period 2015-2017. Firms normally have access to official indicators of a country most of which are available online, such as Gross Domestic Product (GDP), Gross National Product (GNP) and consumer-based indices often highlight areas where more detailed information is required (Cadle, Paul & Turner 2010; Johnson, Whittington & Scholes 2009; Kotler, Keller, Goodman & Hansen 2009; McDonald & Wilson 2011).

Social Factors

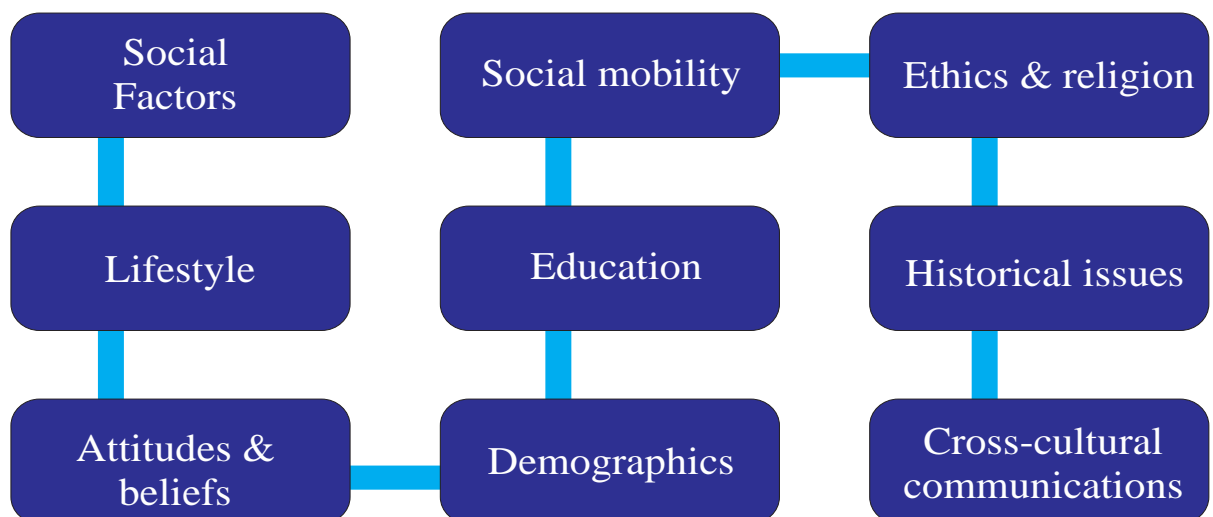


Figure 2.4 Social factors

Source: Adopted from Cradle, Paul & Turner (2010)

The social factors that must be considered need to be those that have direct impact on the market. Some of these includes:

1. Age distribution
2. Population growth rate
3. Employment levels
4. Income statistics
5. Education and career trends
6. Religious beliefs
7. Cultural and social conventions.

The country's attitude towards health, career and environmental issues are highly considered. Another factor that plays critical roles is cross-cultural communication. Ghana is surrounded by Francophone countries, how well can Ghana communicate with her neighbours. In international business or global markets, communication is key (Cadle, Paul & Turner 2010; Kotler, Keller, Goodman & Hansen 2009; McDonald & Wilson 2011).

Technological Factors

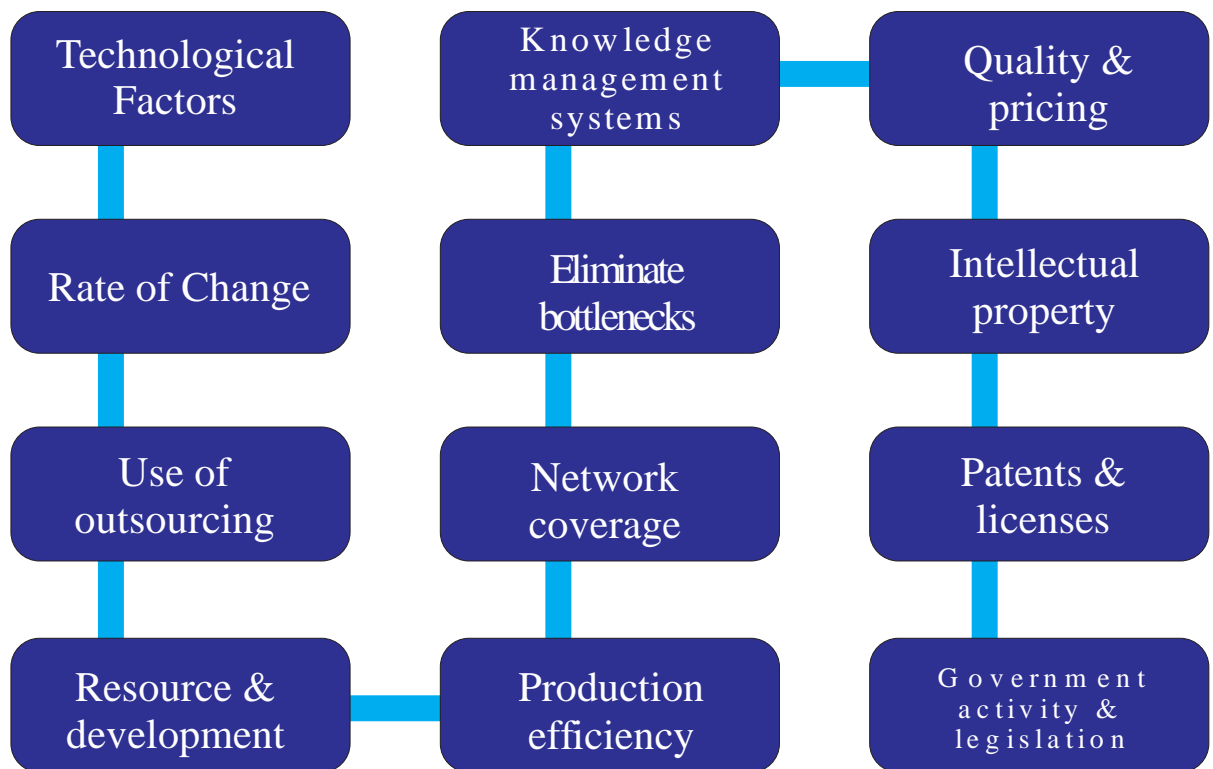


Figure2.5 Technological factors

Source: Adopted from Cradle, Paul & Turner (2010)

The technological factor has become the most critical area of development today. Any firm that is not abreast with technology will lag behind. It has become the future determinants of every firm. The pace of technology is becoming more rapid, and often changes that impact the market come from unexpected sources. For example, could the film industry ten years ago have predicted that people would stream their new releases rather than go to the cinema or buy a DVD? The use of PESTLE technique will equip firms to brainstorm some of things like this and even make most bizarre suggestions. What seems to be impossible today may become commonplace in just a few years to come.

The technological factor can be put into two areas: manufacture and infrastructure. By exploiting opportunities to update or alter their production a firm can gain market share, thereby attaining a strong competitive advantage. Such activities include:

1. Automation
2. Improved quality of parts and end product
3. Incentives
4. Significant cost savings
5. Use of outsourcing to control costs and offer greater flexibility

Firms now have greater freedom of choice when deciding how best to manage their operations due to technology. For instance, the knowledge-based systems have enabled management to make better and more informed decisions in real time. Firms can now streamline their workflow and eliminate operational bottlenecks due to the rapid growth of networking capabilities both in terms of being more reliable and having extensive coverage internationally.

Firms that fail to keep up with technological advances leave opportunities for a smaller producer or new entrants to enter their market. That is what happened to mobile phone producers Research in Motion (RIM), the makers of the BlackBerry and Nokia, who were slow to embrace smartphone technologies. The result was that they both lost significant market share to Apple and Samsung. (Cadle, Paul & Turner 2010; McDonald & Wilson 2011).

Legal Factors

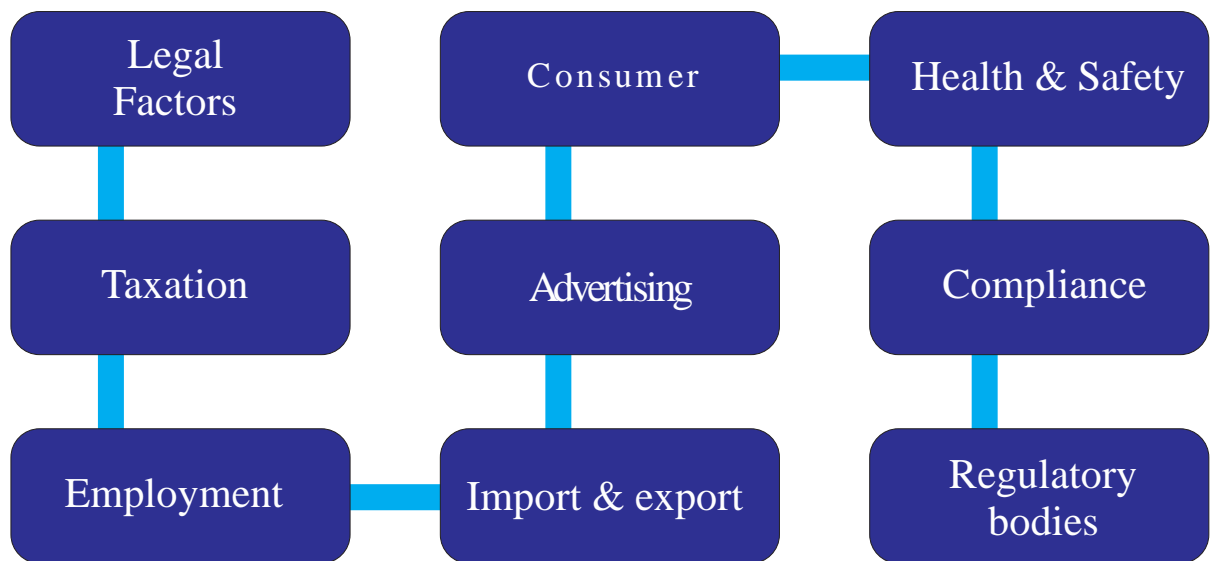


Figure 2.6 Legal factors

Source: Adopted from Cradle, Paul & Turner (2010)

Firms must investigate both current and impending legal issues that may affect industry in the country of interest. Areas to look at are employment, competition, health and safety.

Setting up of regulatory bodies to monitor the behavior of firms in the area of their operations is healthy for business. Insurance and banking organizations have to demonstrate their legal compliance to the regulatory body, which has implications for how they operate. The level of market share is often restricted (eg. under the Antitrust laws of America) to prevent organizations having a healthy control of a market or obtaining it through acquisition (Cadle, Paul & Turner, 2010).

Environmental Factors

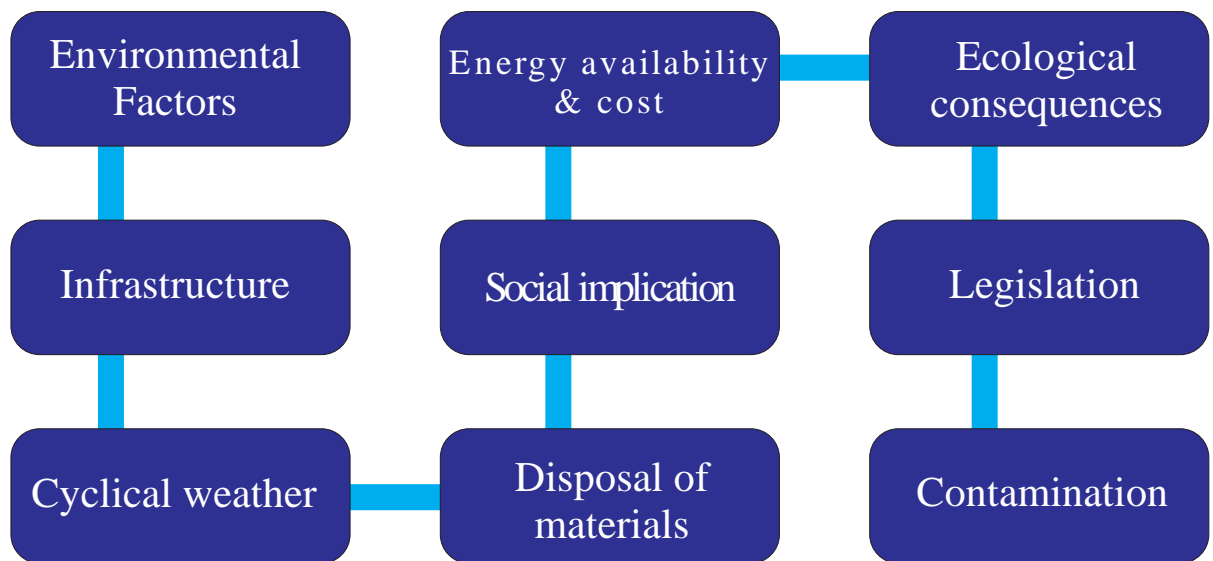


Figure 2.7: Environmental factors

Source: Adopted from Cradle, Paul & Turner (2010)

Environmental protection has become a key factor in the establishment of an organisation or a firm and this must firmly be regulated by the central government. Ghana has established a body known as Environmental Protection Agency under the laws of Ghana Act, 1994 (Act 490). The EPA is mandated by law to oversee all environmental issues and advise government accordingly.

Johnson, Whittington & Scholes (2009) identifies natural disasters or weather cycles such as monsoons can create too high a risk for firms to operate in a particular region. The physical conditions, extent, and maturity of a country's infrastructure may impose uneconomic costs on an organization. Weather conditions could also cause logistical problems at certain times of the year. Before operating in a country with high temperatures and humidity a firm may want to determine the availability, financial viability and the reliability of air conditioning.

Environmental factors include infrastructure, cyclical weather, disposal of materials, energy availability and cost, and the ecological consequences of production processes.

Porter's Five Forces

This is a framework developed by Porter (1980;1998). The five forces framework helps to identify the attractiveness of firms in relation to five competitive forces; the threat of entry, the threat of substitutes, the power of buyers, the power of suppliers and the extent of rivalry between competitors. These forces according to Porter make the structure of a firm. He asserts that an attractive firm structure offers good profit potential to its firm (Hough, Thompson Jr, Strickland, & Gamble, 2011; Johnson et al, 2011; Pearce & Robinson, 2013). Below is a model of Porter's five forces:

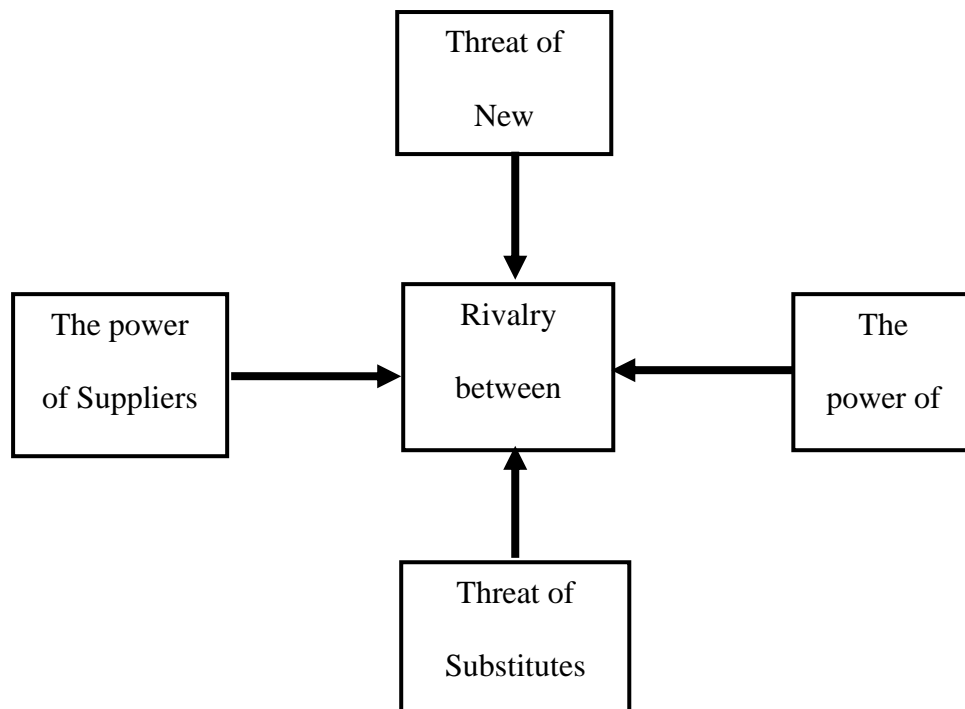


Figure 2.8 Porter's five Forces
 Source: Adapted from Hough et al, 2011

The threat of entry refers to the ability of a firm to enter a global market/industry. This is influenced by the degree of competition in the market. A good firm has higher barriers to entry to prevent new competitors. Such barriers include; scale and experience, access to supply or distribution channel, legislation, and differentiation (Hough et al, 2011; Johnson et al, 2011; Pearce & Robinson, 2013).

Substitutes are goods and services that offer similar benefit to an industry but through another process. A solar energy for instance can be a substitute for a hydropower to provide electricity, aluminium is also a substitute for steel in automobiles etc. Most managers concentrate on competitors in their own industries and neglect the threat posed by substitutes. This could reduce the demand for a product as customers change to the substitutes making the former product outmoded.

The third force is the power of buyers. Buyers are the direct customers and not the consumers. Powerful buyers are able to demand for cheap prices, improvement on goods and services which could reduce the profit of firms. Buyer power also increases when certain conditions prevail. They are; concentrated buyer who are a few large customers accounting for the majority sales. This increases their power. Low switching costs which occurs when buyers could easily switch between one supplier to another with a strong negotiation power. This then affects suppliers desperate for their business. The third is the buyer competition threat which occurs if the buyer has the capability to supply itself.

The power of suppliers is the fourth force. They supply the firms with what they need to produce goods and services. The factors that account for supplier power are the

reverse of that of buyers. They are; concentrated suppliers (where producers are more than supply, suppliers become powerful); high switching cost (when it is expensive to move from one supplier to another, firms become dependent on them) and supplier competition threat (suppliers increase their power when able to cut off all middle men). The last force is the competitive rivalry. This is when firms/organizations with similar goods and services are targeting same customers. Increase in competitive rivalries affects the performance of the existing firm (Hough et al, 2011; Johnson et al, 2011; Pearce & Robinson, 2013).

2.2.7.2 Strategy Implementation

Strategy implementation which is the second stage of David's also requires a firm to set up annual objectives, formulate policies, motivate employees, and allocate resources in order to execute formulated strategies. It has to do with developing action plans, identifying Critical success factors, redirecting marketing efforts, drawing budgets, making good use of information systems, as well as employee compensation to organizational performance. This phase is however referred to as the action stage because strategy formulated is put into action (David, 2011; Pearce & Robinson, 2011).

After strategy is formulated, it is then put into action by the identification of human resources, the allocation of budgets, and the adoption of efficient procedures. To be successful, management need involve key actors and also ensure team work towards developing key issues. First, is the organizational structure of the firm, which ensures effective communication between all employees, and outlines decision-making authority; the structure is to match the strategy and size of the firm. Second issue is

the organizational culture, which deals with essential assumptions and values that are shared by employees the way they are to perceive, think, feel, and behave in the firm. This, in effect is some of the critical success factors that could enhance firms growth and development (Al Hijji, 2014). Another key issue is the development of policies and measures that are important to be followed in providing services and managing different resources. Two key variables discussed under this stage are Action plan (as practice) and Critical Success Factors (as tool).

Action Plan (H1)

Pearce and Robinson, (2013:13) explained Action plan as a means of translating the generic and grand strategies into actions of four elements. The first element has to do with identifying specific action needed to be undertaken in the next one or less year as a form of building competitive advantage. Action plans also issue a clear time frame for its execution and completion. The element is about creating accountability to identify those responsible for specific actions. The fourth element is about having specific, measurable and realistic objectives that the action aims to achieve.

An action plan according to Nagy & Fawcett (2014) is an opportunity for management to turn a dream of the organization into a reality. It then makes the organization's vision easier to materialize. An action plan provides the framework upon which the strategies and action steps of the firm or organization would be used to meet its goals and objectives. Developing an action plan is a very crucial first step success of the firm. A good action plan predicts the firm's credibility; it increases efficiency, and makes the firm accountable. In addition, the action plan enhances team

work through equal share of responsibility among workers. This in effect makes a firm to grow and develop to remain competitive (Nagy & Fawcett, 2014).

Nagy and Fawcett (2014) however suggest that, management need to provide support and reinforcement during the planning process in order to be successful. They also indicate that, good planning takes much time; mostly for about months to produce a comprehensive plan of action. Therefore, it is important to recognize and appreciate the contributions of all participants, most especially key leaders. This will make them feel enthused the next time they are called upon to work. Firms are also encouraged by these authors to set goals before they start to develop their action plans.

The following are however important when developing an Action Plan:

Actions strategies - This talks about how key challenges of the firm would be addressed.

Tacks required - It refers to how specific strategies would be accomplished by listing the individual steps needed to achieve goals and objectives

Persons responsible – It involves the identification of people by management who will be responsible for the completion of tasks.

Additional resources - These are resources needed to complete the task. It is therefore important to identify such resources in the course of planning.

Time table - Planners need to specify the time for which each task is to be completed in order to meet the organization's targeted goals and objectives.

Status - This is to indicate whether action has commenced or not.

Performance measurement or milestones - this refers to the assessment tools needed to determine the success of each action identified upon completion. This could be done through developing programmes that will attract people, assigning qualified people to specific work, and providing motivation packages.

This addresses hypothesis one (1) which looks at the relative difference among strategic management practices employed by Ghanaian firms.

Critical Success Factors (H2)

Yadav and Barve (2014) refer to Critical Success Factors (CSFs) as the conditions, features, or variables that when properly nurtured, sustained, maintained or managed can have a significant effect on the success of the organization. Critical success factors have been applied to various management purposes resulting in various studies. For example hospital service quality by Shieh, Wu, and Huang (2010); business management by Trkman (2010); total quality management by Hietschold, Reinhardt, and Gurtner (2014) and supply chain management (SCM) by Power, Sohal, and Rahman (2001).

Bullen and Rockart (1986) referred to CSFs as few key areas where things must go right for a business to grow and in order to achieve a firm's goal. On the basis of a literature review and a pilot survey, 13 CSFs were identified for Indian SMEs to focus on during implementation of SCM. These are top management commitment, development of effective SCM strategy, devoted resources for supply chain, logistics synchronization, use of modern technologies, information sharing with supply chain members, forecasting of demand based on point of sales (POS), trust development in supply chain partners, developing just in time (JIT) capabilities in the system, development of reliable suppliers, higher flexibility in production system, focus on core strengths, and long-term vision for survival and growth.

The objective of this study was to identify the impact of CSFs for SCM on the performance of Indian SMEs in the context of emerging global market. From their study, it was observed that the critical success factors (CSFs) had positive impact on various groups of performance such as customer service and satisfaction, innovation and growth, financial performance, and internal business of Indian SMEs. Further finding on analysis sector of firms showed that different CSFs impact on varying performance criteria in different sectors. It was also opined that to confront the challenges of a global market, firms in India are now recognizing the value of CSFs implementation on a larger scale. Firms are however encouraged to make use of CSFs and keep them in mind while deciding their priorities. (Kumar, Singh, & Shankar, 2014). This addresses hypothesis two (2) which looks at the relative difference among strategic management tools employed by Ghanaian firms.

2.2.7.3 Strategic Control and Evaluation

Strategy control and evaluation is the third phase of the strategic management model. Managers frantically pay attention to which particular strategies are not effective enough. Strategy evaluation is about getting information on such strategies. Every strategy according to (Al Hijji, 2014; and David, 2011) is subject to future change. This is because external and internal factors are regularly changing. Competitors are equally doing everything possible to meet the changing demands of consumers. This is achieved through ongoing evaluation. Competitor analysis and break-even analysis are the practices and tools identified in this phase. Strategy evaluation is needed to keep firms in the global market. A firm which is able to take strategy-evaluation serious is able to gain competitive advantage over its competitors (David, 2011; Pearce & Robinson, 2011).

This stage is to ensure that the quality of services provided, and the performance of all firm's units and employees are well-matched with its requirements. This is done through close supervision of the employees, and continuous evaluation of services. Quality control is achieved through a system of quality monitoring at every stage of the implementation process. The measurement process is carried out to look at the extent to which the firm's performance meets these factors. There is the opinion therefore that, the blend of the two methods helps in getting better results. The framework however suggests that, internal evaluation should be done on an ongoing basis and applied by management at every level of the firm. More so, the external evaluation which focuses on competitors should be conducted at least once during the period of the strategy.

Firms are to use the results of the various measurements to monitor the direction of the strategy implementation, so as to decide on the action plans. Moreover, the evaluation and control are to explore the strengths and the weaknesses of employees, in relation to the motivation system and training programs. The results of the different kinds of measures help the firm's management to identify issues that must be considered when developing further strategies (Al Hijji, 2014). Two variables that conform the study under this stage are ongoing evaluation and competitor analysis (as practices) and Break Even Analysis (as a tool).

Ongoing Evaluation and Control (H1)

Ongoing evaluation and control systems are among the most essential practices of strategic management because of their ability to allow managers to monitor performance and readdress firms' actions when necessary. Traditionally, strategic

controls have been thought of as systems that help to implement strategies as planned. The rapid change in Firm's environments, nevertheless, has caused many to reconsider and expand upon this view (David, 2011; Al Hijji, 2014).

According to Pearce and Robinson (2013), the evaluation and control is the point at which the results of a given strategy are monitored and determined with regards to how many goals have been achieved. According to him, Strategy evaluation includes three main activities as Review of main principles of firms' strategy; Compare expected results with actual result; Taking corrective action to ensure the accuracy of performance and operation based on plans. Meanwhile, there are criteria for strategy evaluation, Procedure stabilities such as their Compatibility with environmental factors; Feasibility; and having a competitive advantage.

Arens, Elder, and Beasley (2006) made reference to Control activities such as policies, procedures and practices that assure management that their objectives would be achieved. They also suggest that control activities relate to policies and procedures pertaining to the segregation of duties, information processing, physical control and performance reviews. In short, the internal control activity components include policies and procedures designed to ensure that management's directives are effectively implemented.

The monitoring factor on the other hand refers to a process of assessing the quality of controls. It covers current and periodical evaluations of the external supervision of internal controls by management or other parties outside the process. Monitoring

ensures that controls are operating as intended and that they are modified appropriately to cater for changes in conditions (Arens, Elder, & Beasley, 2006: 283).

Arens et al, (2006) argued that core objective of an internal control system is to provide the firm with a foundation for evaluating the success of internal control. It has been suggested that periodic monitoring may be useful and provides a chance to think about the constant usefulness of the ongoing actions. Henri (2006) has also argued that monitoring activity is more successful in situations that echo a regular course of action. On the other hand, firms that operate in dynamic environments and are characterized by unofficial internal control activities may necessitate monitoring to ensure that the continuous changes are in line with the firm's objectives. The main issue therefore is the amount of monitoring necessary to interact with internal control activities so as to ensure the best value of internal control systems for firms that operate with different strategic orientations is achieved.

Competitor Analysis (H1)

Competitor analysis is another practice under the third stage of the mode. It refers to how a firm is able to identify specific values of its competitors in order to take competitor advantage over them. This is achieved if management is able to design good strategies in understanding the firm's industry and competition (Pearce & Robinson, 2013; Al Hijji, 2014).

Pearce & Robinson (2013) suggest the following as factors that could help managers and CEOs identify their prospective competitors;

- (i) “How do other firms define the scope of their market?”. This implies ones firms have same definitions of their industry, they are likely to see each others as competitors.
- (ii) “How similar are the benefits the customers derive from the products and services that other firms offer?”. Ones firms are producing similar goods and services to their customers, there is the likelihood of increase in substitute among firms. This then makes firms quite aggressive in introducing new products in the market to meet their customers’ needs and expectations, hence becoming competitive. A typical example is what is pertaining in the banking and insurance sectors. They keep on introducing new products to attract customers. In the manufacturing sector also, most especially with alcoholic beverages, manufacturers keep adding new taste and value to their products.
- (iii) “How committed are the other firms to the industry?”. This is a very important question which needs to be critically considered by competitors because it highlights the long-term goals and objectives of firms. Vital information or data of competitors are highly needed to track their progress and commitment levels. Such data could provide information on their intention to expand facilities, introduce new products and among others.

Pearce & Robinson (2013) also came out that management need to avoid certain vital mistakes when identifying competitors. They include overemphasising existing competitors whilst ignoring potential entrants. Paying attention to the larger competitors and ignoring the smaller ones. Overlooking potential international competitors, not being fast to read a shift in the focus of competitors as far as products and strategies are concern, thinking the purpose of strategy is to outsmart the

competitors and not paying attention to customers' needs and expectations among other some of the mishaps that can be encountered in competitor analysis.

It is therefore important for firms to note that competitiveness helps firms to improve their chances of designing strategies that could increase their access to environmental opportunities available.

Break Even Analysis (BEA)(H2)

Break Even Analysis as a strategic management tool answers questions such as “what is the minimum level of sales that ensure the firm will not experience lost” or “how much can sales be decreased and the firm still continue to be profitable”. It analyses the level of sales at which a firm is likely to make a zero profit. This approach determines the sales a firm needs to break even (Baker, 2000; Cartwright, 2002).

Break -even point is determined at the point where total income from sales is equal to total expenses (fixed and variable). In other words, the point corresponds to the level of production capacity, under which the firm works at a lost. The authors further explained, if all the firm's expenses were variable, break –even analysis is then not relevant. However, in practice, total cost could be considerably affected by long-term investment of the firm that produces fix-cost. A firm therefore needs to satisfy its shareholders by estimating the level of goods or services sold that covers both fixed and variable cost.

Others also came out that, Break even Analysis is based on identifying production cost with variable cost (cost that change when the production output changes) and fixed cost (cost which is not directly related to the amount of production). The fixed

cost covers expenses on administration, rent, overheads, depreciation and others. Variable cost on the other hand covers expenses on wages, raw materials, and seller's commission. In spite of the fixed and variable costs, others such as plant maintenance, cost of utilities, and insurance associated with the factory and production manager's wages, are given special treatment. Total variable and fix cost are therefore compared with sales revenue so as to determine the amount of sales or production at which the business makes neither a profit nor a lost (Lancaster, & Massingham, 2000; Ross, Westerfield, & Jaffe, 2002).

2.3 Further Empirical Literature on Firms' Behaviour

This section reviews related work of some authors on strategic management practices and tools of firms. Various strategies were identified as relevant to firm performance and competitiveness.

Dermol (2012), in her study in Slovenia on relationship between mission statement and company performance identified that, Companies which had a mission statement focusing on company performance and growth do not give the notion to be more successful than other companies with or without mission statement. Rather, companies that focus their mission statements on the implementation of various resources and relationships gave the notion of being able to enhance performance. However, the scope of mission statements might be exceptional for Slovenian firms. Demol's (2012) findings therefore implies that it is critical for firms to state their missions with reference to the scope or components of the mission statement so as to enhance performance.

A quantitative study which explored the mediating role of organizational commitment in explaining and clarifying the relationship between mission statement and performance in the non-profit health care setting was conducted by Macedo and Pinho (2006) in Portugal. The study revealed that, organizational commitment is an important mediator on the linkage between mission and performance. This implies that mission statement can enhance performance only if there is some level of commitment from the firm or organization.

However, a very current study by Williams, Morrell, and Mullane (2014) on reinvigorating the mission statement through top management commitment suggest that, the influence of mission statements on firm performance has been studied and debated, but no reliable results was arrived at. The study however suggests that, it is as a result of moderating influences, particularly the commitment of top management, and if not well studied, will influence outcomes.

In another related literature on strategic management practices of small firms in emerging industries with regards to health biotechnology firms in Pretoria, Lerato (2008) opined that, small firms in emerging industries support and predominantly subscribe to strategic management practices as important towards firms' competitiveness. Green and Medlin (2003) for instance developed a scale to measure mission statement excellence and then tested its connection with financial performance. They also arrived at a positive and significant relationship.

Allen and Hwlms (2006) also conducted a study on Linking strategic practices and organizational performance to Porter's generic strategies and came out with these

findings. Innovation as an approach to differentiation strategy was seen to be the most significant factor for success. Encouraging innovation and creativity in marketing technology and methods were both significant practices. This according to them was evidenced in Hewlett-Packard (HP) Company. HP was developed on core values of innovation and creativity, using the motto “invent” in the firm’s marketing. This to him, was in place since a firm in the information technology sector constantly need to innovate in order to remain in the competitive market

Allen and Helms (2006) also found that the practices of both focus and differentiation strategy enhance firm performance by the production of products or services for high price market segments as well as providing special products and services. An automobile firm like Ferrari for instance uses a focus-differentiation hybrid strategy. Ferrari targeted a small segment of the car buying public that was ready to pay for an ultra-high performance vehicle and it led to the success of the firm. Even though these practices were not captured in literature, it is relevant to this work due to their suggestion which binds all strategic management practices. They opined that, firms need to relate strategic practices to their chosen generic strategy to enhance organizational performance.

Soh (2014) in a study of Comparing Foreign and Domestic Strategic Investment Decisions under studied eighteen (18) Singaporean strategic decisions from the primary, secondary and tertiary industries. The groups were divided into nine (9) cases with Singaporean FDIs and nine (9) domestic investment cases in China. Findings from the study revealed high performing firms in market oriented, at high rate, and fast changing environments are usually ready in risk taking when investing

in their businesses, and are likely to invest overseas to gain competitive advantage. Singaporean FDIs focused more on acquisition of knowledge and foreign partners. This was to enable them lessen their risk level as well as enhance their competitive awareness. Domestic investments on the other hand, sole decisions made by its key decision maker or little from its financial director. Cost reduction, customer satisfaction and a shorter decision period are ways to reduce risk by the firms embarking on the investments was their strategic tools. Firms that enter into foreign investment are to perform better. Soh (2014) however found that competitive advantage and financial strength is vital in strategic decisions for the Singapore, Japan and Anglo-Saxon companies.

Rahmani, Hajari, Karimian and Hajilo (2013), conducted a study that investigated Rural Tourism Development Strategies Using SWOT analysis. The study looked at strategies and guidelines that could aid tourism within Ghasran District of Shemiranat city, Tehran, Iran, using a survey, field studies and Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The study revealed that vulnerability threshold for rural areas can be extremely high due to openness to tourists. They therefore suggest that policies need to be reviewed and also present appropriate policies that will remove the limitations and as well enhance relative advantages to the tourism centers. This review affirm the fact that SWOT analysis is critical to ascertain the strengths, weaknesses, opportunities and threats both within and outside the environment for the firm's growth and development.

In a related literature on strategic management practices of small firms in emerging industries with regards to health biotechnology firms in Pretoria, Lerato (2008),

opined that, small firms in emerging industries support and predominantly subscribe to strategic management practices as important towards firms' competitiveness. This was however supported by McCarthy (2003), who in his study came out that strategic management practices are largely dominant in small firms.

In linking strategic practices to firm performance for instance, revealed a positive relationship (Kraus, Harms & Schwarz, 2006). Their findings were characterized by the length of time of the strategic practices and the rate of evaluation and controls by management. This therefore suggests that, strategic management practices are very instrumental in enhancing firm growth and development in the global market.

Pamulu (2010) also conducted a study on strategic management practices of construction industries in Indonesia. His finding suggests firms gain competitive advantage and performance in employing strategic practices.

2.4 Firm Demographics

In line with other studies, (eg Bullen & Rockart 1986), this study also examines the association between firm demographics and the strategic management practices and tools adopted by firms (H3 & H4). Demographic characteristics like gender, age, educational qualification or attainments of individual personnels or managers as well as the firm characteristics have a key influence on the strategic management decisions or practices adopted by firms (Nwosu, 1981; Abumere et al., 1998; Ogundele, 2000; Ogunsiji, 2012).

Men and women differ in their role, responsibilities and performance in different areas of endeavour. The strategic management decisions of firm are dependent on resources at the disposal of firms and individual entrepreneurs. There is gender differences in the ownership and access and control of resources (Rocheleau, 1996). Gender is found to rarely be a key issue in policy or strategic initiatives (Denton, 2002; Masika, 2002). Implicitly, there is high possibility of demographic differences in strategic management practices and tools employed or adopted.

The educational attainment, specifically technical education of management personnels have been argued to have a strong association on the strategic management practices and tools adopted by firms (Hofer and Schendel, 1978; Lyles, 1981). According to Maslow (1954), Sole (2012) posit that most models of strategic management practices or strategic decision making presumes knowledge of theory formulation.

Marimuthu and Kolandaisamy (2009) examined the association between demographic diversity in top level management and firm performance. The study found the effect of demographic diversities of top management team to have no significant influence on firm performance. They attributed this result to the fact that woman play or have limited role to play at the strategic level. Thus, women participation in some areas at the strategic level was limited. They also linked the insignificance to the perception of stakeholders on women inability to handle crisis (Shockley-Zalabak, 1981) as compared to men.

Also Knight et al. (1999) found location, functional diversity, age diversity, and educational diversity of firms to negatively impact on strategic consensus of firm whilst the employment tenure diversity reported positive effect on strategic consensus. The study made use of the structural equation model in its analysis of top management teams of 83 high-technology firms located in mid-Atlantic region in the United States and some members of an Ireland based subsidiary of the U.S multinational firms.

2.5 Conceptual Framework

The above concepts that informs the conceptual framework for the study is represented on the figure 2.9 below.

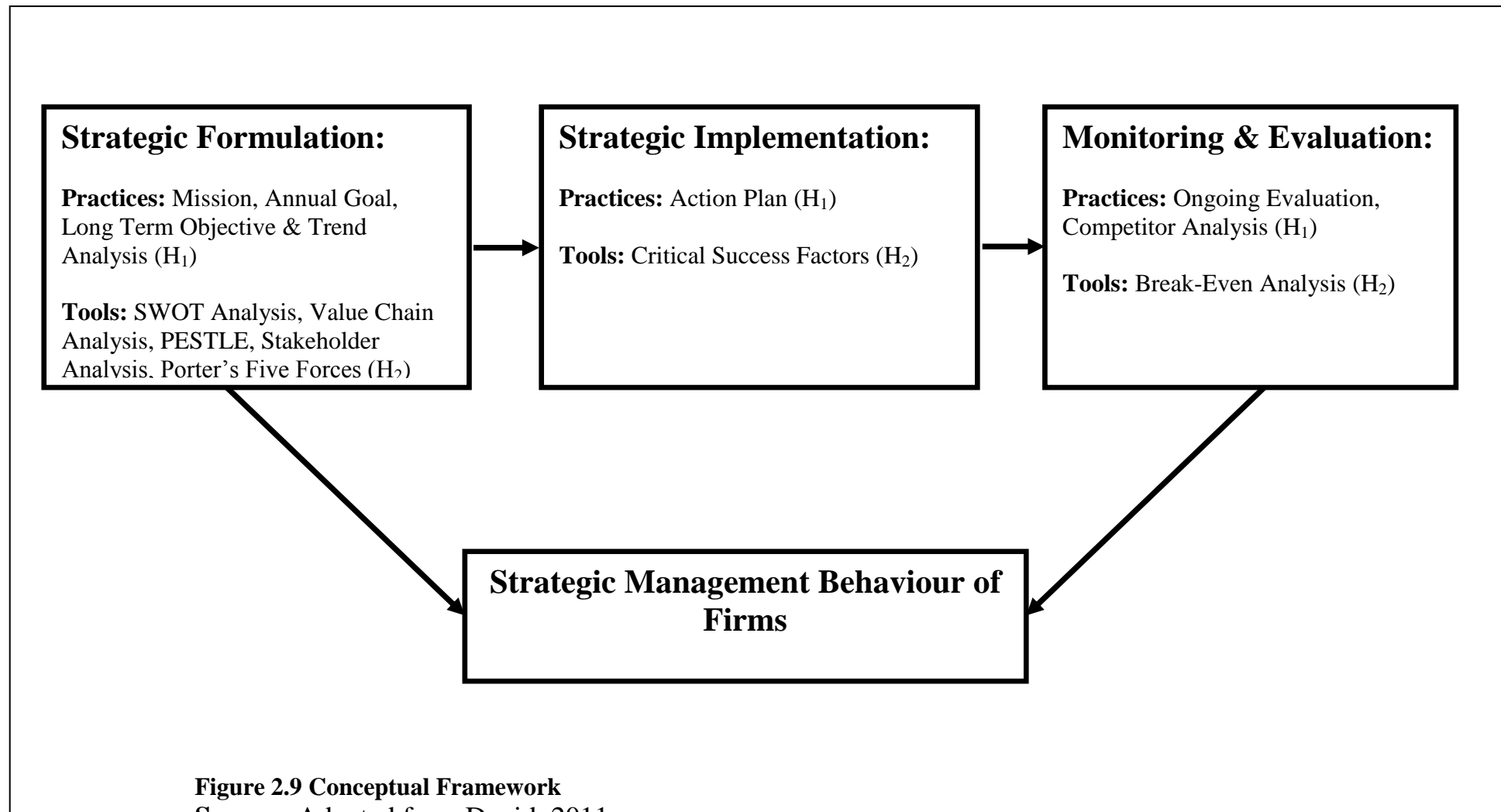


Figure 2.9 Conceptual Framework
Source: Adapted from David, 2011

2.6 Summary of the Hypotheses for the Study (see Chapter 1 Sub-Section 1.5)

H1: There would be a relative difference among strategic management practices employed by Ghanaian firms.

H2: There would be a relative difference among strategic management tools employed by Ghanaian firms

H3a: There is a significant association between firm sector and strategic management practices.

H3b: There is a significant association between firm size and strategic management practices.

H3c: There is a significant association between firm ownership and strategic management practices.

H4a: There would be a significant association between firm sector and strategic management tools.

H4b: There would be a significant association between firm size and strategic management tools.

H4c: There would be a significant association between firm ownership and strategic management tools.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

The study seeks to understudy strategic management behaviour of firms from emerging markets with evidence from Ghana. This chapter therefore deals with the methodology which covers research design, population, sample and sampling technique, instrument for data collection, ethical consideration and data analysis.

3.2 Research Design

This is a survey research and the design used for the study was quantitative. Creswell (2007) is of the view that research design guides in the methods and decisions made by the researcher in his/her study. The survey widely uses a technique that asks many questions about the beliefs, opinions, characteristics, and past and present behavior of respondents or samples under study (Neuman, 2003). Saunders, Lewis and Thornhill (2007) explained that, the quantitative approach is appropriate when the researcher is conducting a numerical study. This approach was used to elicit information on strategic management practices of firm from emerging markets where Ghana is evidenced. The approach was appropriate for the study because it enabled the researcher to cover wider number of firms. More so, it gave respondents the chance to analyze concepts and practices used by their firms.

3.3 Population

According to Burns and Grove (2003) a research population consists of all the elements that meet the criteria for inclusion in a study. For this study however, the population comprised of all firms in Accra. These firms are both manufacturing and

service oriented firms. However, the accessible population was respondents in managerial positions or heading units within their firms. This population was chosen because Accra being the capital city of Ghana is the central point for all developmental activities and projects. According to the Ghana Statistical Service (2010), Accra being a cosmopolitan area in nature also attracts many businesses, firms, companies, corporate institutions, and other organizations which are either profit or non-profit organizations.

Also, the study population was chosen because Accra is a major commercial city with the largest number of firms as compared to other regions in Ghana. It is also noted for other capital oriented activities. Nevertheless, the head offices of most firms are located in Accra including the decision making arms. This therefore made it necessary to choose Accra as the population for the study (Abor, Adjasi, & Hasford, 2008).

3.4 Sample and Sampling Technique

A sample size of 390 respondents was drawn from the population. The targeted respondents were people in leadership or managerial positions. This was to inform whether they were making use of strategic management practices and tools in their firms. As a result of challenges with sampling frames of Ghana, the non-probability purposive sampling and convenience sampling method were used to select the sample. Non-Probability purposive sampling method was used due to the fact that the probability of selecting each firm was difficult to determine (Rosnow & Rosenthal, 1999).

Purposive sampling technique was however used to enable the researcher locate a targeted sample in a particular place and time. This made it easier to meet researcher's needs. According to Saunders, Lewis and Thornhill (2007), purposive sampling enables one to select cases which enables him/her answer the research questions and meet research objectives. Owing to the limitation of budget and time constraint of the study, respondents in close proximity were conveniently sampled. Also, the study considered enterprises that the researcher had had prior engagements with and was familiar with in order to cut cost and delay associated with randomly sampling prospective target respondents. Another cost minimization strategy adopted was to employ the services of students from the business school who willingly aided in the execution of the questionnaire. These students were required to reach out to managers and firm leaders who are easily accessible to them.

3.5 Unit of Analysis

The unit of analysis refers to what is being described in the study. They are the things we examine in order to create summary descriptions of them and explain differences among them (Crossman, 2013; Kumekpor, 2002). The unit of analysis therefore focuses on the measurable units identified in the instrument for data collection. For the purpose of this study, the Units of Analysis are strategic management practices and tools employed by the firms.

3.6 Instruments for Data Collection

Questionnaire was solely used to collect data from the field. This was designed with the help of my supervisor. Rosenow and Rosenthal (1999), assert that questionnaires ensure flexibility for large sample size. It is also economical with regards to time and

money; and ensures anonymity. The questionnaire was developed based on the review of extant literature.

In all, the questionnaire was organized into three sections namely; demographics, strategic management practices of firms, and strategic management tools. Items in sections 2 and 3 were measured using a five-point Likert scale. Thus, with the strategic management practices, they ranged from 1(no emphasis) to 5 (very strong emphasis). The instrument on the tools on the other hand ranged from 1 (not used) to 5 (regularly used).

The questions were closed – ended and open-ended. The closed-ended questions made it easier and less time consuming for the respondents. To provide room for in-depth questions, few open-ended questions were asked. Thus questions about the demographics of the firm (year of firm, size of firm and positions/rank of respondents) were asked using open-ended questions.

3.7 Validity and Reliability

Reliability and validity in quantitative research refers to credibility in the instrument construction (Golafshani, 2003). In some research, the credibility of the instrument depends largely on the ability and effort of the researcher (Golafshani, 2003). So, the ability and effort exerted by a researcher could determine whether data is valid or reliable. The maintenance of minimum bias in quantitative studies is necessary to qualify a quantitative data as reliable. Opare-Henaku (2006) asserts that reliability does not imply getting the same results. Also, the concept of ‘consistency’ and ‘dependability’ has both been related to the concept of reliability in qualitative

research (Clont, 1992; Seale, 1999). To measure the internal consistency in the variables introduced in the questionnaire, the study estimated the cronbach alpha. In addition, the study used the skewness and kurtosis to determine the nature and form of collected data.

3.8 Ethical Considerations

Adhering to ethical requirements helps promote, among other things, the purpose of the research through original knowledge production rather than fabrication and misinterpretation of data (Quarshie, 2011). The most prominent issue among ethical considerations is the issue of informed consent. This requires that participants in a study are provided with all necessary information that will give them a holistic and comprehensive idea of the aims and objectives of the research (Silverman, 2006).

Following the introduction, the researcher clearly stated that participation in the study was strictly voluntary. To this effect, the researcher presented the respondents with the consent form (which is in conformity with the ethical guidelines of the School of Graduate Studies of the University of Ghana) that spelled out strict anonymity and non-disclosure of basic personal characteristics of respondents. Participants were assured that information collected would be used solely for educational purposes and nothing besides that. Also, another way the researcher ensured participants' confidentiality was collecting their names and complementary cards after and not before the interview. This was done to reassure them of anonymity and also to make them feel comfortable throughout the interviewing process. Afterwards, the researcher instead used pseudo names as a means or system of identifying who the participants were.

3.9 Administration of Research Instrument

Introductory letters were taken from the department of Organization and Human Resource Management (OHRM) of the University of Ghana, Business School. Copies were run and attached to each individual questionnaire. This made distribution of questions very easy for students sent to the field to collect the data.

3.10 Data Analysis

To ensure meaningful, reliable and valid conclusion and recommendations, descriptive statistical tools in the form of percentages and tables were used to analyze the data. The Statistical Package for Social Sciences (SPSS) version 20 was used to analyze the data. Interpretations were however done using the mean, standard deviation, and Analysis of Variance (ANOVA). A one-way ANOVA was used to find which firm demographic (sector, size and ownership) differs on strategic tools. To ensure normality, validity and reliability of instrument, kurtosis, skewness and reliability coefficient (Cronbach alpha) were used.

3.11 Conclusion

The chapter looked at the design and how data was collected and analyzed. The next chapter however was concerned with the data analysis and discussion of findings in congruence with reviewed literature.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter looks at the data analysis and discussion of results. Detailed description of data is presented. This is followed by discussion of results.

4.2 Descriptive Statistics

Overall, the sample for the study consists of 390 respondents. The number of respondents from each industry was categorized into seven (7) sub-sections. The Banking sector accounted for 25.9% of respondents. The Hotel sector accounted for 0.5% while Food and manufacturing sector represent 8.2% of respondents. The transportation sector represents 3.3%, the education sector accounted for 5.1%, the Insurance sector also represent 7.2% whilst other sectors not specified accounted for 49.7% of respondents. In terms of gender distribution, 80.8% were males whilst 19.2% were female. In terms of the ownership of firms in Accra, 13.6% of respondents represent wholly foreign firms. 68.7% of respondents represent wholly local firms whilst 17.7% of respondents represent joint ventured firms. The average firm size of sample is 393 whilst firm age is 24. Table 4.1 represents the descriptive statistics of the categorical variables (owner and firm demographics) whilst table 4.2 shows the descriptive statistics of the continuous variable (firm age and size).

To test hypotheses, normality of the data has to be established. This aspect of the analysis is on strategic management practices and tools. Therefore, a composite score of each of the practices were used. Parametric tests were used because they make assumptions about ratio or interval scale of measurement, normality of distribution,

homogeneity of variances and independent errors. These assumptions ensure that the samples used in a study have the same characteristics as the population of concern. The distribution of the composite scores of strategic management practices and tools are presented including means, standard deviation, skewness, kurtosis and reliability coefficient. Skewness, kurtosis and reliability coefficient were basically used to test the validity, normality and reliability of instruments. Although the sample size was 390, the study recorded no responses for some questions on the questionnaire. This resulted in the observation of missing values for some of the questions. The missing values however, are not significant to influence the outcome of the analysis.

Table 4.1: Owner and Firm Demographic Distribution

Characteristic	Freq.	Percentages (%)	Cum. Freq. %
Sector of firm			
Hotel	2	.5	.5
Transportation	13	3.3	3.8
Food	14	3.6	7.4
Manufacturing	18	4.6	12.1
Education	20	5.1	17.2
Insurance	28	7.2	24.4
Banking	101	25.9	50.3
Others	194	49.7	100.0
Sex of Owner			
Male	315	80.8	80.8
Female	75	19.2	100.0
Ownership of firm			
Wholly foreign	53	13.6	13.6
Wholly local	268	68.7	82.6
Joint venture	69	17.7	100.0

Source: Field Data, 2015

Table 4.2: Descriptive Statistics of Firm Age and Size.

Characteristic	N	Mean	Std. Deviation	Max	Min
Firm size	378	392.50	932.026	700	150
Firm age	379	23.9974	27.21942	2	1

Source: Field Data, 2015

Table 4.3: Means, SD, Skewness, Kurtosis and Alpha Reliabilities of key study

Variable	Mean	SD	Skewness	Kurtosis	Cronbach α	Min.	Max.
Strategic Practices	28.62	5.15	-1.25	1.76	.82	.00	35
Strategic Tools	55.55	18.30	.05	-.64	.94	10	95

variables

Source: Field Data, 2015

With the minimum and maximum scores of each of the variables noted, an average score of 28.62(SD= 5.15) for Practices and 55.55 (SD=18.30) for tools imply that the firms put much emphasis on most of the practices (mission statement, annual goals, long-term objective....) whilst often using the tools (Critical success factors, SWOT analysis,) as well. Reliability test conducted indicate that the items used in measuring concepts are highly reliable. The scales for practices and tools yielded acceptable results of Cronbach's alpha coefficients above .80. Again, skewness and kurtosis were used to establish normality of the data on the composite scores. Skewness and kurtosis values falling within ± 2 are acceptable in proving the normality of a distribution (George & Malley, 2010) Statistical test of normality in this study showed that all the variables are normally distributed.

4.3 Results of Hypotheses

H1: There would be a relative difference among strategic management practices employed by Ghanaian firms.

From the literature, strategic management practices are broad, consisting of vision, mission, policies, activities, budgets, programmes, and among others (Pearse & Robinson, 2013; Johnson, Whittington & Scoles, 2011; and Thompson, Peteraf, Gamble & Strickland, 2012). Of these, the major ones are; development of annual goals, development of long-term goals, Action plans, mission statement, strategic evaluation, trend analysis, and competitor analysis (Pearse & Robinson, 2013; Johnson, Whittington & Scoles, 2011; and Thompson, Peteraf, Gamble & Strickland, 2012).

To examine the relative differences of strategic management practices employed by Ghanaian firms, the mean ranking based on the descriptive analysis were employed. Following this technique, the result is represented in Table 4.4 below on the scale of 1(no emphasis) to 5 (very strong emphasis).

It was revealed that annual goals had the highest mean, implying that it is the strategic management practice most often emphasized by Ghanaian firms. It is then followed by long-term goals, short-term action plans, mission statement, ongoing evaluation and trend analysis. The bottom least emphasized practice is competitor analysis but it is also closer to 4 which is labeled 'strong emphases. In other words, the descriptive table shows that firms in Ghana in general regard strategic management practices as very important in gaining competitive advantage and ensuring performance. Thus, there is a relative difference in the strategic management practices used by Ghanaian

firms which confirms the stated hypothesis. Table 4.5 however ranked the practices employed by firms in three new groups as high, moderate and low.

Table 4. 4: Descriptive Statistics of Emphasis of Strategic Management Practices

Strategic Practices	N	Mean	Std. Deviation
Annual goals	386	4.41	.842
Long-term goals	387	4.26	.916
Action plans	387	4.21	.930
Mission statement	387	4.19	1.087
Ongoing evaluation	389	4.15	.974
Trend analysis	383	3.90	1.081
Competitor analysis	383	3.79	1.198

Source: Field Data, 2015

Table 4.5: Relative strength of Strategic Management Practices Employed

Ranks	Practices	Mean rank	Std. Deviation
	Annual goals	4.41	.842
High	Long-term goal	4.26	.916
	Action plan	4.21	.916
Moderate	Mission statement	4.19	1.087
	Ongoing evaluation	4.15	.974
Low	Trend analysis	3.90	1.081
	Competitor analysis	3.79	1.198

Source: Field Data, 2015

H2: There would be a relative difference among strategic management tools employed by Ghanaian firms

Likewise the strategic management practices, strategic management tools are also broad in literature namely; CSFs, SWOT analysis, stakeholder, value chain, PEST, break-even, Porter's five force, and sensitivity analysis (Pearse & Robinson, 2013; Johnson, Whittington & Scoles, 2011; and Thompson, Peteraf, Gamble & Strickland, 2012). These tools are selected because they can commonly be applied. To examine the relative differences of strategic management tools employed by Ghanaian firms, the mean ranking based on the descriptive analysis were employed. Following this technique, the result is represented in Table 4.6 below on the scale of 1(not used) to 5 (regularly used).

Whilst it is evident that most firms use many of the well-known strategic tools, analysis of CSFs and Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis were the most regularly used tools. Others are Stakeholder analysis, breakeven analysis, and Value chain analysis. However, PEST or PESTEL and Porter's five-force, were found to be less often used. Comparing the tools with the practices it can be concluded that the latter are being employed more than the former. Whilst the practices had means equal to 'strong emphasis' or 'very strong emphasis' the means of few of the tools are; 'used', 'neutral' or 'hardly used'. Therefore, the second hypothesis is supported. Similar to other studies, the result have been re-grouped and presented as high, moderate and low. This is however shown in Table 4.7 below.

Table 4. 6: Descriptive Statistics of Strategic Management Tools

Tools	N	Mean	Std. Deviation
Analysis of "critical" success factors (CSFs)	374	3.89	1.241
SWOT analysis	384	3.87	1.272
stakeholder analysis	372	3.52	1.339
Break even analysis	372	3.45	1.338
Value chain analysis	365	3.21	1.449
PEST or PESTEL analysis	365	3.18	1.472
Porter's five-force	358	2.89	1.482

Source: Field Data, 2015

Table 4.7: Relative strength of Strategic Management Tools Employed

Ranks	Practices	mean	standard Deviation
High	CSFs	3.89	1.241
	SWOT analysis	3.87	1.272
	Stakeholder analysis	3.52	1.339
Moderate	Break even analysis	3.45	1.338
	Value chain analysis	3.21	1.449
	PEST or PESTEL	3.18	1.476
Low	Porter's five forces	2.89	1.482

Source: Field Data, 2015

Having examined the most widely used strategic management practices among Ghanaian firms, the next hypothesis seeks to identify whether or not there is a significant association in the use of these practices based on firm demographics. Analyses of these demographics are found in three different one-way ANOVA tables (firm sector, ownership and size of firms).

Having re-grouped sector of firm into two (service and manufacturing), one-way ANOVA was used to explore differences in composite scores of practices. No significant difference was however found. i.e. strategic management practices $F(1, 384) = .102, p=.749$; But when each of the practices were analyzed, there were differences on mission statement $F(1, 386)= 4.476, p=.035$; showing that Service firms ($M=4.22; SD=1.07$) had more emphasis on mission statement than Manufacturing firms ($M=3.67; SD=1.37$), and Competitor analysis $F(1, 382)= 6.656, p=.010$; showing that Manufacturing firms ($M=4.12; SD=.86$) put more emphasis on competitor analysis than Service firms ($M=3.76; SD=1.21$).

H3a: There is a significant association between firm sector and strategic management practices.

Table 4.8: ANOVA for Strategic Management Practices on Firm Sector

			Mean				
Source of variance			Sum of Squares	df	Square	F	Sig.
Total	Practices	Between Groups	2.718	1	2.718	.102	.749
		Within Groups	10299.118	388	26.544		
		Total	10301.836	389			

Source: Field Data, 2015

To analyze the firm size in relation to the practices, firms' sizes were grouped into three levels; large, medium and small based on UNIDO's definition of firms for Developing Countries. Firms which have employees more than 100 are large firms, medium firms are those that have employees ranging between 20 -99 whilst small

firms have employees ranging from 5-19 (Quartey & Kayanula, 2000). A one-way ANOVA was however used because the firm sizes were grouped into three levels. From the Table below, it is evident that there is statistically a significance association of $p=.003$. This implies that firm size influence the strategic practices. A Multiple Comparisons of the mean of each level revealed a significant difference on large firms at $M= -2.07125$, $p=.001$ whilst the medium firm was at $M= -.50909$, $p=.451$. Comparison with the other levels is still less as compared to large firms. This is an indication that, the larger the firm, the more they make use of strategic management practices. This description therefore supports H3a.

H3b: There is a significant association between firm size and strategic management practices

Table 4.9: ANOVA for Strategic Management Practices by size of Firms

Source of variance		Sum of Squares	df	Mean Square	F	Sig.
Total Practices Score	Between Groups	308.477	2	154.239	5.903	.003
	Within Groups	9798.499	375	26.129		
	Total	10106.976	377			

Source: Field Data, 2015

The other firm demographic factor explored is ownership of firm differences on the strategic management practices i.e. whether firms that are wholly foreign, joint venture or wholly local differ on their emphasis on strategic practices. Since there are three levels of ownership, a one-way ANOVA was used. From Table below, a significant difference was found on the strategic management practices $F(2, 389) = 5.703$, $p=.004$. Multiple comparisons for practices revealed that joint venture firms

($M=30.23$; $SD=4.65$) had more emphasis than wholly local firms ($M=28.06$; $SD=5.20$) but no significant difference existed between wholly foreign ($M=29.38$; $SD=5.06$) and joint venture firms and between wholly foreign and wholly local. When each of the practices were analyzed, all but Mission statement $F(2, 386) = .229$, $p=.796$ and short-term action plans $F(2, 386) = .165$, $p=.848$ reached statistical significance. Thus, trend analysis $F(2, 382) = 3.458$, $p=.032$; Long-term goals $F(2, 382) = 3.458$, $p=.032$, Annual goals $F(2, 382) = 3.458$, $p=.032$ and Ongoing evaluation $F(2, 382) = 3.458$, $p=.032$ were significant indicating that joint venture firms had more emphasis on them than the wholly local firms with no difference between wholly foreign and joint venture firms and between wholly foreign and wholly local. For Competitor analysis which was also significant though, $F(2, 382) = 8.835$, $p=.000$; apart from the significant difference between wholly local ($M=3.62$; $SD=1.21$) and Joint venture ($M=4.19$; $SD=1.05$), there was also a significant difference between wholly local and wholly foreign; indicating that wholly foreign firms ($M=4.04$; $SD=1.10$) emphasize competitor analysis more than wholly local firms.

It can therefore be concluded that the third hypothesis (H3a, H3b and H3c) was supported; that there are firm demographic differences in the strategic management practices emphasized by the firms.

H3c: There is a significant association between firm ownership and strategic management practices.

Table 4.10: ANOVA for Strategic Management Practices by Ownership

		Sum	of	Mean		
		Squares	df	Square	F	Sig.
Total Practices	Between Groups	294.933	2	147.466	5.703	.004
Score	Within Groups	10006.903	387	25.858		
	Total	10301.836	389			

Source: Field Data, 2015

Hypothesis 4

Having examined the most widely used strategic management tools among Ghanaian firms, the next hypothesis seeks to identify whether or not there is a significant association in the use of these tools based on firm demographics. Having re-grouped sector of firm into two (service and manufacturing), one-way ANOVA was used to explore differences in composite scores of the tools. Analyses of these demographics are found in three different one-way ANOVA tables (firm sector, ownership and size of firms).

With the sector of firms, analysis of each of the strategic tools also revealed no significant difference between Service and Manufacturing firms as found with the practices. Thus, strategic management tools $F(1, 332) = .179, p=.672$. This implies that, even though firms operate in different sectors, there is no preference with regard to the strategic tools they use. This is represented in Table 4.11 below. When analysis was conducted on the individual tools employed by firms, no significant difference was identified as well.

H4a: There would be a relative difference between firm sector and strategic management tools.

Table 4.11: ANOVA for Strategic Management Tools by Firm Sector

Source of variance		Sum of Squares	df	Mean Square	F	Sig.
Total Tools	Between Groups	8.451	1	8.451	.179	.672
Score	Within Groups	15619.195	331	47.188		
	Total	15627.646	332			

Source: Field Data, 2015

To analyze the firm size in relation to the strategic tools, firms' sizes were grouped into three levels; large, medium and small. This is in accordance with UNIDO's (2004) definition of firms for Developing Countries. Firms that have 100+ employees are large firms, medium firm's employees range from 20 -99 whilst small firms employees range from 5-19 (Quartey & Kayanula, 2007). Since the firms were categorized into three groups using sizes, one-way ANOVA was used to determine whether there exists any significant difference between the means of the three groups. In order to determine the hypothesis of difference in means, the p-value is compared with the 5 percent significant level. If the p-value is below the significance level, we reject the null hypothesis of equality of means. However, for p-values above the significance level, we refuse to reject the hypothesis of equality of means. Table 4.12 displays the results of the one-way ANOVA test. The results reveal that the means of the three groups of firms are statistically different (p-value = 0.000).

Further multiple comparisons in ANOVA also showed significant difference on the mean of most tools. Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, CSFs, Value chain and PEST/PESTEL had a significant difference on both medium and large firms. Stakeholders and Porter's five analyses had significant differences on only large firms whilst break even analysis had no significant difference on any of the firms' sizes. This suggests that, firms' size could influence strategic tools used by firms to enhance competitiveness in the global market.

H4b: There would be a significant relationship between firm size and strategic management tools

Table 4. 12: ANOVA for Strategic Management Tools by size of Firms

		Sum of				
Source of variance		Squares	df	Mean SquareF	Sig.	
Total Tools	Between Groups	9246.273	2	4623.136	14.909	.000
Score	Within Groups	114730.414	370	310.082		
	Total	123976.686	372			

Source: Field Data, 2015

Ownership of firm differences on the strategic management tools was also explored on whether firms that are wholly foreign, joint venture or wholly local differ on their use of strategic tools. Since there are three levels of ownership, a one-way ANOVA was used. From Table 4.13 a significant difference was found on the strategic management tools $F(2, 330) = 5.745, p=.004$. On the whole, some strategic management tools were found to differ by ownership. The Joint venture firms seemed

to more often use these tools more than wholly local firms whilst no significant difference was found between wholly foreign and wholly local nor between wholly foreign and Joint venture. The tools that differ by ownership are value chain analysis, PEST analysis and Porter's five-force analysis, It can therefore be concluded that the forth hypothesis was supported; that there are firm demographic differences in the strategic management tools often used by the firms. When the tools were analyzed individually, there were no significant differences on Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis, CSFs, Stakeholder analysis, and Break-even but there were differences on Value chain, PEST/PESTEL and Porter' five force analysis.

H4c: There would be significant relationship between firm ownership and strategic management tools.

Table 4.13: ANOVA for Strategic Management Tools by Ownership

		Sum of	Mean			
		Squares	Df	Square	F	Sig.
Total Tools	Between Groups	525.777	2	262.888	5.745	.004
Score	Within Groups	15101.869	330	45.763		
	Total	15627.646	332			

Source: Field Data, 2015

4.4 Discussion of Findings

This first hypothesis states that 'There would be a relative difference in the strategic management practices employed by Ghanaian firms.' Simple mean rankings were

used to find out which of the practices are more often emphasized relative to the others. The descriptive statistics shows that firms in Ghana in general regard strategic management practices as very important in gaining competitive advantage and ensuring performance. Thus, there is a relative difference in the strategic management practices used by Ghanaian firms which confirms the stated hypothesis.

The findings from the descriptive statistics supports Kraus, Harms and Schwarz (2006) in their study linking strategic practices to firm performance which revealed a positive relationship. Their findings were characterized by the length of time of the strategic practices and the rate of evaluation and controls by management. This therefore suggests that, strategic management practices are very instrumental in enhancing firm growth and development in the global market.

A study conducted by Kantabutra (2010), on the power of vision in apparel stores, also revealed that vision uniqueness and features have positive and sound effects on both customer and staff contentment, leading to a firm performance. Forbes and Seena (2006) also offered strong proof on the impact of mission statement on performance from a study of 18 not-for-profit hospitals. Similarly, Hirota, Kubo, Miyajima, Hong and Park (2010) confirm in their study that firm's mission and policies add to better performance. It is however argued that the position of strategies of firms with the requirements of their environment enables them to do better than their competitors (Venkaraman & Prescott, 1990). These findings therefore affirm the need for all firms to take strategic management practices serious so as to remain competitive in the global market.

The second hypothesis was aimed at finding out the relative difference in the use of strategic management tools. It was stated that ‘there is a significant difference in the use of strategic management tools by Ghanaian firms.’ Whilst it is evident that most firms use many of the well-known strategic tools, analysis of CSFs and Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis were the most regularly used tools. Comparing the tools with the practices it is evident that the strategic management practices are being employed more than the strategic management tools. Whilst the practices had means equal to ‘strong emphasis’ or ‘very strong emphasis’ the means of few of the tools are only close to ‘used’, ‘neutral’ or ‘hardly used’. Therefore, the second hypothesis is supported. The finding is in support with Rahmani, Hajari, Karimian, and Hajilo (2013), who conducted a study that investigated Rural Tourism Development Strategies Using SWOT analysis. Their study looked at strategies and guidelines that could aid tourism within Ghasran District of Shemiranat city, Tehran, Iran, using a survey, field studies and Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis. The study revealed that vulnerability threshold for rural areas can be extremely high due to openness to tourists. Their review however affirm the fact that SWOT analysis is critical to ascertain the strengths, weaknesses, opportunities and threats both within and outside the environment for the firm’s growth and development.

Bullen and Rockart (1986) observed that CSFs are few key areas where things must go right for the business to flourish and for the manager’s goals to be attained. The objective of their study was to identify the impact of CSFs for SCM on the performance of Indian SMEs in the context of emerging global market. Their findings revealed that the critical success factors (CSFs) had positive impact on diverse levels

of performance such as customer service and satisfaction, innovation and growth, financial performance, and internal business of Indian SMEs.

The third and fourth hypotheses explored how firm demographics influence strategic management practices and tools. Whilst the first stated that ‘there would be a significant association between firm demographics and strategic management practices’, the second hypothesis stated that ‘there would be a significant association between firm demographics and strategic management tools’. The firm demographics analyzed was sector, size, and ownership of firm.

Having re-grouped sector of firm into two (service and manufacturing), one-way ANOVA was used to explore differences in composite scores of practices and tools. No significant difference was however found on any of them. But when each of the practices was analyzed, there were differences on mission statement. This shows that Service firms had more emphasis on mission statement than manufacturing firms. Competitor analysis also shows Manufacturing firms put more emphasis on competitor analysis than Service firms. The analysis of each of the strategic tools also revealed no significant difference between Service and Manufacturing firms.

However, finding on analysis of sector by Bullen and Rockart (1986) showed that different CSFs impact on different performance criteria in varying sectors. It was also revealed that to face the challenges of a global market, SMEs in India are nowadays appreciating the relevance of SCM execution on a larger scale. They should therefore lay emphasis on CSFs and hold on to them even as they think of their priorities. This therefore contradicts findings of hypothesis three and four when sector was re-

grouped in manufacturing and services. Nevertheless, when each practices and tools were analyzed, there were differences. This is therefore in support of the findings of Bullen & Rockart (1986).

Apart from the study of Bullen and Rockart (1986), the researcher is not aware of any other study to support or contradict the findings. However, general findings from each practices and tools imply there could be significant association between firm demographics and strategic management practices and tools. Emerging market firms are therefore encouraged to pay attention to firm demographics when making use of strategic management practices and tools. The results therefore suggest that management of firms should make good use of the strategic management practices and tools in order to remain competitive in the global market.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study sought to examine the strategic management behaviour of firms from emerging markets with evidence from Ghana. Based on extant literature, hypotheses were formulated in relation to strategic management practices, strategic management tools and demographics of firms. The quantitative survey design was purely adopted to gather data from the field. SPSS version 20 was used to enter and analyze data.

Statistical tools like the Mean and ANOVA were used to test the hypotheses. The major findings found from the study are outlined in this chapter. The features of this chapter are therefore captioned as follows; summary, conclusion, implications of the study, recommendations and limitations.

5.2 Summary

The study was set out to explore strategic management practices and tools often used by Ghanaian firms. The study revealed that of the tools or practices employed by firms, some such as (Practices: mission statement, annual goals and long-term objectives; Tools: CSFs stakeholder and SWOT analysis) were more employed than others.

Among the strategic management practices, Annual goals, Long-term goals and Action plan were the high ranked practices whilst Trend analysis and competitor analysis were ranked low. Among the strategic management tools, critical success factors, SWOT analysis and stakeholder analysis were ranked high. Break even

analysis, value chain analysis and PESTLE were ranked moderate whilst Porter's five force was ranked low. While some of the practices and tools are more often used than others, service firms emphasized mission statement while manufacturing firms emphasized competitor analysis.

Whereas firm size did not markedly influence strategic practices and tools, except for mission statement which was found to increase in size whilst emphasis on competitor analysis rather reduced as the firm increases in size. Firms also differ on their emphasis and use of strategic management practices and tools by their ownership. Thus, joint venture firms seemed to emphasize the practices and use the tools more than wholly local firms, but no difference was markedly found between wholly foreign and wholly local as well as wholly foreign and joint venture on the emphasis and use of the practices and tools respectively.

5.3 Conclusion

Generally, the study concludes that most Ghanaian firms are much aware of the usefulness of strategic management practices/tools of firms. Their perceptions were clearly identified in their response. Hypothesis one (H1) which looked at the relative strength of strategic management practices employed by Ghanaian firms revealed annual goals, long-term goals and action plan as the highly used practices whilst mission statement and ongoing evaluation were moderately used. Trend analysis and competitor analysis were however ranked low.

Likewise, the strategic management tools which addressed hypothesis two (H2) also revealed that Critical success factors, SWOT analysis and stakeholder analysis were

highly used whilst porter's five force was the least tool emphasized. They therefore see strategic management practices and tools as means of gaining competitive advantage in the world of business and also enhancing firm performance.

More so, firms' demographics such as sector, size and ownership could as well influence firm growth and development in relation to strategic management practices and tools. This is evident in the findings of H3 and H4; "that there are firm demographic differences in the strategic management practices emphasized and the strategic management tools often used by the firms."

5.4 Implication of the Study

Findings from the study indicate the following:

- ❖ It is implied that annual goals, long-term goals and action plan are the common strategic management practices most firms employ in Ghana.
- ❖ It is also evident that only CSFs, stakeholder analysis and SWOT analysis are the most regularly tools used by Ghanaian firms.

5.5 Recommendations

Based on findings of the study, the researcher recommends that:

- ❖ Firms from Ghana employ a number of strategic tools and practices (like mission statement, annual goals external analysis, internal analysis, log-term objectives, performance monitoring and evaluation, CSFs stakeholder , SWOT analysis...). Management must therefore link the application of strategic practices and tools to their key performance indicators. This will enable them to identify the outcomes of strategic behaviours and assess their impact on competitive indicators.

- ❖ From policy level, ministries in collaborations with industry associations must include some of the key strategic tools and practices as standards of best practices.
- ❖ More firms should endeavor to make good use of strategic management practices to enable them compete globally as found in the findings of the study.

5.6 Limitations

Using quantitative data alone is not enough to generalize findings. Analyses are more descriptive than inferential. Therefore, more inferential analysis should be conducted in future study. A qualitative study should be conducted to understand and compare the findings with the quantitative study.

REFERENCES

- Abor, L., Adjasi, C. K., & Haford, M. (2008). How Does Foreign Direct Investment Affect the Export Decisions of Firms in Ghana? *Journal Compilation: African Development Bank*.
- Abumere, S. I. Arimah B.C., Jerome F.A (1998) "The Structure of Informal Sector in Nigeria's Development Process" Research Report No 1 DPC Ibadan Nigeria.
- Al Hijji, K. (2014). *Strategic management and planning practices in academic libraries in Oman*. Sheffield, UK: University of Sheffield.
- Allen, R. S., & Helms, M. M. (2006). Linking strategic practices and organizational performance to Porter's generic strategies. *Business Process Management Journal*, 12(4), 433-454.
- Amin, M. & Majid, G. (2011). Tool for managing organizations in competitive Environment. *Australian journal of basic and applied sciences*, 5(9), 139-149.
- Arens, A., Elder, R., & Beasley, M. (2006). *Auditing and Assurance Services: An Integrated Approach*. NJ: Pearson Education.
- Atrill, P., Omran, M., & Pointon, J. (2005). mission statements and financial company. *corporate ownership and control*, 2(3), 28-35.
- Baker, M. (2000). *Marketing Strategy and Management*. London: MacMillan press.
- Bart, C., & Hupfer, M. (2004). Mission Statements in Canadian Hospitals, *Journal of Health Organ. Management*, 18(2).
- Bartol, K.M., & Martin, D.C. (1991). 'SWOT Analysis' Management, New York, McGraw-Hill Inc.
- Bradley, J. (2014). Strategic Management with Long and Short Term Objectives. Demand Media.

- Bullen, C.V. & Rockart, J. F. (1986). *A primer on critical success factors*. Homewood, IL, Dow John-Irwin.
- Cadle, J., Paul, D. & Turner, P. (2010). *Business Analysis Techniques, 72 Essential Tools for Success*, BCS The Chartered Institute for IT.
- Cartwright, P. (2002). *Mastering Marketing Management*. New York: Palgrave.
- Clont, J. G. (1992). The concept of reliability as it pertains to data from qualitative studies. Paper Presented at the annual meeting of the South West Educational Research Association. Houston, TX.
- Creswell, J. (2007). *Research design: Qualitative, quantitative and mixed methods approaches* (2nd edition). Thousand Oaks, CA: Sage Publications.
- Crossman, A. (2013). *Analyzing quantitative data: Statistical software programs for use with quantitative data*. Retrieved from <http://sociology.about.com/od/Research-Tools/a/Computer-programs-quantitative-data.htm>
- Dandira, M. (2011). Involvement of implementers: missing element in strategy formulation, *Business Strategy Series* VOL. 12 NO. 1, pp. 30-34
- David, F.R. (2011). *Strategic Management: Concepts and Cases*. 13th Edition New Jersey: Prentice Hall
- Denton, Fatma. 2002. "Climate Change Vulnerability, Impacts, and Adaptation: Why Does Gender Matter?" *Gender and Development Journal* 10 (2): 10–20.
- Dermol, V. (2012)). Relationship Between Mission Statement and Company Performance *Economic Sciences*. 321-336.
- Dincer, O., Tatoglu, E., & Glaister, K. W. (2006). The strategic planning process: evidence from Turkish firms. *Management Research News*, 29(4), 206-219.

- Forbes, D. J., & Seena, S. (2006). The value of a mission statement in an association of non-for-profit hospitals, *International Journal of Health Care Quality Assurance*, 19(5), 400-419
- George, D., & Mallery, M. (2010). *SPSS for Windows Step by Step: A Simple Guide and Reference*,. Boston: Pearson. (10a ed.) .
- Ghana Statistical Service (2010). *National Housing and Population Census*. Accra: PHC.
- Golafshani, N. (2003). Understanding reliability and validity in qualitative research. *The qualitative report*, 8(4), 597-606.
- Goldman, E. F. (2012). Leadership practices that encourage strategic thinking. *Journal of Strategy and Management*, 5(1), 25-40.
- Gorodnichenko, Y., Svejnar, J., & Terrell, K. (2008). *Globalization and Innovation in Emerging Markets*. Institute for the Study of Labor, IZA DP No. 3299.
- Grant, R. B. (2008.). *Contemporary Strategy Analysis*. Oxford : Oxford publication, 6th ed.
- Green, J., Medlin, (2003). The strategic planning process: the link between mission statement and organizational performance., *Academy of Strategic Management Journal*, 23-32.
- Greenwald, B., & Kahn, J. (2005). All Strategy Is Local. *Harvard Business Review*.
- Greenwald, B., & Kahn, J. (2005). *Competition Demystified: A Radically Simplified Approach to Business Strategy*. (New York). New York.
- Hayakawa, K., Machikita, T., & Kimura, F. (2012). Globalisation and productivity: a survey of firm-level analysis. . *Journal of Economic Surveys*, , 26, 332–350.
- Hendry, K. P., Kiel, G. C., & Nicholson, G. (2010). How boards strategise: a strategy as practice view. *Long Range Planning*, (43), 33–56.

- Henri, J.F. (2006). Management control systems and strategy: A resource-based perspective. *Accounting, Organizations and Society*, 31 (6), 529-558.
- Hietschold, N. Reinhardt, R., & Gurtner, S. (2014). Measuring critical success factors of TQM implementation successfully-a systematic literature review. *International Journal of Production Research*, 1-19
- Hill, J.J. (2008). *Strategic management*. New York, Houghton Company.
- Hirota, S., Kubo, K., Miyajima, H., Hong, P., & Park, Y. (2010). “Corporate mission, corporate policies and business outcomes: evidence from Japan”. *Management Decision*, 48(7),1134-1153.
- Hitt, M., Boyd, B., & Li, D. (2004). the state of strategic management research and a vision for the future. *Research methodology in strategic management*. Amsterdam: Elsevier, 1-31.
- Hong, P., Jungbae Roh, J., & Rawski, G. (2012). Benchmarking sustainability practices: evidence from manufacturing firms. *An International Journal*, 19(4/5), 634-648.
- Hoskisson, R., Eden, L., Lau, C., & Wright, M. (2000). ‘Strategy in emerging economies’. *Academy of Management Journal*, , 249–67.
- Hough, J., Thompson, A. A., Strickland, A. J., & Gamble, J. E. (2011). *Crafting and executing strategy. Creating sustainable high performance in Southern Africa*.
- Irvine, R. M. (2014). *A conceptual study of value chain analysis as a tool for assessing a veterinary surveillance system for poultry in Great Britain*. Animal and Plant Health Agency (APHA), . New Haw: Weybridge.
- Jarzabkowski, P., & Kaplan, S. (2012). Strategy Tools-In-Use: A framework For Understanding ' Technologies of Rationality' In Practice. *Strategic management Journal*, 36, 537-558.

- Jarzabkowski, P., Balogun, J. & Seidl, D. (2007). Strategizing: the challenges of a practice perspective. *Human Relations*, 60(1), 5-27.
- Johnson, G., Whittington, R., & Scholes, K. (2009). *Exploring Corporate Strategy with MyStrategyLab*. England: Financial Times/Prentice Hall.
- Johnson, G., Whittington, R., & Scholes, K. (2011). *Exploring Strategy, Text and Cases*. England: Prentice Hall.
- Kantabutra S., & Avery C., (2010). The Power of Vision: Statements that Resonate, *J. Bus. Strateg.* 31(1).
- Knight, D., Pearce, C.L., Smith, K.G., and Olian, J.D. (1999). Top management team diversity, group process, and strategic consensus. *Strategic Management Journal*, Vol. 20. pp. 445-465.
- Kotler, G., Keller, K.L., Brady, m., Goodman, M., & Hansen, T., (2009). *Marketing Management*, Pearson Education.
- Kraus, S., Harms, R., & Schwarz, E., (2006), Strategic planning in smaller enterprises – new empirical findings. *Management Research news*, 29(6), 334-344.
- Kumar, R., Singh, R., & Shankar, R. (2014). *Critical success factors for implementation of supply chain management in Indian small and medium enterprises and their impact on performance* . Bangalore: Indian Institute of Management, Elsevier Ltd.
- Kumekpor, T. K. B. (2002). *Research Methods and Techniques of social Research*, Adenta, Accra; Sonlife Printing Press and Services
- Lancaster, G., & Massingham, L. (2001). *Marketing Management*. Berkshire: McGraw-Hill.
- Lerato, M., (2008), Strategic Management Practices of small firms in emerging industries: A case study of health Biotechnology firms. (check this again)

- Liang, H., Ren, B., & Sun, S. L. (2014). An anatomy of state control in the globalization of state-owned enterprises. *Journal of International Business Studies*
- Lyles, M.A (1981) “Formulating Strategic Problems” *Strategic Management Journal* 12 pp61-75.
- Lynch, R. (2009). *Strategic Management*. London: Prentice Hall.
- Macedo, I., & Pinho, J. C. (2006). *Exploring the Link between Mission Statements and Organizational Performance in Non-profit Health Care Organizations*. Braga: University of Minho Campus de Gualtar.
- Mahajan, V., & Banga, K. (2006). *The 86% solution: How to succeed in the biggest marketing opportunity of the next 50 years*. Philadelphia: Wharton School.
- Marimuthu, M. (2009). Demographic diversity in top management and its implications on firm financial performance: An empirical discussion. *International journal of Business and B=Management*, Vol. 4, No. 6.
- Markides, C. (2004). What is Strategy and How Do You Know if You have One? *Business Strategy Review*, 15(2), 5-12
- McCarthy, A., (2003), Strategy is Personality-driven, strategy is crisis-driven: insights from entrepreneurial firms. *Management Decision*, 41(4), 327-339.
- McDonald, M., & Wilson, H. (2011). *Marketing plans: How to prepare them, how to use them*. John Wiley & Sons.
- Momaya, K. S. (2014). A New Perspective for Industrial Competitiveness: Exploring the Role of IITs. In *Organisational Flexibility and Competitiveness* (pp. 91-100). Springer India.
- Mullane, J. V. (2002). “The mission statement is a strategic tool: when used properly”, *Management Decision*, 40(5), 448-455.

- Nafula, R. & Zubiran, N. S. (2012) Born Global firms from emerging economies: Investigating their success factors in international markets”
- Nag, R., Hambrick, D., & Chen, M. (2007). What is strategic management really? Inductive derivation of a consensus definition of the field. *Strategic Management Journal*, 28(9) 935-955.
- Nagy, J., & Fawcet, S. B. (2014). *Work Group for Community Health and Development*. United state.
- Neuman, W.L., (2007), Basics of Social Research, qualitative and quantitative approaches, 2nd edition.
- Nwosu E.J (1981b). “The Political Economy of Small Enterprises Development” Nigerian Journal of Development Studies Vol 1 No 2 p 91.
- Ogundele, O.J.K (2000) “Determinants of Entrepreneurial Emergence, Behaviour and Performances in Nigeria” PhD Thesis University of Lagos p 108.
- Ogunsiji, A.S. (2012). Strategic management of small and medium scale enterprises’ (SMEs) demographic profile: A Factor Analytic View. *Business and Management Review*, Vol. 1 (12). Pp. 51-59.
- Opare-Henaku, A. (2006). Worry among primary school children in Somanya, Ghana.
- Orndoff, K. (2002). Strategic tools for RIM professionals. *Information Management*, 36(6), 65.
- Palli, P., Vaara, E., & Sorsa, V. (2009). ‘Strategy as Text and Discursive Practice: A Genre-Based Approach to Strategizing in City Administration’. *Discourse and Communication* , 3(3) 303–318.
- Pamulu, M.S. (2010). *strategic management practices in the construction industry: a study of Indonesian Enterprises*. Indonesian.

- Pearce, J. A., & Robinson, R. B. (2013). *Strategic management planning for Domestic and Global Competition*. Singapore: McGraw-Hill International. Pp 15, 155.
- Pillania, K. (2009). Competitiveness and emerging markets. *Business Strategy Series*.
- Porter, M. E. (1990;). *The Competitive Advantage of Nations*. New York: Free Press, .
- Power, D., Sohal, A., & Rahman, S. (2001). Critical success factors in agile supply chain management-An empirical study,. *Int. J. Phys. Distrib. Logist. Manag.*, 247–265.
- Pryor, M. G., & Toombs, L. A. (2014). Successful Small Businesses and Their Owner-Managers. *Association for Small Business and Entrepreneurship*.
- Quarshie, E. N. B. (2011). Public's Perception of the Phenomenon of Street Children: A Qualitative Study of Students and Shopkeepers in Accra, Ghana.
- Quartey, P., & Kayanula, D. (2007). *The policy environment for promoting small and medium-size enterprise in Ghana and Malawi*. Manchester: IDPM, University of Manchester.
- Rahmani, M., Hajari, B., Karimian, T., & Hajilo, M. (2013). Rural Tourism Development Strategies. Using SWOT analysis. *Life Sci Journal* 10(4), 395-403
- Rosenow, R., & Rosenthal, R.L., (1999), *Contrasts and effect sizes in Behavioral Research*. Cambridge University Press.
- Ross, S., Westerfield, R., & Jaffe, J. (2002). *Coporate Finance*. New York: McGraw-Hill.
- Saunders, M., Lewis, P. & Thornhill, A. (2007). *Research Method for Business Students*. 5th Edition, Harlow, Pearce Education.
- Seale, C. (1999). Quality in qualitative research. *Qualitative inquiry*, 5(4), 465-478.

- Shieh, J., Wu, H., & Huang, K. (2010). A DEMATEL method in identifying key success factors of hospital service quality, *Knowl.-Based Syst.* 277–282.
- Sidhu, J. (2003) “Mission statements: It is time to shelve them?” *European Management Journal*, 21(4), 439-446.
- Silverman, D. (2006). *Interpreting qualitative data: Methods for analyzing talk, text and interaction*. Sage.
- Soh, C. (2014). Too Similar to be True: Comparing Foreign and Domestic Strategic Investment Decisions. *Proceedings of 9th Annual London Business Research Conference* (pp. 4 - 5). London: Imperial College Press.
- Tatum, M. (2015, May 10). Business Analysis Tools. *Global Business Strategies*.
- Thompson, A., Peteraf, M. A., & Strickland III, A. (2012). *Crafting and Executing Strategy*. Singapore: McGraw-Hill.
- Thornhill, S., & White, R. (2007). Strategic purity: a multi-industry evaluation of pure vs. hybrid business strategies. *Strategic Management Journal*, 28(5), 553–561.
- Trkman, P. (2010). The critical success factors of business process management . *Int. J. Inf. Manag.*, 30 (2), 125–134.
- Ungerer, M., Pretorius, M., & Herholdt, J. (2007). *Viable Business Strategies: a systematic, people-centric approach*. Johannesburg: Knowres Publishing.
- UNIDO (2004), *Industrial Development Report*. Vienna, Austria: The United Nations Industrial Development Organisation.
- Vaara, E. & Whittington, R. (2012). ‘Strategy as Practice: taking social practices seriously’. *Academic Management Annuals*, 6, 285-336.
- Vasile, T., Popescu, L., Iancu, A., & Popescu, V. (2014). A model of strategic Management.. *Economic Science series*, 2(42), 103-108.

- Venkakram. (1990). Environment-Strategy Coalignment: an empirical test of its performance implications. *Strategic management Journal*, 11(1), 1-23.
- Wai-chung, Y. (1999). 'Introduction: competing in the global economy', The Globalisation of Business Firms from Emerging Economies. (2) xiii-xlvi.
- Whittington, R. (2007). 'Completing the practice turn in strategy research'. *Organizational Studies*, 27, 613a
- Williams Jr, I., Morrell, R. L., & Mullane, D. J. (2014). \"Reinvigorating the mission statement through top management commitment\", . *Management Decision*, 52(3) 446 – 459.
- World Bank (2006), *Global Economic Prospects: Trade, Regionalism, and Development*, Washington, DC: The World Bank.
- World Economic Forum, Global Competitiveness Report, various issues (2006, 2007)
- WTO (2005), *International Trade Statistics 2005*, Geneva: World Trade Organisation
- www.bplans.com/dessert_bakery_business_plan
- www.useconomy.about.com/od
- Yadav, D., & Barve, A. (2014). *Analysis of critical success factors of humanitarian supply chain: An application of Interpretive Structural Modeling School of Mechanical Sciences*,. India: IIT Bhubaneswar.

APPENDICES

Appendix 1: Research Questionnaire

Department of Organization & Human Resource Management

University of Ghana Business School

P. O. Box LG 78, Legon, Accra, Ghana

An Examination of Strategic Management Behaviour of Firms from Emerging Markets: Evidence from Ghana.

SYNOPSIS

This research is undertaken in partial fulfillment of the award of an MPhil in Human Resource Management. The research seeks to examine strategic management behaviour of firms from emerging markets with evidence from Ghana. Strategic management behaviour of firms is to enhance competitiveness in global market. The main objective of the study is to help firms or organizations appreciate strategic management behaviour that could make them grow and develop. The findings of this study will add to practical and theoretical knowledge in the field of both business and academia.

I undertake that all information obtained will solely be used purposely for this study. I will also ensure that the confidentiality of all respondents is highly observed. All enquiries about this study therefore should be directed to:

Susan Sena Gudu

Graduate Researcher

SECTION A: PERSONAL DATA

1) Tick the sector of your firm

- a) Banking
- b) Insurance
- c) Hotel
- d) Food
- e) Transportation
- f) Manufacturing
- g) Education
- h) Others: *state*

2) What is the size of your firm in terms of the total number of full-time employees?

.....

3) How old is your firm since its formation in Ghana?

.....

4) State your position in this organization

5) Tick your gender please

- a) Male
- b) Female

6) Tick the ownership of your firm

- a) Wholly foreign
- b) Wholly local
- c) Joint venture (partly foreign and partly local)

7) On a scale of 1 (no emphasis) or 5 (very strong emphasis), please rate the extent of your firm's use of each of the following strategic planning practices

	Planning Tools	1	2	3	4	5
a)	Mission Statement					
b)	Trend Analysis					
c)	Competitor Analysis					
d)	Long-term Goals					
e)	Annual Goals					
f)	Action Plans					
g)	Ongoing-evaluation					

8.) On a scale of 1 (not used) to 5 (regularly used), please identify the extent of usage of the following strategic planning tools.

	Tool	1	2	3	4	5
a)	SWOT analysis					
f)	Critical Success Factors					
i)	Stakeholder analysis					
k)	Break-even analysis					
l)	Value chain analysis					
m)	PEST or PESTEL analysis					
n)	Porter's five-forces					

Thank you for your time and response.

Appendix 2: Supplementary Tables**Descriptives**

Total Practices Score

	N	Mean	Std. Dev.	Std. Error	95% confidence interval for mean		Min.	Max.
					Lower Bound	Upper Bound		
Service	372	28.6022	5.16444	.26776	28.0758	29.1287	.00	35.00
Manufacturing	18	29.0000	4.87491	1.14903	26.5758	31.4242	18.00	35.00
Total	390	28.6205	5.14615	.26059	28.1082	29.1328	.00	35.00

ANOVA

Total practices score

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.718	1	2.718	.102	.749
Within Groups	10299.118	388	26.544		
Total	10301.836	389			

Descriptives

Total Practices Score

	N	Mean	Std. dev.	Std. Error	95% Confidence Interval for mean		Min	Max.
					Lower Bound	Upper Bound		
Wholly foreign	53	29.3774	5.05822	.69480	27.9831	30.7716	13	35
Wholly local	268	28.0560	5.19585	.31739	27.4311	28.6809	0	35
Joint venture	69	30.2319	4.64677	.55941	29.1156	31.3482	10	35
Total	390	28.6205	5.14615	.26059	28.1082	29.1328	0	35

Descriptives

Total Practices Score

	N	Mean	Std. deviation	Std. Error	95% Confidence Interval for Mean		Min	Max.
					Lower Bound	Upper Bound		
Small	110	27.5909	5.09595	.48588	26.6279	28.5539	13	35
Medium	120	28.1000	5.21214	.47580	27.1579	29.0421	10	35
Large	148	29.6622	5.04072	.41434	28.8433	30.4810	0	35
Total	378	28.5635	5.17774	.26631	28.0398	29.0871	0	35

Descriptives

		N	Mean	Std. deviation	Std. Error	95% confidence interval for mean		Min.	Max.
						Lower Bound	Upper Bound		
Mission statement	Service	36	4.22	1.067	.056	4.11	4.33	1	5
	Manufacturing	9	3.67	1.372	.323	2.98	4.35	1	5
	Manufacturing	18	4.19	1.087	.055	4.09	4.30	1	5
	Total	387							
Trend analysis	Service	36	3.89	1.090	.057	4.11	4.33	1	5
	Manufacturing	6	4.12	.857	.208	2.98	4.35	2	5
	Manufacturing	17	3.90	1.081	.055	4.09	4.30	1	5
	Total	383							
Competitor analysis	Service	36	3.76	1.208	.063	3.63	3.88	1	5
	Manufacturing	5	4.50	.707	.167	4.15	4.85	3	5
	Manufacturing	18	3.79	1.198	.061	3.67	3.91	1	5
	Total	383							
Long-	Service	36	4.26	.913	.048	4.17	4.35	1	5
	Manufacturing	9	4.17	.985	.232	3.68	4.66	2	5

term	ng	18	4.26	.916	.047	4.16	4.35	1	5
goals	Total	38							
		7							
Annual goals	Service	36	4.41	.840	.044	4.32	4.49	1	5
	Manufacturing	8	4.39	.916	.216	3.93	4.84	2	5
	ng	18	4.41	.842	.043	4.32	4.49	1	5
	Total	38							
		6							
Action plan	Service	37	4.20	.942	.049	4.10	4.30	1	5
	Manufacturing	0	4.41	.618	.150	4.09	4.73	3	5
	ng	17	4.21	.930	.047	4.12	4.30	1	5
	Total	38							
		7							
Ongoing evaluation	Service	37	4.15	.977	.051	4.05	4.25	1	5
	Manufacturing	1	4.22	.943	.222	3.75	4.69	2	5
	ng	18	4.15	.974	.049	4.05	4.25	1	5
	Total	38							
		9							

ANOVA

		Sum of squares	Df	Mean square	F	Sig.
Mission statement	Between groups	5.246	1	5.425	4.476	.035
	Within groups	451.220	385	1.172		
	Total	456.465	386			
Trend analysis	Between groups	.837	1	.837	.716	.398
	Within groups	445.393	381	1.169		
	Total	446.230	382			
Competitor analysis	Between groups	9.421	1	9.421	6.656	.010
	Within groups	539.284	381	1.415		
	Total	548.705	382			
Long-term goals	Between groups	.150	1	.150	.179	.673
	Within groups	323.524	385	.840		
	Total	323.674	388			
Annual goals	Between groups	.006	1	.006	.008	.927
	Within groups	273.136	384	.711		
	Total	273.142	385			
Action plan	Between groups	.729	1	.729	.842	.359
	Within groups	333.318	385	.866		
	Total	334.047	388			
Ongoing evaluation	Between groups	.094	1	.094	.099	.753
	Within groups	367.957	387	.951		
	Total	368.051	388			

Descriptives

		N	Mean	Std. deviation	Std. Error	95% confidence interval for mean		Min.	Max
						Lower bound	Upper Bound		
Mission statement	Wholly foreign	52	4.23	1.148	.159	3.91	4.55	1	5
		266	4.17	1.084	.066	4.04	4.30	1	5
	Wholly local	69	4.26	1.066	.128	4.00	4.52	1	5
	Joint venture	387	4.19	1.087	.055	4.09	4.30	1	5
	Total								
Trend analysis	Wholly foreign	52	4.04	1.102	.153	3.73	4.35	1	5
		263	3.81	1.068	.066	3.68	3.94	1	5
	Wholly local	68	4.16	1.074	.130	3.90	4.42	1	5
	Joint venture	383	3.90	1.081	.055	3.79	4.01	1	5
	Total								
Competitor analysis	Wholly foreign	51	4.14	1.149	.161	3.81	4.46	1	5
		263	3.62	1.210	.075	3.48	3.77	1	5
	Wholly local	69	4.19	1.047	.126	3.94	4.44	1	5
	Joint venture	383	3.79	1.198	.061	3.67	3.91	1	5
	Total								
Long-term goals	Wholly foreign	53	4.36	.942	.129	4.10	4.62	2	5
		265	4.18	.931	.057	4.06	4.29	1	5
	Wholly local	69	4.48	.797	.096	4.29	4.67	2	5
	Joint venture	387	4.26	.916	.047	4.16	4.35	1	5
	Total								
Annual goals	Wholly foreign	53	4.57	.821	.113	4.34	4.79	2	5
		265	4.32	.862	.053	4.22	4.43	1	5
	Wholly local	68	4.60	.736	.089	4.42	4.78	1	5
	Joint venture	386	4.41	.842	.043	4.32	4.49	1	5
	Total								
Action plan	Wholly foreign	53	4.26	.944	.130	4.00	4.52	2	5
		266	4.19	.930	.057	4.08	4.30	1	5
	Wholly local	68	4.24	.932	.113	4.01	4.46	1	5
	Joint venture	387	4.21	.930	.047	4.12	4.30	1	5
	Total								
Ongoing evaluation	Wholly foreign	53	4.09	1.005	.138	3.82	4.37	2	5
		267	4.07	.997	.061	3.95	4.20	1	5
	Wholly local	69	4.49	.779	.094	4.31	4.68	2	5
	Joint venture	389	4.15	.974	.049	4.05	4.25	1	5
	Total								

ANOVA

		Sum of squares	df	Mean square	F	Sig.
Mission statement	Between groups	.543	2	.271	.229	.796
	Within groups	455.922	384			
	Total	456.465	386	1.187		
Trend analysis	Between groups	7.976	2	3.988	3.458	.032
	Within groups	438.254	380			
	Total	446.230	382	1153		
Competitor analysis	Between groups	24.381	2	12.191	8.835	.000
	Within groups	524.324	380			
	Total	548.705	382	1.380		
Long-term goals	Between groups	5.604	2	2.802	3.383	.035
	Within groups	318.070	384			
	Total	323.674	386	.828		
Annual goals	Between groups	5.754	2	2.877	4.121	.017
	Within groups	318.070	383			
	Total	323.674	385	.698		
Action plan	Between groups	.288	2	.144	.165	.848
	Within groups	333.759	384			
	Total	334.047	386	.869		
Ongoing evaluation	Between groups	9.775	2	4.887	5.266	.006
	Within groups	358.277	386			
	Total	368.051	388	.928		

Descriptives

		N	Mean	Std. deviation	Std. Error	95% confidence interval For mean		Min	Max
						Lower Bound	Upper Bound		
Mission statement	Small	110	3.93	1.202	.115	3.70	4.15	1	5
	Medium	120	4.10	1.198	.109	3.88	4.32	1	5
	Large	145	4.44	.832	.069	4.30	4.58	1	5
	Total	375	4.18	1.092	.056	4.07	4.29	1	5
		Small	108	3.57	1.193	.115	3.35	3.80	1

Trend analysis	Medium	118	3.76	1.130	.104	3.56	3.97	1	5
	Medium	145	4.21	.875	.073	4.07	4.36	1	5
	Large	371	3.88	1.091	.057	3.77	4.00	1	5
	Total								
Competitor analysis	Small	109	3.65	1.117	.107	3.44	3.86	1	5
	Medium	118	3.59	1.309	.121	3.35	3.83	1	5
	Medium	144	4.06	1.117	.093	3.88	4.25	1	5
	Large	371	3.79	1.198	.062	3.67	3.91	1	5
Long-term goals	Small	109	4.10	.932	.089	3.92	4.28	2	5
	Medium	119	4.22	.993	.091	4.04	4.40	1	5
	Medium	147	4.37	.846	.070	4.24	4.51	1	5
	Large	375	4.25	.924	.048	4.15	4.34	1	5
Annual goals	Small	109	4.23	.919	.088	4.05	4.40	2	5
	Medium	120	4.27	.932	.085	4.10	4.44	1	5
	Medium	147	4.63	.654	.054	4.52	4.73	2	5
	Large	376	4.40	.848	.044	4.31	4.48	1	5
Action plan	Small	110	4.24	.967	.092	4.05	4.42	1	5
	Medium	120	4.12	1.006	.092	3.93	4.30	1	5
	Medium	145	4.25	.854	.071	4.11	4.39	1	5
	Large	375	4.20	.937	.048	4.11	4.30	1	5
Ongoing evaluation	Small	110	4.05	1.061	.101	3.84	4.25	1	5
	Medium	120	4.20	.975	.089	4.02	4.38	1	5
	Medium	147	4.16	.927	.076	4.01	4.31	1	5
	Large	377	4.14	.982	.051	4.04	4.24	1	5

ANOVA

		Sum of square	df	Mean square	F	Sig.
Mission statement	Between groups	17.699	2	8.850	7.692	.001
	Within groups	427.970	372	1.150		
	Total	445.669	374			

Trend analysis	Between groups	27.880	2	13.940	12.447	.000
	Within groups	412.136	368	1.120		
	Total	440.016	370			
Competitor analysis	Between groups	17.354	2	8.677	6.217	.002
	Within groups	513.664	368	1.396		
	Total	531.019	370			
Long-term goals	Between groups	4.798	2	2.399	2.837	.060
	Within groups	314.631	372	.846		
	Total	319.429	374			
Annual goals	Between groups	12.800	2	6.400	9.283	.000
	Within groups	257.154	373	.689		
	Total	269.955	375			
Action plan	Between groups	1.314	2	.657	.747	.475
	Within groups	327.283	372	.880		
	Total	328.597	374			
Ongoing evaluation	Between groups	1.453	2	.727	.752	.472
	Within groups	361.374	374	.966		
	Total	362.828	376			

Descriptives

						95% Confidence Interval for Mean			
		N	Mean	Std. Deviation	Std. Error	Lower Bound	Upper Bound	Min.	Max.
Total practice s Score	Small	110	27.590	5.09595	.48588	26.627	28.553	13.00	35.00
	Mediu	120	9	5.21214	.47580	9	9	10.00	35.00
	m	148	28.100	5.04072	.41434	27.157	29.042	.00	35.00
	Large	378	0	5.17774	.26631	9	1	.00	35.00
	Total		29.662			28.843	30.481		
			2			3	0		
			28.563			28.039	29.087		
			5			8	1		
Total Tools Score	Small	109	49.623	17.82414	1.7072	46.239	53.007	18.00	95.00
	Mediu	118	9	17.05028	4	8	9	10.00	90.00
	m	146	53.728	17.88961	1.5696	50.62.3	56.837	16.00	95.00
	Large	373	8	18.25570	1	58.491	3	10.00	95.00
	Total		61.417			1.4805	6	64.344	
			8			5	53.680	1	
			55.538			.94524	2	57.397	
			9				6		

ANOVA

		Sum of squares	df	Mean Square	F	Sig.
Total practices Score	Between groups	308.477	2	154.239	5.903	.003
	Within groups	9798.499	375	26.129		
	Total	10106.976	377			
Total Tools Score	Between groups	9246.273	2	4623.136	14.909	.000
	Within groups	114730.414	370	310.082		
	Total	123976.686	372			

