EFFECTIVENESS OF STRATEGIC IMPLEMENTATION IN MANUFACTURING COMPANIES IN ZIMBABWE: A CASE OF ASTRA

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Declaration

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DEDICATION

I dedicate this dissertation to my husband Ronald and my two beautiful girls Charmaine and Chrissy. Thank you guys for the overwhelming support you have given me through and through. I am grateful to the Mahachi and Gonye families who kept encouraging me.
ABSTRACT
The project aimed to discover and draw conclusions on the effectiveness of strategic implementation in manufacturing companies in Astra Group mainly focusing on Astra Paints. The general conclusion from literature is that companies invest a lot of time and resource in the planning of strategy, however very little of it will be successfully implemented. For organisations to remain competitive in the dynamic, complex and unpredictable environment, successful implementation of its strategy is critical. However the literature available has been limited to other trading industries such as retail with little emphasis on manufacturing organisations in Zimbabwe hence the aim of the study to fill the research gap by critically appraising strategic implementation in a manufacturing entity in Zimbabwe.

The research information and its applications were aimed at benefiting the organisation under study, the academic community, the nation and the corporate world at large. The study was based on a single case research study design of Astra Group with main focus being on Astra Paints though the strategy session is done together with Astra Chemicals. Questionnaires were distributed to management within Astra who are responsible for formulation and implementation of the strategy within the organisation to collect empirical data. To be able to gather in-depth information and allow room for probing for clarity on any responses, an open ended questionnaire was used in this research. The research philosophy employed was qualitative case study. The study established that strategic implementation is effective at Astra and has a positive impact on its performance. However, it was also found that: there is lack of proper communication in the organisation, management are lacking proper training on management and leadership skills. Different skills need to continuously be improved in the organisation. The organisational structure though leaner than before does not allow for some decisions to be made by the in country management, consultations are needed from the parent company outside the country.

Recommendations in light of these findings are that: Plascon needs to give the organisation full autonomy to run as they see fit within the group as long as results are achieved, management need to be trained on communication, management and leadership skills. There is also a need for team building sessions amongst management to remove silos and create an environment of oneness and trust.
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CHAPTER 1: INTRODUCTION AND BACKGROUND OF STUDY

1.1 Introduction

Effective strategy implementation depends on competent personnel, effective internal Organisation structure, resources strength and allocation, and prevailing market conditions (Kotter, 2014). Companies invest a lot of time and resource in the planning of strategy, however very little of it will be successfully implemented. Research in this field will lead us to a better understanding of what can go wrong and why, and also what will foster success. All Organisations are environment dependent and the link between any organisation and its environment is the strategy it adopts. For organisations to remain competitive in the dynamic, complex and unpredictable environment, successful implementation of its strategy is critical (Spender, 2014). Dobni (2003) emphasizes the critical role that employee capability plays in the implementation process, stressing that success in this area can become a core competency. In the area of strategic plan implementation, Porter and Harper (2003) contend that managers, employees, and firm infrastructure must be brought together in a way that culminates in a high level of implementation capability, which when accomplished will provide a firm with a core competence.

According to Kalali, Anvari, Pourezzat, (2011) there are many written materials on implementation of managerial plans and decision as well as their critical success factors and critical failure factors. Strategy formulation is the first step in strategic planning process. However, strategic planning process does not come to an end here, it continues with two important steps namely implementation and assessment/ control. Strategy implementation means a suite of necessary actions and selections to execute a strategic plan. Strategic decisions are those decisions relevant to Organisational long-term future (Hicksen et al., 1986). Strategic decisions involve a wide range of decisions such as producing or supplying a new product or service, new advertising strategy, strategic alliance, exiting a market, merging another company, changes in key suppliers, strategic partnership and Organisational structure changes (Alexander, 1985; Miller et al., 2007).

Alexander (1991) believes that one of the reasons for strategy implementation failure is the lack of proper models to guide managers and supervisors in strategy implementation. So, effective and efficient implementation of strategies is among the most important problems for managers in
recent decades. In this regard, tools like balanced scorecard were introduced to facilitate better implementation of strategies. Companies that fail to develop its strategy may fail in the long run. As Olson, Slater and Hult (2005) say, “doing is harder than dreaming”. Without effective strategy implementation “even the most superior strategy is useless” as (Aaltonen and Ikavalko 2002) realized.

The chapter will cover the background to the case study of Astra, the industrial analysis and the background of Astra, problem statement, research objectives and questions, proposition, delimitations of the study, significance of the study, structure of the research and conclusion.

1.2 Background to the Case Study Organisation and Paint Industry

1.2.1 Industry Analysis

![Chart Title]

**Figure 1.1 Paint brands market share Zimbabwe**

Zimbabwe has of late been characterised by many new entrants coming in to compete on the paint market. They are so many brands available in the country and as the Table depicts the country has about 11 well-known paint brands with Astra Paints having 3 popular brands namely
Astra, Plascon and Imperial. These command a market share of 30% on volume against 25% on Dulux. Other close competitors include Nash, Splash and Prominent following closely.

The paint industry is characterized by four main categories in Zimbabwe which contribute differently as they all have different users.

I. Decorative Paints

Decorative paints are those paints that are mainly used in the household to beautify our interior and exterior walls. These come in different forms such as PVA (Polyvinyl Acetate) and enamels. PVAs are mainly water based paints, thinned with water that are used to paint subtracts both internally and external while on the other hand enamels are oil based and are thinned using solvents used mainly for window frames, doors in the house. In some areas where there is high traffic and chances of need for constant cleaning such as hospitals and schools enamels are used. In an effort to produce environmentally friendly paints, paint manufacturing companies have also started producing washable PVAs which are environmentally friendly.

II. Industrial Paints

These are paints that are used in industrial areas such as industrial factories, mines, road markings and many more. These paints have got different uses depending on where the paint is being used, some of the paints comes in certain colours that communicate with the users for instance road markings the yellow, and white in the streets communicate with different people such as where the road ends, broken lines and continuous lines. In mines the different colours also communicate differently. This differs from one sector to the other.

III. Automotive Paints

Automotive paints are those paints that are used to paint our vehicles, boats and planes. These paints are used for beautifying, communication and also protection of the object painted against the harsh environments they are exposed to such as heat, water, snow and many others.

IV. Furniture Paints

Every surface can be painted in the paint industry the only difference is why it is being painted, hence all types of furniture can be painted with different colours to protect also against the environment and also to bring life to the object. For instance outside doors are painted with sun
filters which protects both against the rain and extensive sunlight while inside doors are painted to beautify the homes. Old furniture can also be brought back to life if well painted.

V. Industrial Paints

The paint industry has continued to grow in Zimbabwe with more and more players emerging. The continuous developments happening in the country both at industry, individual and government sectors will always require this precious product. Paint at one time used to earn us foreign currency as we exported to Zambia, Malawi, Mozambique, DRC and many other countries before our production costs went up. As soon as our economy gets right the chances of reviving the export market is very high as currently Malawi is taking our road marking paints at highly negotiated prices.

1.2.2 Background to the Case Study Organisation – ASTRA

Company history

Astra Paints commenced business in Harare as Herbert Evans paint in 1947. Through the years, it merged with other paint companies like Titanium Paints to eventually become Plascon Paints, whose majority stake was then acquired by the government of Zimbabwe through the Reserve Bank of Zimbabwe in 1983. The paint concern was then renamed Astra in line with the larger group, Astra Corporation. Astra is the largest paint and protective coatings manufacturer in Zimbabwe, and commands a market share of about 44%. Astra Paints is ISO 9001.2008 certified for its quality management system.

Astra has a subsidiary company Astra Chemicals which markets and distribute a diversified range of chemicals from Agrochemical to mining, water treatment to name a few. Production of paints and chemical distribution is done in both Harare and Bulawayo factories. In 2013 Astra Industries was acquired by Kansai Plascon Africa in an effort to expand Kansai Plascon leadership in Africa to become the most preferred paint in Africa. Astra website [2013]. Kansai is in the top 10 paint companies in the world and is aiming to continuously spread its wings across the many boarders. Currently Kansai Plascon has a shareholding of more than 60% in Astra Industries.
Figure 2 Astra Group Organogram
Astra Sales Performance

Figure 3 Astra Pains Sales Performance

The Figure 3 above speaks on the sales performance of Astra Paints from 2014 to 2018. The Figure shows that sales volumes are on a serious decline given the economic challenges being faced in the country currently. There is need to ensure that the Organisation reverts back to 2017 sales or to even exceed that to continuously maintain the company’s market share.
1.2.2.1 Porters’ Five forces

![Porter's Five Forces Diagram]

**Figure 4 Porter's Five Forces**

Porter defined five distinct forces that have to be thought of when determining the attractiveness of any industry. Attractiveness, at this point, refers to the profitability the industry offers its entrant. According to the profitability it should then be thought about if entering the industry is reasonable or should be avoided. The stronger these five forces are the less profit can be achieved in this specific industry and, hence, the less attractive this industry is to its potential entrant (Porter, 2016).

**a) Threats of New Entrants**

Free entry into the industry - a lot of new players who have joined into the paint industry, before it was just Astra and Dulux now we have the likes of Splash, Nash, Prominent, décor and many others who are all fighting for the small piece of cake available in the industry. Low switching costs as it is easier for one to buy gloss from the other competitor if one does not have the product without noticing the difference. Any product that is being sold should be able to show how much it differs from that of competition through branding and quality. Proper paint manufacturing is capital intense because of the machinery and technicalities involved there is need for each and every organisation manufacturing paint should have high expertise in technical aspects and chemistry. The equipment used in paint manufacturing is also quite costly too with
most of the raw materials used is imported hence given the current scenario it is not sustainable to enter into paint manufacturing. The imported raw material includes products such as titanium dioxide and packaging. There is a serious challenge in looking for suitable distributors who will push their products. These retail outlets tend to prefer those products that have a good reputation on the market and with less chances of come backs hence one finds most reputable hardware retail outlets stock mainly Astra Paints and Dulux. Astra also have easy access to country wide distribution networks because of the two manufacturing plants in Northern and Southern region. They are also well represented in Manicaland where several retailers hold Astra products.

b) Threat of Substitutes

The paint industry is not faced with many substitutes as the only other options that are there for paint is either tiles for both interior and exterior and wall paper for interior. These products however are a bit on the high side in terms of costs which results in low uptake. Also in the low income houses especially in farms and rural areas the use of lime wash is on the high. The price of decorative paints makes it difficult for some customers to be able to purchase paint thus most houses are just plastered and not painted.

c) Bargaining Power of Suppliers

There is only one main supplier of Titanium Dioxide in the world and the supplies of this main paint raw material is running low. This supplier has leverage and solid bargaining power. As paint manufacturers there is need to look at alternative suppliers of this product. Most of the paint raw materials are imported hence the challenges we are currently facing has been resulting in a number of challenges given our economic challenges such as lack of foreign currency. Most of the suppliers are now asking us to make payment up front before goods can be shipped. The ever increasing exchange rate has not made it easier for us. Suppliers of packaging material such as Metal box and Mega Pak have also been facing serious challenges thus even asking us to pay their raw materials suppliers abroad in foreign currency which is had to come by.

d) Bargaining Power of Buyers

The biggest customer of paint is the homeowners who fall in different categories such as high earners, middle earners and low income earners. Of these 3 segments to volume pushers are the middle to low income earners who are very price sensitive. The prices charged to these people
should be affordable and at the same time with good quality. The other challenge in this sector is the retail outlets are now also introducing their own house brands such as Electro Sales with Signature Paint and NRG for N Richards targeting this segment of customers with very low price and quality products. This product can never be sold higher than other brands in the shop and this reduces margins for the supplier. The industrial sector also pushes volume but with low margin contribution because of their need for fairly priced products for use in their factories with the aim of cutting costs. Since they are now many players in the paint manufacturing sector prices and quality are a very sensitive issue as every player wants a piece of the cake available. Buyers have a higher bargaining power since they have many options available for them. Paint is a luxury product which is a very price sensitive product. If prices are too high buyers will look for alternative products available for them.

e) Competitive Rivalry

They are two main competitors in the paint industry and these are Dulux and Astra Paints. There is intense competition already among these two and the coming in of the other many new players such as Nash, Splash and many others has resulted in business as usual changing for the two main players. There is serious need to make consumers aware of which brands perform which increases advertising and brand awareness campaigns for both new entrants and existing customers. Promotion costs also increase as companies thrive to remain relevant to the customers. The stores in which the products are sold need to have the right ambience that communicates with customers at all times. New entrants into the market might find this very expensive to follow through and also convince their intend customers how good their products are compared to those in existence.

1.2.2.2 SWOT ANALYSIS

A SWOT analysis is a means for sizing up an Organisational resource capabilities and deficiencies, market opportunities, and the external threats to its future comfort (Strickland et al., 2009). A SWOT analysis is a useful tool for planning and assist in strategy planning and implementation.

Below is the Astra Paints SWOT analysis

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
</table>

- Astra Paints has potential to increase its market share in the industry
- Biggest recognised and most preferred brands in the country
- Astra has internationally recognised partnership Kansai/Plascon
- Comprehensive nationwide coverage on the market urban, semi urban and rural areas
- Wide range of segments for different customers with own markets e.g. automotive, industrial, decorative and trade.
- Wider range of products, packaging, and over 60 colour options
- A wide network of distributors nationwide
- The pricing strategy is oriented from high, middle to lower end customers
- Astra has got highly skilled personnel in all its departments
- High quality products in all market segments
- Astra have embraced the new paint technology of have water based paints low on Volatile organic compounds (VOC), mercury, lead and odourless.

- The wide range of product mix puts a strain on production
- Innovation in developing new products moving with the time is inadequate
- The expanding product mix puts a strain on inventory management.
- Lacks own distribution centers for their products.
1.3 Statement of the Research Problem

It is clear from literature cite in Section 1.1 (Introduction) that organisations employ different strategic implementation strategies with the aim of maximizing profits and gain competitive advantage over rivals through increased sales and market share. However, this does not seem to be the case at the Astra Group of companies. The background of the case study indicates that Astra Paints is not enjoying the benefits of effective strategic implementation cited in the literature above. Astra Paints’ sales volumes are significantly dropping compared to previous years. If the company does not address this problem as soon as possible, it may eventually collapse.

1.4 Research Objectives

1.4.1 Prime Objective

The primary objective of this research is to investigate the effectiveness of strategic implementation in Astra Paints.
1.4.2 Objectives
The study is guided by the following objectives:

To establish how Astra’s organisational structure supports strategy implementation in all directions

To ascertain if the systems at Astra allow for measuring and tracking of the strategy

To find out the extent to which the Astra leadership styles influences strategy implementation

To discover if Astra have the right skills and staff required to execute strategy implementation

1.4.3 Research Questions
Is the organisational structure at Astra Paints in line with the organisational strategy and clear to all employees?

How effective are the systems within Astra Paints in line with the strategy of the organisation?

How effective are the management’s leadership style in achieving effectiveness?

Does Astra Paints have the right skills and staff in all departments to execute and implement their strategy?

1.5 Research Proposition
Strategic implementation has not been effective at Astra Paints due to absence of adequate resources and clear strategy.

1.6 Delimitations
The research is mainly confined to Astra Paints Harare despite having a chemical division. The research is expected to be completed in one semester with only one aspect of strategy being evaluated which is Strategy Implementation.

1.7 Significance of the Research
This study will benefit Astra Paints with strategies effective to use in the implementation of formulated strategies. This research will assist the staff and management of Astra Paints as no such research has been done in the organisation before. All future strategies will now be as clear
as to the direction implementation is supposed to take going forward using this research as a reference guide. The research will also contribute to the academia board through providing information that will serve as a research guide for all future scholars and researchers to determine research gaps in strategic implementation. This research will also assist other organisations in the manufacturing sector to see how lack of effective implementation impacts on the organisations. Companies in the paint industry will also benefit a great deal in this research as it will assist them in their strategy implementation. The student who is also an employee of Astra Paints will also benefit from this study through understanding more on research implementation in the industry.

1.8 Scope of the Research
This study is going to be limited to manufacturing companies in Zimbabwe focusing mainly on Astra Paints. Thus, the study will explore factors determining the effectiveness of strategic implementation. The period of study from 2016 to 2018 will represent close to three years so as to give a fair representation of the strategic implementation effectiveness in the manufacturing sector.

1.9 Structure of the Research

Chapter 1.0
This chapter covers the introduction of the research and a background of the study, the problem statement and the background of the Organisation in the case study including industrial analysis, the objectives and justifications of the research are also indicated in this chapter.

Chapter 2.0
Focuses on the literature review which outlines work carried out by other researchers and theories on the subject matter thus help in determining the research gap in the study area.

Chapter 3.0
Looks at the research methodology to be used in carrying out the research study. It’s a detailed explanation of the research design and methods to be applied in conducting the research and analysis of the findings.

Chapter 4.0
Data analysis and discussion on the findings. The theoretical framework will be applied derived from chapter 2 of the case study. The research questions posed in chapter 1 will now be answered. These findings from the case study are further discussed in this chapter.

Chapter 5.0

This Chapter gives the conclusions and recommendations based on the findings of the study carried out.

Summary of the Chapter

In chapter 1, an explanation of the background of the paint industry with special emphasis on Astra Paints, challenges the Organisation is experiencing in terms of effective strategic implementation, purpose of the study and significance of the research.

Chapter 2 will focus on the literature review of the case study on effective strategic implementation in Astra Paints and the manufacturing sector.
CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Literature review looked at the previous studies on effectiveness of strategic implementation. According to Chris (2005) literature review is the collection of information which relates to a particular topic. The information can be, ideas, data and evidence given to prove some particular objectives on the topic then an analysis and evaluation of the gathered information is done. According to Paula (2010) the major benefit of literature review is that it ensures the research ability of a topic before proper research commences. Reviewing the available literature assist the researcher in understating the topic and even develop it further and by so doing existing gaps are identified (Forxall, 2003).

This chapter will looks at the effectiveness of strategic implementation focusing on manufacturing organisations in a case of Astra Paints. This will help the Organisation gain competitive advantage. Strategy implementation also determines the effectiveness of formulated strategies by an organisation. Literature on formulation implementation and evaluation is included with the aim to deduce the effectiveness of strategy implementation.

2.2 Theoretical Frameworks

Strategic management process

Figure 5 Components of Strategic Management Process. Source: adapted from Wheelen and Hunger (2002)
Wheelen and Hunger (2002) say that strategic management is a set of managerial decisions and actions that determines the long-run performance of an Organisation. It includes environmental scanning (both external and internal) strategy formulation (strategic or long-range planning), strategy implementation and evaluation and control. For Astra Paints to come up with a good strategy there is need to scan the environment they are operating in and take that into consideration during the formulation stage. This will make life easier for those who are responsible with the implementation.

2.2.1 Environmental Scanning

Banaitis (2018) came up with the following analysis of the internal and external environment. First of all, determination of the organizational environment depends on an explicit definition of the organization and its boundaries. Organizations may have different environments depending on factors such as size, type of activity, the scope of activity, and so on. Experienced managers should be aware of all these factors in order to effectively analyse them. Generally, an environment is classified into two different categories: the internal environment and the external environment.

The internal environment covers those factors and all components which are internally connected to the organization, such as mission, goals, and structure. It regards how to handle challenges and use opportunities, in addition, to measure the performance of main functional and operational strategies in retaining current customers and attracting potential customers in a competitive environment, as well as make financial statements and perform liquidity monitoring. It covers subjects like efficiency, efficacy, effectiveness, technological power, organizing quality, philosophy of values, plans, and functional measures for doing routine organizational tasks. Astra is no exception to this as they deal with both internal and external environments which are very crucial and critical in both strategy formulation and implementation together with the day to day running of the business.

2.2.2 Strategic Formulation

Strategic Formulation is the second phase in the strategic management process, produces a clear set of recommendations, with supporting justification, that revise as necessary the mission and objectives of the organization, and supply the strategies for accomplishing them. In formulation, we are trying to modify the current objectives and strategies in ways to make the organization
more successful. This includes trying to create "sustainable" competitive advantages. Although most competitive advantages are eroded steadily by the efforts of competitors. A good recommendation should be: effective in solving the stated problem(s), practical (can be implemented in this situation, with the resources available), feasible within a reasonable time frame, cost-effective, not overly disruptive, and acceptable to key "stakeholders" in the organization. It is important to consider "fits" between resources plus competencies with opportunities, and also fits between risks and expectations (Mitchell, 2009) According to this writer there are four primary steps in this phase:

- Reviewing the current key objectives and strategies of the organization, which usually would have been identified and evaluated as part of the diagnosis
- Identifying a rich range of strategic alternatives to address the three levels of strategy formulation outlined below, including but not limited to dealing with the critical issues
- Doing a balanced evaluation of advantages and disadvantages of the alternatives relative to their feasibility plus expected effects on the issues and contributions to the success of the organization
- Deciding on the alternatives that should be implemented or recommended.

2.2.3 Strategic Implementation

Implementation is turning a plan into action, (Allio 2005). Cravens (2008) defines implementation as an activity which requires hands-on operations coupled with an orientation of human behavior which is managed by executive and managerial leadership. Implementation is done only after a clear strategy has been laid down (Akan, Allen, Helms and Spralls, 2006).

Proper implementation will only be successful when everyone in the organisation appreciates the strategy and understands how the set strategy is to be achieved. West and Ford (2010) explain that a strategy can be well formulated but if it is poorly executed then there will be problems. In this case we want to analyse and see how Astra Paints is properly implementing their strategy. How are the rest of the staff members implementing and coordinating their strategy.
2.2.4 Strategic Evaluation and Control

According to Sveiby (1997) evaluation and control is a systematic effort to set performance standards with planning objectives, design information feedback systems, compare actual performance with these predetermined standards, determine whether there are any deviations, measure their significance and to take any action required to assure that all corporate resources are being used in the most effective and efficient way possible in achieving corporate objectives. According to Mintzberg (1998), one of the foremost theorists in the area of strategic management, tells us that no matter how well the organization plans its strategy, a different strategy may emerge. Strategy evaluation and control is the outcome of activities and events that are strongly shaped by the firm’s control and reward systems, its information and planning systems, its structure, and its history and particular culture. Strategy evaluation and control is simply an appraisal of how well a business performs, grown and whether profits are normal or better. If the answers to these questions are affirmative, then it’s argued that the firm’s strategy must be sound. Despite its unassailable simplicity, this line of reasoning misses the whole point of strategy (Chelimo, 2010)
2.3 McKinsey 7s Framework
The McKinsey 7s model was developed in 1980s by McKinsey consultants Tom Peters, Robert Waterman and Julien Phillips with help from Richard Pascale and Anthony G. Athos. This model was designed to assist in strategy implementation among many other uses.

In McKinsey model, the seven areas of Organisation are divided into the ‘soft’ and ‘hard’ areas. Strategy, structure and systems are hard elements that are much easier to identify and manage when compared to soft elements. On the other hand, soft areas, although harder to manage, are
the foundation of the Organisation and are more likely to create the sustained competitive advantage. (Ravanfar, 2015)

The model can be applied to many situations and is a valuable tool when Organisational design is at question. The most common uses of the framework are:

- To facilitate Organisational change.
- To help implement new strategy.
- To identify how each area may change in the future.
- To facilitate the merger of Organisations.

It sought to present an emphasis on human resources (Soft S), rather than the traditional mass production tangibles of capital, infrastructure and equipment, as a key to higher Organisational performance. “McKinsey 7s model is a tool that analyzes firm’s Organisational design by looking at 7 key internal elements namely strategy, structure, systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow Organisation to achieve its objectives.” (Ravanfar, 2015)

Hrebiniak (2005) recognized the difficulty of strategy execution and the reward from doing that correctly. He discussed various factors that can lead to incorrect implementation of any strategy. Additionally, Hrebiniak’s research survey of 400 managers contributed to the identification of additional factors that may cause challenges to successful strategy implementation included:

- Lack feelings of "ownership" of a strategy or execution plans among key employees;
- Not having guidelines or a model to guide strategy-execution efforts;
- Lack of understanding of the role of Organisational structure and design in the execution process;
- Inability to generate "buy-in" or agreement on critical execution steps or actions;
- Lack of incentives or inappropriate incentives to support execution objectives;
- Insufficient financial resources to execute the strategy cited in (Al-Ghamdi, 2005).

**Strategy**

Strategy is a plan developed by a firm to achieve sustained competitive advantage and successfully compete in the market. What does a well-aligned strategy mean in 7s McKinsey model? In general, a sound strategy is the one that is clearly articulated, is long-term, helps to achieve competitive advantage and is reinforced by strong vision, mission and values. But it is hard to tell if such strategy is well-aligned with other elements when analysed alone. So, the key in 7s model is not to look at your company to find the great strategy, structure, systems and many
others, but to look if it aligned with other elements. For example, short-term strategy is usually a poor choice for a company but if it’s aligned with other 6 elements, then it may provide strong results, (Ravanfar 2015).

**Shared Values**

Shared Values are at the core of McKinsey 7s model. They are the norms and standards that guide employee behavior and company actions and thus, are the foundation of every organisation, (Ravanfar, 2015).

**Systems**

Systems are the processes and procedures of the company, which reveal business’ daily activities and how decisions are made. Systems are the area of the firm that determines how business is done and it should be the main focus for managers during Organisational change, (Ravanfar, 2015).

**Structure**

Structure represents the way business divisions and units are organized and includes the information of who is accountable to whom. In other words, structure is the Organisational chart of the firm. It is also one of the most visible and easy to change elements of the framework, (Ravanfar, 2015).

**Style**

Style represents the way the company is managed by top-level managers, how they interact, what actions do they take and their symbolic value. In other words, it is the management style of company’s leaders, (Ravanfar, 2015).

**Staff**

Staff element is concerned with what type and how many employees an Organisation will need and how they will be recruited, trained, motivated and rewarded, (Ravanfar 2015).

**Skills**

Skills are the abilities that firm’s employees perform very well. They also include capabilities and competences. During Organisational change, the question often arises of what skills the company will really need to reinforce its new strategy or new structure, (Ravanfar, 2015)

(Ravanfar, 2015) goes on to state that “As we pointed out earlier, the McKinsey 7s framework is often used when Organisational design and effectiveness are at question. It is easy to understand
the model but much harder to apply it for your Organisation due to a common misunderstanding of what should a well-aligned element be like”.

2.4 Empirical Literature Review

2.4.1 The case of Challenges of Strategy Implementation for firms in the Petroleum Industry in Kenya

The purpose of the study was to establish strategy implementation practices and challenges of strategy implementation in petroleum industry in Kenya. The study sought to answer one research question by identifying strategy implementation practices and the strategy implementation challenges in the petroleum firms in Kenya. By understanding the strategy implementation challenges the industry players shall be at a better position to come up with strategies that will make them competitive, (Chege, 2012).

Chege (2012) in his study revealed that strategic implementation practices in the petroleum industry vary across the board and seems to be heavily related to the market share individual firms control and the type of business. It is worth noting that some organizations give a lot of importance to processes that would make strategy implementation through information dissemination, meetings and regular reviews of strategic plans.

The study further established that most organizations know the importance of strategy implementation practices as were pointed out by the respondents, such practices include; use of technology in executing business transactions, scanning the environment for emerging markets, dissemination of strategic plans to staff, monitoring of strategy implementation, use of balanced score card and organizations enterprise restructuring programs.

Chege (2012) further looked at the challenges of the strategic implementation in Petroleum companies. The study established that challenges in strategy implementation in the petroleum industry in Kenya have similarity to challenges noted in other economic sectors. These challenges were noted to be both from the internal as well as external sources. These challenges include Technology, resource allocation, job responsibilities, prioritization, organization structure, values and resistance to change.

The challenges revealed by this study are quite in line with what is currently being experienced globally in strategy implementation the difference here is how the local firms are willing to tackle the challenges in order to keep up with the pace. Most of the firms do not have well
established organization structure leading to poor job responsibilities and due also to scarcity of resources engaging modern technology in doing business is difficult. The study also revealed that the industry operating environment has some major limitations that are not within their jurisdiction at time making implementation of strategic plans difficult. Some of these limitations are like the requirement to have a certain percentage of imported crude processed at KPRL, product storage capacity at Kipevu and pipeline throughput (J Chege, 2012).

In conclusion, the study lead to the conclusion that due to market globalization the Kenyan petroleum industry has been forced to change their management styles and adopt strategic management which is more inclusive way of doing business. This lead to impediments while trying to bring about changes that are required to bring the organization structures to levels where management is stream lined to implementing those plans that will create a competitive edge in the market.

### 2.4.2 An Investigation into Strategy Implementation case on Zimbabwe Mining Development Corporation

Watungwa (2014), did a research aimed at identifying challenges to strategy implementation by the ZMDC that results from a reflection on their failure to complete numerous strategic projects, closing of subsidiaries, failure to unlock value through diamond mining, failure to resuscitate closed mines and the problems that the company faces as reflected in decreasing revenues and a high staff turnover. It is necessary to assess whether the organisation was implementing its strategies effectively, and to investigate the challenges facing the implementation of these strategies.

On implementation challenges, the study exposed that the company repeatedly failed to motivate its people to work with enthusiasm, and together, towards the corporate aims. In most cases the strategic team knew their businesses and the strategies required for success. However, as seen at the corporation, the struggle was to translate the theory into action plans that would enable the strategy to be implemented successfully and sustained.

### 2.4.3 Application of the McKinsey 7s framework of strategy implementation at Technical University of Kenya

Literature reviewed by Hassan (2017) showed that strategy implementation is an important process in strategic plans even more so than strategy formulation. Various schools of thought
Aaltonen and Ikavalko (2002), Pearce and Robinson (1985), Noble and Mokwa (1999), that strategy implementation plays a critical role in organisational performance by elevating the competitive edge of an organisation. Although strategy implementation is such an important element in organisational, a lot of failures have been experienced as a result of poor implementation mechanisms. Hassan further revealed that in the last couple of years many universities have been formed, among them the Polytechnic University in Kenya. The Literature reviewed show that very little research has been done in the higher education sector to provide useful knowledge, in particular concerning strategy implementation which can assist new market entrants to compete effectively in the market.

**Research Gap**

On all these research studies done none was done for a pure manufacturing organisation hence my study looks at a manufacturing organisation in Zimbabwe and how effective strategic implementation will be in such organisations. They also has been no study that has covered specifically the paint industry in Africa or Zimbabwe. Those studies that have been done have also not specifically focused on implementation but looking at formulation and customer relationship management in Asian countries.

**2.5 Conceptual Framework**

**2.5.1 Organisational Structure**

According to Harsh (2012), Organizational Structure can be referred as a framework within which strategy implementation should take place in order to achieve organizational objectives.

Ajagbe et al (2016) established that Ibrahim et al. (2012) posited that organisation structure refers to the way jobs are divided, where decisions are made and how work roles are coordinated. Structure defines how job tasks are formally divided, grouped and coordinated. It specifies the firm’s formal reporting relationships, procedures, controls, and authority and decision-making processes. He goes on to highlight that structure indicates areas of responsibility, authority and accountability (Ansoff, 1965, Armstrong & Barron, 2002, Collis & Rukstad, 2008). Furthermore, organizational structure specifies the work to be done and how to do it and it influences how managers work and the decisions resulting from that work.
David (2005) also stated that for an organization to manage its strategies well in practice a good structure is necessary. Lewis et al. (2001) viewed the structure of an organization as an authority and responsibility for result achievement. Therefore it is critical to ensure the Astra Paints has the best of organisational structures that will ensure strategy is followed through.

2.5.2 Organisational Systems

Organisations are regularly described in systems terminology. Such descriptions have become an important aspect of explaining the nature of organisations and how they function. These descriptions provide a common language for discussing issues relating to how to manage them more effectively, Millet (1998)

Millet (1998) believes that organisations are comprised of a set of interdependent parts, or sub-systems, that interact with each other to form a unified whole that gives the organisation its unique identity. The organisation is seen as being capable of making changes to these sub-systems, although it is recognised that this is not a simple process. From the presence of these interdependent parts, the organisation develops configuration and structure.

Millet goes on to describe that the sub-systems can form into a hierarchy of systems. For example, organisations are made up of individuals at the micro level. Individuals work within the context of groups at another level. The organisation is also seen as a sub-system of a larger macro system, which may be identified as a larger organisation, industry, society or economic zone.

2.5.3 Leadership Styles

An effective leader influences followers in a desired manner to achieve desired goals. Different leadership styles may affect organizational effectiveness or performance. Transformational leadership is a stronger predictor of both job satisfaction and overall satisfaction. In the study it was concluded that organizational performance is influenced by a competitive and innovative culture. Organizational Culture is influenced by leadership style and consequently, leadership style affects organizational performance, D. R Swamy (2014).

Fielder (1967), House (1971); Tannenbaum and Schmidt (1973) studied leadership behaviour and they found out that leaders should have situational leadership style behaviors for different change events.
2.5.4 Skills

Hrebiniač (2005) states that proper leadership skills are also needed to ensure employees will execute the selected strategies. One of the biggest problems is usually the lack of co-ordination and clear guidelines. Noble (1999) describes the abilities needed by managers as a combination of technical skills, interpersonal skills and sensitivity to the needs of other functions. Thereby the manager needs to find a balance between powerful charismatic leadership and sufficient autonomy for the employees. Human Resource capabilities, executors play a very critical role in strategy implementation. Executors are comprised of top management, middle management, lower management. Effectiveness of strategy implementation is, at least in part, affected by the quality of people involved in the process Govindarajan, (1989). Here, quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position (Peng & Little John 2001)

<table>
<thead>
<tr>
<th>Independent Variables – Assumed Causes of SI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure</td>
</tr>
<tr>
<td>Leadership Style</td>
</tr>
<tr>
<td>Systems</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Dependent Variables – Assumed Benefits of SI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better working environment</td>
</tr>
<tr>
<td>Improved profitability</td>
</tr>
<tr>
<td>High market share</td>
</tr>
</tbody>
</table>
2.6 Chapter conclusion

The chapter discussed on the theories of effective strategic implementation in its successes and failures with critical focus on the McKinsey 7s model in relation to other countries and studies. All these are all interdependent, so if one fails to pay proper attention to one of them, it can bring the others crashing down around you. The relative importance of each factor will vary over time. The Framework is useful way of checking that one has covered all the bases. However, the literature available does not complete the current research objectives stated in chapter 1, hence the study on effectiveness of strategic implementation on Astra in Zimbabwe guided by the McKinsey model and the research methodology in chapter 3.
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

According to Saunders et al., (2009) research methods are mainly used to gather information so that the researcher can find answers to the research problem. Saunders goes on to state that research methodology involves the theoretical frameworks and learning of the various techniques that can be used in the conduct of research and the conduct of tests, experiments, surveys and critical studies.

In this chapter the researcher aims at providing a preliminary discussion on the main parts of the current study that is the research design, the research philosophy and the research strategy that was used to carry out the research. These methods and procedures employed will help conduct the study so as to achieve the research objectives.

The researcher explains the rationale for using a single case study and justification of the employment of the case study approach using phenomenological philosophy. The researcher also explains the research design which includes, the sampling techniques, data collection methods and instrument as well as the within-case data analysis and validation.

3.2 Research Design

The research design is the logical sequence that connects the empirical data to the study’s initial research questions and ultimately to its conclusions. It also guides the researcher in the process of collecting, analysing and interpreting observations, allowing them to draw inferences concerning causal relations among the variables under investigation (Yin, 2008).

The researcher used a ‘representative’ single case design by Yin, (2008) of Astra Paints Zimbabwe. Yin (2008) argues that one of the five rationales for a single case is when a case is representative or typical. Astra Paints Zimbabwe is representative or typical of a Zimbabwean Manufacturing company producing paint and is a top paint producing company. The results of the research are applicable to other organisations in the same industry which operate paint production and may also extend to other organisations in manufacturing in Zimbabwe.

For this paper qualitative research was conducted in the form of interviews. Qualitative research, in contrast to quantitative research is believed to acquire stronger information, because it is
possible to go more into detail for the selected case study of the effectiveness of Strategy Implementation in Astra Paints. The researcher chose the use of a single case study because it gives detailed analysis. Yin (2008) highlighted that the rational for a single case is that it is a representative of a typical. The result from the study shall be applicable to other manufacturing organizations operating in the same industry. The interview respondents were selected from executive management and senior management. In this research the researcher relied on primary data.

Interviews gives research the change to get in contact with people from practice and to compare theory with practice and therewith gain deep insight. The strength of findings is increased with that deeper insight (Brink Schroder, 2014).

3.3 Research Philosophy

Research can be carried out either by using quantitative or qualitative approach (White, 2000). There is also a third philosophy of research which can also be employed called triangulation. This is when both qualitative and quantitative research are both used. The way you view the world with some assumptions decides research philosophy you are going to adopt. Research strategy and methods depends on these assumptions. Knowledge and the process by which this knowledge is developed and our view about this influences the philosophy we adopt. (Saunders et al. 2009).

3.3.1 Interpretivism

According to (Saunders et al., 2009), Interpretivism advocates that it is necessary for the researcher to understand differences between humans in our role as social actors. This emphasises the difference between conducting research among people rather than objects such as trucks and computers. The term ‘social actors’ is quite significant here. The metaphor of the theatre suggests that as humans we play a part on the stage of human life. In theatrical productions, actors play a part which they interpret in a particular way (which may be their own or that of the director) and act out their part in accordance with this interpretation. In the same way we interpret our everyday social roles in accordance with the meaning we give to these roles. In addition, we interpret the social roles of others in accordance with our own set of meanings.
3.3.2 Quantitative Research Approach

Saunders et al., (2003) state that quantitative research refers to a type of research that includes numerical data or data that can be valid to answer some research questions. According to White (2000) positivism approach aims to remain objective through gathering and use of statistical data. It is more important in clarifying and backing up qualitative data from an experimental survey. Quantitative tends to identify relationship between variables and provide structured objective analysis of the studied subject to acquire generalized results (Altinay, 2008; 75-76). The semi-quantitative method involves adding some objectivity to the qualitative analysis, though not too much numerical content as the quantitative method. The semi-quantitative usually involves use of ratios and rankings (Hilary, 2010; 42).

3.3.3 Qualitative Research Approach

Chidemo (2012) stated that, qualitative research is a method that makes use of a small number of respondents who provide narrative information about their impressions which are not easily shown by the whole population. Qualitative approach is more detailed than positivism research. It was developed in the social sciences to help researchers to study societal and cultural phenomena (Myers, 2009). Qualitative method is concentrated on collecting various amounts of information which cannot be presented in a numerical form. Analysis of such information aims to achieve an in-depth understanding of the topic. According to Clayton (2010, 95), qualitative research strives to answer why and how questions and therefore investigates the process and experiences. However, Silverman (2006, 45) suggests not to over idealize this method as it might contain the danger of subjective data research.

In this study the researcher made use of a qualitative approach in case studies research. Information was gathered through the use of interviews. Qualitative analysis was used to ascertain the opinion of various stakeholders on the effectiveness of strategic implementation in Astra Paints.

3.4 Research Strategy

A research strategy could therefore be defined as the various steps a researcher has to take to answer his research question. The choice of a research question should be guided by one’s research questions and objectives, the cohesiveness with which these link to the research
philosophy, research approach and purpose, and to more pragmatic concerns such as the extent to existing knowledge and access to participants and other sources of data. (Saunders et al., 2009). In this study, the researcher used a case study of Astra Paints to represent other paint manufacturing companies in Zimbabwe. The main reason being that, the case study research can take the form of qualitative or quantitative type of research which adopts an interpretive approach to data, studies things within the context and considers the subjective meanings that people bring to their situation.

A case study gives descriptive information and detailed analysis of information gathered from a limited number of individuals. It is a good source of ideas of individuals under study (Howard and Sharp, 2003). The case study strategy also has considerable ability to generate answers to the question ‘why?’ as well as the ‘what?’ and ‘how?’ questions, although ‘what?’ and ‘how?’ questions tend to be more the concern of the survey strategy (Saunders et al., 2009). Yin (2003) also states that case study uses how and why question for contemporary events which the researcher has no control over. For this reason the case study strategy is most often used in explanatory and exploratory research. The data collection techniques employed may be various and are likely to be used in combination which in the case the researcher will be using questionnaire and interviews. A case study research can be qualitative or quantitative. The researcher then uses interpretive approach to data analysis and there is need for the researcher to study the responses which are given by respondents so as to derive a logical meaning from the responses (Howard and Sharp, 2003).
Table 3.1 The Relevant situations for different research strategies

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Form of research question</th>
<th>Requires control of behavioural events</th>
<th>Focuses on contemporary events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Experiment</td>
<td>How, why?</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Survey</td>
<td>Who, what, where, how many, how much?</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Archival analysis</td>
<td>Who, what, where, how many, how much?</td>
<td>No</td>
<td>Yes/No</td>
</tr>
<tr>
<td>History</td>
<td>How, why?</td>
<td>No</td>
<td>No</td>
</tr>
<tr>
<td>Case study</td>
<td>How, why?</td>
<td>No</td>
<td>Yes</td>
</tr>
</tbody>
</table>

*Source: Yin, 2008*

According to the description of the presented Table 3.1 above, they are three conditions illustrated which consist of the type of research question posed, the extent of control an investigator has over actual behavioral events and the degree of focus on contemporary as opposed to historical events (Yin, 2003). The case study was found to be the most suitable strategy to employ because ‘how’ and ‘why’ questions were being asked about a contemporary set of events.

The focus of this study was to answer “how” and “why” questions about the effectiveness of strategy implementation at Astra Paints Zimbabwe. Yin adds on to emphasize that a case study is an empirical inquiry that investigates a modern phenomenon within its real-life context, especially when the boundaries between phenomenon and the context are not clearly evident.
3.5 Research Instruments

These are items or tools which are used to get relevant data from the research project. The information obtained can be primary data or secondary data (Howard and Sharp, 2017). Primary data is data originally obtained through the direct efforts of the researcher through surveys, interviews and direct observation (Burn, 2004). Information gathered from primary sources may not represent the entire population. In collection of primary data the flexibility of the method used may result in unclear results. The researcher may be biased to reinforce a particular view. Wegner (1999) explains interviews and questionnaire as methods of data gathering.

4. Data Collection

4.1 Population

Frankel and Wallen (2006) highlighted that a study population is made up targeted individuals whom the researcher targets to get information from and results will be generalized from the given information. The target population in this research is made up of executive management, senior managers of Astra.

Table 4.1 Population Composition

<table>
<thead>
<tr>
<th>Population Composition</th>
<th>Target Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Management</td>
<td>3</td>
</tr>
<tr>
<td>Senior Management</td>
<td>13</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>16</strong></td>
</tr>
</tbody>
</table>

4.2 Sampling and Sampling Technique

According to Wegner (2003) the two major ways which are used in selection of a sample is probability and non-probability sampling. Qualitative research methods use non-probability type of sampling which are convenience sampling, judgmental sampling and quota sampling. Saunders et al., (2009) states that with probability sampling the chance, or probability, samples about the population, but not on statistical grounds.
4.2.2 Judgmental Sampling
This study employed non-probability sampling, namely purposive (judgmental) sampling. Non-probability sampling is a chance of each case to be selected from the population is not known and it’s impossible to make statistical inference about the characteristics of the population. You may still be able to generalise from non-probability samples about the population, but not on statistical grounds (Saunders et al., 2009). The method involve grouping of the selected participates according to a particular criteria which is suitable with the research being undertaken. In this research Executive management and senior managers were chosen because of their role in strategy formulation and implementation Denzin and Lincoln, (2005). Thus the researcher has chosen a sample size of only 14 respondents because of the positions that they hold in the organisation and their participation in strategy formulation and implementation at Astra Paints.

4.3.1 Questionnaire
According to Wisniewski (2004), a questionnaire is an instrument used in raw data collection and is made up of a set of questions which are meant to address specific objectives. In general, questionnaires are the most efficient mechanisms for efficient collection of certain kind of information. However questionnaires are not a precise means of evaluation therefore researchers should only use them to compliment other procedures (Robson, 2003).

Open questions are used widely in in-depth and semi-structured interviews. In questionnaires they are useful if you are unsure of the response, such as in exploratory research, when you require a detailed answer or when you want to find out what is uppermost in the respondent’s mind (Saunders et al.,375, 2009).

Questionnaires can be used to collect primary data. The questions asked can be structured, semi-structured or unstructured. The use of questionnaires has the following advantages and disadvantages (Salant and Dillman, 1994),

Advantages of using questionnaires

a) There is anonymity and respondents are comfortable to answer any question without feeling any pressure or bias.

b) They are inexpensive.
Disadvantages of using questionnaires

a) The respondent may misread or misunderstand a question and as a result the response given will not be the correct one.

b) The response rate may be low if the respondent lacks interest.

c) The respondent may be interested in certain questions and thereby end up partially completing the questionnaire.

According to Miller and Salkind (2001) a well-designed questionnaire can gather information on both the overall performance of the test system as well as information on specific components of the system. Another advantage of using questionnaires is that the validity of the results is more reliant on the honesty of the respondents since the researcher has limited control over the environment Miller and Salkind, (2001). These are just but a few of the advantages and disadvantages of using questionnaires as a means of collecting data.

4.3.2 Interviews

The researcher used the structured interview with open ended questions. The participants were able to reveal relevant information in a natural way and have the opportunity to qualify their answers and explain in depth the underlying meaning of their responses. Also they had a chance to understand those questions which were not very clear. Open-ended questions do not need a one-word answer but provide interviewees with ample opportunity to express their feelings, allowing participants to respond in their own words Polit & Hungler (2004:349).

Personal interviews is a method of collecting data using an interview guide containing a list of pertinent questions for investigative enquiry Salant and Dillman (1994).

4.3.2.1 Advantages of Personal interviews

Gives room for further probing where there is need.

Researchers is able to pick up on the non-verbal responses.

One gets immediate feedback

4.3.2.2 Disadvantages of Personal interviews

The chances of interview bias cropping in is very high

It can be costly to train interviewers in a large population
Some interviews may fail to happen due to time and cost constrains

The researcher carried out the interviews so that both bias and costs were eliminated. Interviews were conducted with the senior management and the general manager in order to obtain in-depth information at the strategic level of the organisation. These managers are involved in the implementation of strategy and thus can give an insight of the success or failure of the strategy implemented.

An interview guide will be drafted using both unstructured open ended questions. The interview guide will be pre-tested before use in order to establish if it is useable and the questions can be easily answered by the respondents. The interviews will be face-to-face interviews.

5. Data Analysis

There is no standard format for data analysis of a qualitative research (Wegner, 2003). Data from the research was presented through data display tables. The researcher interpreted findings from the respondents through use of detailed descriptive tables. The researcher decided on the meaning attributed to the words and their implications to the topic. The data was analyzed using thematic analysis by going through the entire question and establishing common themes, patterns and relationships. Tables are the simplest forms of summarizing the data. Specific values can easily be read from a table (Saunders et-al, 2003). Neuman (2006), further states that there is no standard format in data analysis in a qualitative research. The data obtained from the research was therefore analysed through the use of data displays which will follow in chapter 4.

6. Chapter Conclusion

This chapter looked at the research methodology and the design of the research. Focus was mainly on the research philosophy that was adopted which is qualitative research, with an inductive approach. A case study was used and data collected using semi-structured interviews and data displays and write-ups were chosen to analyse findings.

In the next chapter the researcher discusses and analyse the findings of the research.
Chapter 4 RESULTS AND FINDINGS

4.1 Introduction
In this chapter, the researcher presents the research findings from the distributed questionnaires given to Astra Management. The data is analysed by means of summary Tables. Tabulated results will then be explicated and discussed, their implications and relationship to literature. The chapter will cover of all responses per each posed question in the questionnaires.

4.2 Key respondents
Questionnaires were given to all managers within Astra who are responsible for strategy formulation and implementation. The respondents were selected because they are all senior managers at the strategic and decision-making level of the organisation. The management comprises of 16 managers with three of these being the top executives who seat on the Astra Board. All the respondents selected are part of the day-to-day operations of the business.

4.3 Section A: Demographic information of Respondents
The questionnaire examined the demographics of the respondents as follows:
   I. Specialty
   II. Age of respondents
   III. Gender of Respondents
   IV. Professional and Academic qualifications
   V. Number of years in the organisation
   VI. Current Position in the organisation
   VII. Positions held within the organisation
### Table 4.2 Demographic information of the respondents.

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Age of Respondent</th>
<th>Area of Specialty</th>
<th>Professional/Academic background</th>
<th>Years in Organisation</th>
<th>Gender</th>
<th>Positions held in the organisation</th>
<th>Current position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>36-45</td>
<td>Chemist</td>
<td>Bcom Science hons, Dip Gen Management, Dip Paint technology</td>
<td>21</td>
<td>Male</td>
<td>Cadet Chemist, Production Development Chemist, Production Superintendent</td>
<td>Paints Production Manager</td>
</tr>
<tr>
<td>2</td>
<td>25-35</td>
<td>Finance</td>
<td>Bsc Finance</td>
<td>19</td>
<td>Male</td>
<td>Data Capture, Management accounting officer, Bookkeeper</td>
<td>Chemicals Accountant</td>
</tr>
<tr>
<td>3</td>
<td>36-45</td>
<td>Technical</td>
<td>Msc (MOTI), Bsc Hons, SAPMA paint technology</td>
<td>20</td>
<td>Male</td>
<td>Cadet paint chemist and Technical Services Chemist</td>
<td>Chemicals Production Manager</td>
</tr>
<tr>
<td>4</td>
<td>25-35</td>
<td>Finance</td>
<td>ACCA</td>
<td>10</td>
<td>Male</td>
<td>Assistant Accountant</td>
<td>Group Accountant</td>
</tr>
<tr>
<td>5</td>
<td>36-45</td>
<td>Paint and SHERQ</td>
<td>Btech paint technology,</td>
<td>22</td>
<td>Male</td>
<td>Technical and Production</td>
<td>SHERQ and</td>
</tr>
<tr>
<td>No.</td>
<td>Age</td>
<td>Department</td>
<td>Qualification</td>
<td>Experience</td>
<td>Gender</td>
<td>Current Role</td>
<td>Current Manager</td>
</tr>
<tr>
<td>-----</td>
<td>-----</td>
<td>------------</td>
<td>---------------</td>
<td>------------</td>
<td>--------</td>
<td>--------------</td>
<td>----------------</td>
</tr>
<tr>
<td>4</td>
<td>25-35</td>
<td>Marketing</td>
<td>Bcom Hons and CIM</td>
<td>8 years</td>
<td>Female</td>
<td>Counter sales, Sales Consultant and Marketing Specialist</td>
<td>Group IT Manager</td>
</tr>
<tr>
<td>5</td>
<td>46-55</td>
<td>Information Technology</td>
<td>Bsc Hons, MBA, Prince 2 Practitioner</td>
<td>6 years</td>
<td>Male</td>
<td>IT Manager</td>
<td>Group IT Manager</td>
</tr>
<tr>
<td>6</td>
<td>25-35</td>
<td>Finance</td>
<td>Bcompt</td>
<td>1 year</td>
<td>Female</td>
<td>Group Finance Manager</td>
<td>Group Finance Manager</td>
</tr>
<tr>
<td>7</td>
<td>46-55</td>
<td>Procurement and Logistics</td>
<td>B.Comm Logistics, Diploma CIPS, Diploma IAC, Diploma Customs legislation</td>
<td>20 years</td>
<td>Male</td>
<td>Shipping officer, buyer, purchasing manager</td>
<td>Group Supply Chain Manager</td>
</tr>
<tr>
<td>8</td>
<td>36-45</td>
<td>Technical</td>
<td>Degree in applied Chemist, Diploma in paint technology</td>
<td>15 years</td>
<td>Female</td>
<td>Paint Chemist, Technical Manager</td>
<td>Paints Site Manager</td>
</tr>
<tr>
<td>9</td>
<td>36-45</td>
<td>Finance</td>
<td>Bcompt, CA,</td>
<td>19 years</td>
<td>Male</td>
<td>Trainee</td>
<td>General</td>
</tr>
<tr>
<td>No</td>
<td>Age Range</td>
<td>Department</td>
<td>Qualification</td>
<td>Experience</td>
<td>Gender</td>
<td>Position</td>
<td></td>
</tr>
<tr>
<td>----</td>
<td>-----------</td>
<td>------------</td>
<td>---------------</td>
<td>------------</td>
<td>--------</td>
<td>----------</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>36-45</td>
<td>Sales</td>
<td>National Diploma</td>
<td>15 years</td>
<td>Male</td>
<td>Production Clerk, Production Superintendent, Costing Clerk, Counter Sales clerk, customer Liaison officer, Sales Rep, Sales Manager, National Sales Manager</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>35-45</td>
<td>Finance</td>
<td>Bcompt Unisa</td>
<td>17 years</td>
<td>Male</td>
<td>Trainee, Financial accountant, Chief accountant, Paints Accountant</td>
<td></td>
</tr>
</tbody>
</table>
Astra management has a total of 4 females against 14 male employees. In terms of age groups the majority of Astra Paints management are young and energetic ranging in the ages of 25 – 35 is a total of 4 and 36-45 is 8 while above 46 years is 2. All the employees have at least a first degree. A total of 3 managers have masters’ degrees, the other 5 have specialty in finance and 4 specialize in technical and paint technology. The rest cover other areas of specialty such as sales, marketing, purchasing and information technology. They are 4 managers who have been in the organisation for 20 years or more, 6 have more than 15years while the rest have between a year and 14 years in the organisation.

4.4 Section B: Organisational Structure in Strategy Implementation
This section looks at how the organisational structure at Astra supports strategy implementation. The questions where divided into the following sections

i. Reporting structures flexible enough to all timeous changes
ii. Departmental function coordinates strategies ensuring proper division of labour and staff specialisation
iii. Strategic work activities well-coordinated across departments and divisions
iv. Extent to which the current reporting structure allows for quick decisions and feedback
Table 4. 3 Flexibility of reporting structure

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Easier locally though in some instances consultations with South Africa head office is needed.</td>
</tr>
<tr>
<td>2</td>
<td>Yes the reporting structure is flexible to allow timeous changes.</td>
</tr>
<tr>
<td>3</td>
<td>From a local or country perspective, the structure does allow fairly rapid responses to arising situations. However, there are significant bureaucratic hurdles, when it comes to certain issues beyond the authority limit matrix of the country representative or GM.</td>
</tr>
<tr>
<td>4</td>
<td>Not really as the management does not have full autonomy they have to consult with senior management of the Kansai Group.</td>
</tr>
<tr>
<td>5</td>
<td>The fact that some of the senior management is in South Africa, sometimes, this does not facilitate for flexible and timeous reporting</td>
</tr>
<tr>
<td>6</td>
<td>No so because the chain of command is too long</td>
</tr>
<tr>
<td>7</td>
<td>The reporting structures are not flexible enough because some of the decisions have to be made by managers who are not on the ground</td>
</tr>
<tr>
<td>8</td>
<td>All non-major decisions can be made easily however bigger decisions need consultations from the parent company executives</td>
</tr>
<tr>
<td>9</td>
<td>Skewed towards a single man decision making model</td>
</tr>
<tr>
<td>10</td>
<td>Flexible for small changes and major changes use of matrix</td>
</tr>
<tr>
<td>11</td>
<td>Flexible enough however managers lack courage to utilise the reporting structures</td>
</tr>
<tr>
<td>12</td>
<td>Clear structures which gives room to make decisions</td>
</tr>
<tr>
<td>13</td>
<td>Well, yes. The business has a local CEO, to whom key line managers’ report directly. This affords ample and timeous interventions to</td>
</tr>
</tbody>
</table>
existing strategies from time to time

14 Depends on the level of the project to be done because of a lot of consultations happening with head office in South Africa

**Source: Primary Data**

**Question 1: Please explain whether you think the reporting structure at Astra are flexible enough to allow changes to be made timeously.**

Seven of the respondent felt that the reporting structures are not flexible enough to allow timeously changes to take part in the organisation. Respondent number 6 highlighted that the chain of command in Astra is too long. Another respondent number 9 felt that decision making is skewed towards a single man decision making model. Respondent 11 has a strong feeling that the structure is flexible enough unfortunately managers lack courage to utilise the reporting structures available. The majority of the managers feel that the flexibility lies only on the smaller decisions. All major decisions will always need approval from South African head office.

**Table 4. 4 Departmental function coordinating strategy to ensure division of labour**

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Nil</td>
</tr>
<tr>
<td>2</td>
<td>This ensures that we utilize key skills in departmental members</td>
</tr>
<tr>
<td>3</td>
<td>Manufacturing department is split into sections according to function. Production activities derived from the strategy, are then assigned to these sections taking into account the strength of the teams constituting them.</td>
</tr>
<tr>
<td>4</td>
<td>Staff training and multi-tasking</td>
</tr>
<tr>
<td>5</td>
<td>The strategic goals for my department are divided up amongst the people in the department through the allocation of roles and responsibilities in accordance with the competency levels of the people involved</td>
</tr>
<tr>
<td>6</td>
<td>Because of the setup and thin line between sales and marketing there is some overlapping</td>
</tr>
<tr>
<td>7</td>
<td>Difficult since the department is understaffed and all members become</td>
</tr>
</tbody>
</table>
all rounders

8  To a satisfactory extend in my department there is mainly specialisation

9  Specialisation in the department and well differentiated

10  Assigned according to the skills of an individual

11  Assignment of key people to coordinate the strategy session

12  Well-coordinated as most of the team members are purely sales oriented

13  Our department has sections were the staff focus on their areas of specialities. They then have KPAs of their own that are also designed to feed into the department’s objectives. This ensures all team members play a part in the broad strategy implementation.

14  Departmentally the head of departments drills down the strategy with individuals and uses Balance Score Card to evaluate

**Source: Primary Data**

**Question 2: To what extend does your departmental function coordinate strategies to ensure proper division of labor and staff specialization?**

Respondent number 2, 3, 8, 9, 10, 12, and 13 ensures that there is use of individual skills while respondent number 4 focuses on multi skilling. On responded number 6 there is overlapping in the department. Respondent number 7’s department is understaffed resulting in the staff member becoming all-rounders in the organisation. According to Yukl (2013:397), specialisation is an important determinant to efficiency for an organisation and it involves not only the design of individual jobs but also the design of subunits and managerial positions with the responsibility of planning and coordinating subunit activities.

**Table 4.5 Departmental function coordinating strategy to ensure division of labour**

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Each department strategies much feed into the overall company strategy, each individual must contribute towards the strategy through the balanced score card target.</td>
</tr>
</tbody>
</table>
Most activities require interdepartmental relationships, so operational meetings are held to ensure smooth flow of activities. At times project teams are formed to push a certain activity to its conclusion.

Intercompany meetings are convened to facilitate cooperation between the 2 divisions (Paints and Chemicals). For instance the budgeting process identifies where there are opportunities for synergies and maximizes on them. For example rather than buying two forklift trucks in the southern region, only once was bought as the sites in question are geographical neighbors. Similarly transportation of goods in various sites can be coordinated to maximize use of trucks (internal or hired), for this purpose.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Most activities require interdepartmental relationships, so operational meetings are held to ensure smooth flow of activities. At times project teams are formed to push a certain activity to its conclusion.</td>
</tr>
<tr>
<td>3</td>
<td>Intercompany meetings are convened to facilitate cooperation between the 2 divisions (Paints and Chemicals). For instance the budgeting process identifies where there are opportunities for synergies and maximizes on them. For example rather than buying two forklift trucks in the southern region, only once was bought as the sites in question are geographical neighbors. Similarly transportation of goods in various sites can be coordinated to maximize use of trucks (internal or hired), for this purpose.</td>
</tr>
<tr>
<td>4</td>
<td>Through monthly management meetings</td>
</tr>
<tr>
<td>5</td>
<td>Through management meetings and cross departmental communications</td>
</tr>
<tr>
<td>6</td>
<td>Departmental strategies should be in line with the main organisational strategy</td>
</tr>
<tr>
<td>7</td>
<td>Project teams are usually interdepartmental to ensure every department understands what we are trying to achieve</td>
</tr>
<tr>
<td>8</td>
<td>They are well coordinated and monthly assessments in the departmental meetings which helps in giving feedback</td>
</tr>
<tr>
<td>9</td>
<td>Company lacks champions in driving strategic activities</td>
</tr>
<tr>
<td>10</td>
<td>Through managerial and ex-com meetings held monthly</td>
</tr>
<tr>
<td>11</td>
<td>Through strategic issues and gap analysis and cross functional management meetings to address gaps in the strategy</td>
</tr>
<tr>
<td>12</td>
<td>They is mutual understanding within departments</td>
</tr>
<tr>
<td>13</td>
<td>The strategy session includes all managers and senior employees.</td>
</tr>
<tr>
<td>14</td>
<td>Monthly departmental meetings to coordinate what needs to be achieved.</td>
</tr>
</tbody>
</table>

*Source: Primary Data*

**Question 3:** How are the strategic work activities well-coordinated across departments and divisions?
The majority of the respondents such as 2, 3, 4, 5, 8, 10, 11 and 14 all cited the monthly management and ExCom meetings and those activities that help in the coordination of the organisation. Respondent number 1 and 6 mentioned the need for all individual strategies to feed into the main strategy and contribution evaluated through the balance score card. Number 7 mentions the availability of project teams representing each department to ensure total understanding in the whole organisation of where we are going. Respondent number 9 highlighted that the organisation lacks champions who drive the strategic activities.

Table 4. 6 Current reporting structure allows for quick decision making and feedback

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Departments are arranged according to functions or area of specialisation, hence strategic issues are distributed within the organisation according to areas of specialisation. This at times leads to cross matrix reporting system</td>
</tr>
<tr>
<td>2</td>
<td>The structure is lean and managers can interact freely</td>
</tr>
<tr>
<td>3</td>
<td>There is some flexibility in the drafting and execution of the manufacturing plan. This means that whilst the sales department determines what needs to be manufactured, procurement and production can within certain limits decide which items will be first and where to source them</td>
</tr>
<tr>
<td>4</td>
<td>Almost as the budgets are reforecast so as to ensure that resources are mobilised to where they are needed the most</td>
</tr>
<tr>
<td>5</td>
<td>The reporting structure has been recently restructured through a project fitness initiative to make them leaner but the complications resulting from matrix reporting sometimes negatively affect the ability to make quick decisions and give quick feedback</td>
</tr>
<tr>
<td>6</td>
<td>Because of the organisational hierarchy decisions take long to be made resulting in frustration</td>
</tr>
<tr>
<td>7</td>
<td>The authority limit matrix allows for certain decisions to be made by those on the ground, thus making the turnaround times more</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td><strong>favourable</strong></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Within the Astra Paints division it is possible as the structure is leaner</td>
</tr>
<tr>
<td>9</td>
<td>Quick for minor issues however for strategic issues the process is long</td>
</tr>
<tr>
<td>10</td>
<td>Each department is able to make decisions that are within policy and budget</td>
</tr>
<tr>
<td>11</td>
<td>The structure is sent by email and one on one discussions with decision makers and feedback</td>
</tr>
<tr>
<td>12</td>
<td>Astra is using a flat structure because they are a fewer number of managers between the employees, and decisions are made at the departmental level instead of always being referred to the top</td>
</tr>
<tr>
<td>13</td>
<td>Allows for the coordination and team work across functions</td>
</tr>
<tr>
<td>14</td>
<td>Structure now lean and allows for quick decisions to be done an open system is there to deal with issues immediately though huge projects require consultations with head office in South Africa</td>
</tr>
</tbody>
</table>

*Source: Primary Data*

**Question 4: Please explain the extent to which the current reporting structure allow for quick decisions and feedback**

There is cross matrix reporting happening according to respondent 1 and 5. Respondent 2, 3, 7, 8, 10, 12, and 14 feel that the current reporting structure allows for quick decisions and feedback because it is now leaner. There is a challenge though when it comes to major decisions as there will be need to refer these issues to senior management in South Africa according to respondent 14. The correct organisational structure is crucial to enable the organisation to implement its strategy. To facilitate the achievement of the strategic and organisational objectives, organisational structure coordinates and integrates the tasks executed by all employees in the organisation, such as employees at all levels, and across all divisions and functions (Hill et al, 2009).

**4.5 Section C Organisational Systems allow for measuring and tracking of the Strategy**

Section 4.5 is evaluating how the organisational systems allow for measuring and tracking strategy divided into the following subsections.
i. How the system governs your department in terms of rules, regulations, policies and procedures in line with strategy implementation

ii. How are the manufacturing and technology conducive for effective strategy implementation

iii. Allocation of resources to ensure strategy is well implemented

iv. Main barriers in the organisation’s system to implementing strategy

v. Free flow of information between departments within the organisation

vi. The ICT system enables the implementation of strategy

vii. The key factors that assist in strategy implementation

Table 4.7 System governing rules, regulations, policies and procedures in line with strategy implementation

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>SOP</td>
</tr>
<tr>
<td>2</td>
<td>My department’s work is done as per laid down company procedures</td>
</tr>
<tr>
<td>3</td>
<td>Policies such as stock cover, and standard equipment to use for production process, mirror the KPAL group requirements</td>
</tr>
<tr>
<td>4</td>
<td>The use of balance score cards</td>
</tr>
<tr>
<td>5</td>
<td>Safety, health, environmental, quality and enterprise risks which are all subject to company policies and procedures as well as legal and regulatory requirements from government and other quasi-governmental authorities.</td>
</tr>
<tr>
<td>6</td>
<td>ISO, Quality and SHERQ objectives per department together with the departments’ SOP</td>
</tr>
<tr>
<td>7</td>
<td>There are set targets for each department in terms of the agreed objectives.</td>
</tr>
<tr>
<td>8</td>
<td>Use of SOP</td>
</tr>
<tr>
<td>9</td>
<td>SOP though not crafted in line with strategy implementation</td>
</tr>
<tr>
<td>10</td>
<td>To provide guidelines and ensure consistency in strategy implementation.</td>
</tr>
<tr>
<td>11</td>
<td>Organisation has SOPs, operating policies updated yearly and audited</td>
</tr>
</tbody>
</table>
SOP, OSHAS AND ISO objectives

Rules, regulations, policies and procedures follow standing best practises as prescribed by international standards. As far as strategy is concerned, monthly feedback meetings help to monitor how each department is progressing.

SOPs which are audited every year

Source: Primary Data

Question 1: Describe how the system governs your department in terms of rules, regulations, policies and procedures in line with strategy implementation?

Most of the respondents such as 1, 2, 5, 6, 7, 8, 9, 11, 12 and 14 are in agreement that the use of SOP, ISO, Quality and SHERQ as the systems that govern the departments. Respondent 3 states the use of KPAL requirements such as stock cover and respondent 4 talks of the use of the balance score card. Respondent 10 mentions the policies as those rules that provide guidelines and ensure consistency in strategy implementation.

Table 4. 8 The manufacturing and technology conducive to effective implementation of the strategy

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The system is flexible and it allows for creativity to meet strategy</td>
</tr>
<tr>
<td>2</td>
<td>It gives opportunity for new innovations to be implemented. It’s very flexible</td>
</tr>
<tr>
<td>3</td>
<td>They enable the fastest milling of products in the shortest possible time, to the highest degree of quality.</td>
</tr>
<tr>
<td>4</td>
<td>The production of high volumes within the shortest period of time as well as the reduction in labour throughout the manufacturing process</td>
</tr>
<tr>
<td>5</td>
<td>The paint manufacturing technologies in Astra Paints have been upgraded recently with respect to the dispersion, tinting, filling and blending capabilities. As a result, they are able to meet the operational efficiencies required to meet strategic goals</td>
</tr>
</tbody>
</table>
As much as efforts have been done a lot still needs to be done so we can meet the global standards such as filling machine. The technologies are still lagging behind. There is need to modernize the factory and eliminate some inefficiencies that are inherent in the current technologies. Some of the technologies that we are still using are hindering our strategic objectives. There is a plan to purchase machinery in line with Global standards. Machinery is obsolete and costly. Refurbishment has enabled implementation though introduction process is slow. Constant repair of plant and equipment as well as capex in the annual budgets ensures we are in line with the strategy. More resources still need to be availed to boast the machinery continuously. Each department is requested to come up with an annual budget each year, and there are required to request and motivate for capital expenditure to acquire assets be it plant or software, to improve their processes and hence meet the strategic deliverables. The machinery is not so modern however, capex has taken that into consideration. Biggest challenge is forex to finance the projects.

Source: Primary Data

Question 2: Please explain how the manufacturing and technology in Astra Paints are conducive to effective implementation of the strategy.

7 of the respondents feel that the machinery is in the right direction to ensure the production processes are in line with the expected standards within the selected markets. Of the respondents 3 felt that the machinery is old and obsolete hence becoming costly. Respondent 12 feels more resources still need to be availed to boast the machinery continuously. Respondent 14 highlights that capex has taken into consideration all the improvements that need to happen on the machinery unfortunately foreign currency has been the biggest challenge to finance the projects, while respondent 12 feel the introduction process is so slow.
Table 4. 9 Resource allocation to ensure strategy implementation

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Yes, raw materials, material handling equipment, protective clothing, computers, machinery and many more</td>
</tr>
<tr>
<td>2</td>
<td>Yes, management allocation enough resources for strategy implementation.</td>
</tr>
<tr>
<td>3</td>
<td>Financial resources are indeed devoted to the attainment of strategic goals. However, limitations arise from the fact that we have limited demand for our products.</td>
</tr>
<tr>
<td>4</td>
<td>Allocated substantial amount towards marketing</td>
</tr>
<tr>
<td>5</td>
<td>Equipment, human, financial and safe working facilities</td>
</tr>
<tr>
<td>6</td>
<td>No as the marketing department is a support function.</td>
</tr>
<tr>
<td>7</td>
<td>Not always currently the human resources is not adequate in some departments</td>
</tr>
<tr>
<td>8</td>
<td>Yes finance, time and personnel</td>
</tr>
<tr>
<td>9</td>
<td>Not always e.g. human resources</td>
</tr>
<tr>
<td>10</td>
<td>Yes, purchase of delivery vehicles, installation of new machinery such as filling machine</td>
</tr>
<tr>
<td>11</td>
<td>Yes capital spend per annum, foreign creditors repaid, shop upgrades being done, foreign visits for explorations purposes</td>
</tr>
<tr>
<td>12</td>
<td>Human Resources in some instances is lacking and also finance to finance other operations such as marketing activities</td>
</tr>
<tr>
<td>13</td>
<td>Finance</td>
</tr>
</tbody>
</table>
Question 3: Does management allocate enough resources to ensure strategy is well implemented? If yes kindly list some of the resources.

Respondents to the above questions have mixed feelings depending on the department one works for. There however seem to be critical issues with regards to human resources in some departments which will make it difficult to implement set objectives to the strategy. Respondents 1, 2, 3, 4, 5, 8, 10, 11 and 13 are happy with the resources available in their departments. Unfortunately for respondents 6, 7, 9 and 12 are not happy with the given resources which are not adequate. Respondent 14 mentions that resources are allocated as per capex in line with the strategies on intends to implements. The organisation must have enough resources in order to implement and execute each stage of the strategic plan in order to achieve its goals (Allio, 2005:18) in line with literature.

Table 4. 10 Main barriers in the organisation to implement strategy

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Too much paperwork on projects, though it is good for keeping history</td>
</tr>
<tr>
<td>2</td>
<td>Poor communication of information to lower levels</td>
</tr>
<tr>
<td>3</td>
<td>Limited financial resources, manpower policies and bureaucracy from the regional grouping structure present considerable barriers.</td>
</tr>
<tr>
<td>4</td>
<td>Departmental objectives and interpersonal relationships</td>
</tr>
<tr>
<td>5</td>
<td>Matrix reporting, diverse corporate culture and poor communication</td>
</tr>
<tr>
<td>6</td>
<td>Communication top bottom and no bottom up communication</td>
</tr>
<tr>
<td>7</td>
<td>Resources and skills</td>
</tr>
<tr>
<td>8</td>
<td>Lack of adequate foreign currency difficult operating environment</td>
</tr>
<tr>
<td>9</td>
<td>Communication resources and follow ups</td>
</tr>
<tr>
<td>10</td>
<td>Inadequate financial resources especially foreign currency, slow process of payments by finance delaying some projects</td>
</tr>
<tr>
<td>11</td>
<td>Frequent changes at the top level, lack of cohesion in terms of understanding our strategy, managements’ inability to focus on</td>
</tr>
</tbody>
</table>
strategy while paying attention to operational issues

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Effective communication bottom up as information comes from top to bottom</td>
</tr>
<tr>
<td>13</td>
<td>Bureaucracy</td>
</tr>
<tr>
<td>14</td>
<td>A culture that has been in the organisation for long, lack of drive accountability, poor communication and a need to be pushed all the time.</td>
</tr>
</tbody>
</table>

Source: Primary Data

Question 4: What do you consider to be the main barriers in the organisation’s systems to implement strategy?

A number of barriers have been mentioned by management with 7 respondents having a strong belief that communication is the biggest barrier to strategy implementation. 3 of the respondents noted lack of resources as the major hindrance to strategy implementation. Skills were also mentioned together with lack of foreign financial resources. Other respondents also felt that the constant change in top management at Plascon was also an issue since each new manager comes in with their own way of doing things which is different from the predecessor.

Table 4. 11 Free flow of information within departments in the organisation

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Naturally there are players who think holding onto information is a source of power. I recommend we standardize report cards so that cross departmental reports are easy to marry</td>
</tr>
<tr>
<td>2</td>
<td>There is room for improvement. More inter departmental meetings at lower level are needed</td>
</tr>
<tr>
<td>3</td>
<td>There is some flow of information to a certain extent, but it could be improved on.</td>
</tr>
<tr>
<td>4</td>
<td>Information needs to be decentralized by making use of information technology (the internet of things IOT)</td>
</tr>
<tr>
<td>5</td>
<td>Whereas communication systems are in place, their efficient use is still a challenge as there are still gaps</td>
</tr>
<tr>
<td>Respondent</td>
<td>Response</td>
</tr>
<tr>
<td>------------</td>
<td>----------</td>
</tr>
<tr>
<td>6</td>
<td>There is no free flow as departments are disjointed leaving in silos and information is withheld in most cases. There is need for continuous engagement</td>
</tr>
<tr>
<td>7</td>
<td>There is no free flow of information.</td>
</tr>
<tr>
<td>8</td>
<td>Information is readily available</td>
</tr>
<tr>
<td>9</td>
<td>Dissemination of information is very poor, mainly top bottom and no bottom up</td>
</tr>
<tr>
<td>10</td>
<td>Communication is there through circulation of reports prior to meetings</td>
</tr>
<tr>
<td>11</td>
<td>Yes there is free flow of information. Monthly reports sent out. Recommend reading the reports in advance before meetings</td>
</tr>
<tr>
<td>12</td>
<td>There is no effective communication between some departments to have more interdepartmental meetings and sharing of challenges within the organisation</td>
</tr>
<tr>
<td>13</td>
<td>We have a history were this was not there leading to a lot of inefficiencies and back chatting. The organisation has embarked on a culture change program to try and address this</td>
</tr>
<tr>
<td>14</td>
<td>Departments worked in silos for so long hence information does not flow well. Build teams in an aggressive way, training for managers in a big way.</td>
</tr>
</tbody>
</table>

*Source: Primary Data*

**Question 5:** Explain whether you think there is free flow of information between the departments within the organisation. If there are obstacles, please recommend solutions.

The majority of the respondents felt that communication with in the organisation is very poor and needed to be improved. Some of the executive members feel that communication is available however those who are to use it do not make full use of it, for instance respondent number 10 confirms reports are circulated before meetings and so is respondent number 11.

**Table 4. 12 ICT system enables the implementation of strategy**

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Description</td>
</tr>
<tr>
<td>---</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1</td>
<td>Strategy implementation relies on information technology infrastructure so this is critical to enable the effective implementation of strategy</td>
</tr>
<tr>
<td>2</td>
<td>Through intranet, shared folders and full utilization of Enterprise Resource Management (ERM)</td>
</tr>
<tr>
<td>3</td>
<td>From a product supply point of view, material required for product manufacture and its movement can be clearly ascertained. This then allows the necessary stocking measures to be effected towards realization of this goal</td>
</tr>
<tr>
<td>4</td>
<td>It enables movement and sharing of key strategic activities</td>
</tr>
<tr>
<td>5</td>
<td>Information flow and access to information has improved greatly</td>
</tr>
<tr>
<td>6</td>
<td>Not all information is readily available and accessible because of organisational restrictions</td>
</tr>
<tr>
<td>7</td>
<td>The ICT platform provides management with the necessary information to make key decisions. Managers can use this information to simulate scenarios, makes forecasts and even make extrapolations</td>
</tr>
<tr>
<td>8</td>
<td>Availability of technology such as emails, shared folders and intranet</td>
</tr>
<tr>
<td>9</td>
<td>Use of internet and shared folders</td>
</tr>
<tr>
<td>10</td>
<td>ICT allows for quick access to information and storage of records</td>
</tr>
<tr>
<td>11</td>
<td>Fully integrated for online communications timely reports variance analysis</td>
</tr>
<tr>
<td>12</td>
<td>Easy and timeous access to reports and interpretation for report production</td>
</tr>
<tr>
<td>13</td>
<td>It provides real time information to show and track progress</td>
</tr>
<tr>
<td>14</td>
<td>Dissemination of information</td>
</tr>
</tbody>
</table>

*Source: Primary Data*

**Question 6: Describe how the organisation’s ICT system enables the implementation of strategy?**

Most of respondents felt that the ICT in Astra enables management to access information and transmission of information within the organisation. The use of shared folders, emails, internet
and intranet has become a crucial role in the use of ICT according to respondent 8. Respondent number 6 felt they are a lot of restrictions in the system making it difficult to access all needed information. Respondents 12, 13 and 14 agree that ICT enables easy, quick real time information dissemination to help track progress.

Table 4. 13 Factors assisting in strategy implementation

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Team work communication customer focus</td>
</tr>
<tr>
<td>2</td>
<td>Team work accountability and customer focus</td>
</tr>
<tr>
<td>3</td>
<td>Establishing proper buy in through information dissemination, adequate financing to support stated goals by acquiring needed machinery and inventory, maintaining and improving employee engagement by means of motivating staff throughout the organisation</td>
</tr>
<tr>
<td>4</td>
<td>Training</td>
</tr>
<tr>
<td>5</td>
<td>Communication, good corporate culture, competent personnel and a robust evaluation and monitoring system</td>
</tr>
<tr>
<td>6</td>
<td>Staff consultations since they are on the ground, consideration of external market forces</td>
</tr>
<tr>
<td>7</td>
<td>Team work, regular reviews, Budget provisions</td>
</tr>
<tr>
<td>8</td>
<td>Team work, respect, communication, customer focus, accountability and challenge</td>
</tr>
<tr>
<td>9</td>
<td>Team work, respect, training too much ambiguity and buy in from other members</td>
</tr>
<tr>
<td>10</td>
<td>Communication is important in making known the strategy and implementation process</td>
</tr>
<tr>
<td>11</td>
<td>Constant review of strategy status, feedback from board meetings and</td>
</tr>
</tbody>
</table>
top leadership visits from Kansai Plascon

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td>Effective communications, team work, respect, accountability</td>
</tr>
<tr>
<td>13</td>
<td>A well experienced workforce has helped Astra to sail in some of the most turbulent periods like the hyperinflation period and the currency crisis</td>
</tr>
<tr>
<td>14</td>
<td>Teamwork, communication accountability customer focus</td>
</tr>
</tbody>
</table>

*Source: Primary Data*

**Question 7: Describe key factors that you think assist in strategy implementation in Astra Paints**

In the above Table, 7 of the respondents were able to highlight the key factors of the organisation. Manager number 2 cited buy in through information dissemination, adequate financing and staff motivation. Manager 4 identified training. Another respondent number 5 mentioned communication, good corporate culture, competent personnel and robust evaluation and monitoring. Staff consultations considering they are on the ground. Manager 11 cited constant review of the strategy status and feedback from board meetings and top leadership visits from Kansai and Plascon. According to Crittenden et al. (2008) see organisational culture as a system of shared values of the employees and Pryor et al. (2007) see the possibility to set tone, pace and character of the organisation.

### 4.6 Section D: Leadership Styles influencing strategy implementation

This section looks at the leadership styles that influence strategy implementation as follows:

i. How managers resolve departmental conflict

ii. Measurement of employee related performance in relation to strategy implementation in the organisation/department

iii. Leadership styles effective in strategy implementation within Astra Paints

iv. Role played by communication within Astra Paints departments

**Table 4. 14 Resolving of departmental conflict**

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. I try and cultivate a culture of mutual trust in my team

2. Through appropriate sharing of resources and also clear segregation of duties

3. The problems are dissected with the involvement of the warring parties, with a view of finding a common ground and a solution to the problem at hand. Focusing on the solution rather than the apparent differences has been seen to be beneficial in the greater scope of things

4. Continuous engagement with staff and open door policy

5. Focus on finding a truly win-win outcome that address the root cause of the conflict

6. Lay down job expectations with the use of job descriptions and also leaving the organisation’s core values listed such as teamwork, respect, accountability, challenge and customer focus

7. Interacting and discussing with all parties involved. It is always important to be frank, truthful and upfront

8. We always ensure we sit down with the affected parties and discuss the issues in a professional manner and ensure everyone is given a chance to express themselves

9. Open communication and cohesion, a good listener not biased

10. Through dialogue

11. Cross departmental meetings, and one on one discussions

12. Accept the existence of a problem then try and resolve amicably

13. One on one discussions with the affected parties

14. Find the root cause of conflict sit people down and speak things over

Source: Primary Data

**Question 1: As a manager how do you resolve departmental conflict?**

Respondent 1 cultivates a culture of mutual trust within the team while number 2 ensures appropriate sharing of resources and clear segregation of duties. Respondent 9 and 10 work through effective communication and dialogue. Respondents 5, 7, 8, 11, 12, 14 sit down with the affected parties and try resolving the conflict with one on one discussions. The Integrating
strategy, also known as problem solving, states that it is important for employees that are willing to reach a mutual and acceptable solution through honesty, examination and exploration of differences for arriving to a constructive solution that goes far beyond personal and limited visions of the problem Gary (2009). When managers take time to settle a certain conflict and recognize that whenever employees are faced with conflicts they perform poorly, then a solution has to be found to enhance employees’ performance (Goudge, 2006).

Table 4. 15 Measuring employee performance

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Every month end we review each employee’s balanced score card on a one on one and agree on the way forward to correct the identified shortcomings.</td>
</tr>
<tr>
<td>2</td>
<td>Through the balanced score card system</td>
</tr>
<tr>
<td>3</td>
<td>The desired result is first of all assessed and then the employee’s contribution towards the attainment of that result is then evaluated</td>
</tr>
<tr>
<td>4</td>
<td>Balanced score card</td>
</tr>
<tr>
<td>5</td>
<td>Half yearly balanced score card review as well as monthly one on one performance monitoring meetings</td>
</tr>
<tr>
<td>6</td>
<td>Balance score card and achievement of set targets</td>
</tr>
<tr>
<td>7</td>
<td>We make use of a balanced score card which has defined KPIs and is reviewed every six months</td>
</tr>
<tr>
<td>8</td>
<td>Balanced score card</td>
</tr>
<tr>
<td>9</td>
<td>Balance Score Card</td>
</tr>
<tr>
<td>10</td>
<td>Look at output achieved vs the resources given and the budget requirements</td>
</tr>
<tr>
<td>11</td>
<td>Balance score card done half yearly on one’s contribution to strategy</td>
</tr>
<tr>
<td>12</td>
<td>Balance score card</td>
</tr>
<tr>
<td>13</td>
<td>Each employee has a balance score card that captures their contribution to the overall strategy</td>
</tr>
</tbody>
</table>
Question 2: How do you measure employee related performance in relation to strategy implementation in your organisation/department?

The majority of the employees are fully aware that the balance score card is the system that is used within the organisation to measure performance in line with strategy. The Balanced Score Card (BSC) is undoubtedly the most popular management system in organisations today (Wiersman, 2009), its popularity comes from the principle that it brings all of the strategic objectives of a business into a single and balanced framework (Kaplan and Norton, 2003). They were different responses given as to how the scorecard is implemented for example others mentioned the need to look at the balance score card on a monthly basis while it was clear that others would only wait for the six months to review. Respondent number 2 and 10 looked at the output achieved against set targets and resources that will have been availed for the given period.

Table 4. 16 Leadership styles

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Consultative leadership, Listening leadership</td>
</tr>
<tr>
<td>2</td>
<td>Affiliative leadership style and coaching leadership style</td>
</tr>
<tr>
<td>3</td>
<td>Participatory style tends to be more fruitful as there is more cooperation from people, they will feel they are a part of the process. The authoritative style is also quite prominent as KPAL- South Africa the major shareholder, expects Astra Paints to follow the prescribed course of action</td>
</tr>
<tr>
<td>4</td>
<td>Democratic and liaises faire</td>
</tr>
<tr>
<td>5</td>
<td>Transformational leadership, servant leadership, situational</td>
</tr>
</tbody>
</table>
leadership and democratic leadership

6  Autocratic in some instances but mostly democratic is the style used in Astra Paints. Autocratic, Democratic and liaises faire

7  Transformational leadership

8  Democratic and autocratic

9  More autocratic hence we fail to get more input from management

10 Coaching and democratic leadership styles

11 Democratic, charismatic, technical and expertise

12 Servant leadership

13 I would think Strategic leadership and Democratic leadership can bring the best out of the team

14 A combination of all which is situational Democratic, Autocratic and Laissae Faire.

Source: Primary Data

Question 3: which leadership styles do you think are more effective in strategy implementation within Astra? List the styles.

In the Table eight of the managers namely 4, 5, 6, 8, 10, 11, 13 and 14 believe that democratic leadership style is practiced within the organisation while three managers sighted autocratic leadership. Respondent number 9 felt that because of the autocratic leadership style it then becomes very difficult for the other managers to give in more meaningful input. To a larger extent respondent 14 feels any leadership style is possible depending on the individuals and situations one is dealing with. A superior and strong leadership skill is an important dynamic capability required to drive superior performance in organisations operating in a dynamic environment that characterises organisations in today’s environment (Teece, 2014). Respondent 1 mentioned consultative and listening leadership, respondent 2 has affiliative and coaching leadership style while 4 has participatory and authoritative styles. Respondent 13 mentions strategic and democratic leadership as styles that could help the organisation.

Table 4. 17 Role played by communication in strategy implementation

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Consultative and listening leadership</td>
</tr>
<tr>
<td>2</td>
<td>Affiliative and coaching leadership style</td>
</tr>
<tr>
<td>4</td>
<td>Participatory and authoritative styles</td>
</tr>
<tr>
<td>13</td>
<td>Strategic and democratic leadership</td>
</tr>
</tbody>
</table>

Table 4. 17 Role played by communication in strategy implementation
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>It helps everyone to focus on one goal</td>
</tr>
<tr>
<td>2</td>
<td>Communication helps ensure everyone understands strategic direction as well as what is expected of them</td>
</tr>
<tr>
<td>3</td>
<td>Through communication people are aware of what is expected of them. By passing on information to the production coordinator to the supervisors and then in turn to the section supervisors, the departments’ contribution to the strategy’s execution then becomes very clear. The last part would be the supervisors sharing this information with their teams, encouraging questions to ensure understanding. Our weekly team forum meeting would then be a perfect platform where staff can be free to ask questions thereby ensure understanding</td>
</tr>
<tr>
<td>4</td>
<td>Goal congruence, breaking communication barriers (silos)</td>
</tr>
<tr>
<td>5</td>
<td>Enable interdepartmental and intradepartmental sharing of information required for smooth running and strategy implementation</td>
</tr>
<tr>
<td>6</td>
<td>Communication plays a key role and encourages ownership of the strategies</td>
</tr>
<tr>
<td>7</td>
<td>It ensures everyone is moving at the same pace and with the same understanding</td>
</tr>
<tr>
<td>8</td>
<td>Communication plays a crucial role in laying down the objectives goals and all we want to achieve, during monitoring and evaluation we also need to communicate to see where we are missing it and also to build each other and the team so as to have effective communication</td>
</tr>
<tr>
<td>9</td>
<td>Plays a crucial role however it’s the main reason strategy fails to be implemented</td>
</tr>
<tr>
<td>10</td>
<td>Communication is important in making known the strategy and implementation process</td>
</tr>
<tr>
<td>11</td>
<td>Effective communication which is achieved through use of the channels used</td>
</tr>
<tr>
<td>12</td>
<td>Communication helps to identify implementation risk ahead of time</td>
</tr>
</tbody>
</table>
Question 4: Describe the role that communication plays in the implementation of strategy within your department/organisation within Astra.

All managers are in agreement that communication plays a crucial part in the implementation of strategy in Astra Paints namely respondents 1, 2, 6, 7, 8, 10, 11, 12, 13 and 14. Communication, inter and intra department assists the organisation in sharing the set objectives per department within the organisation thus assist them in moving in the same direction according to respondent 2 and 5. Respondent number 9 felt seriously that the lack of proper communication has contributed to the lack of effective strategy implementation. Another respondent number 4 cited communication as a tool that will also assist in the breaking down of silos that exist within the organisation. In every organisation, communication plays a crucial part in the daily operations. Majority of employees have also been found to understand the importance of communication and its effectiveness in achieving results (Downs and Adrian, 2012).

4.7 Section E: Astra in support with skills development

Section E looks at the skills that facilitate strategy implementation within Astra

i. Training and development skills for employees

ii. How system can develop skills in the organisation to assist in Strategy Implementation

Table 4. 18 Training and development skills for employees

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Communication skills and customer care</td>
</tr>
<tr>
<td>2</td>
<td>Key competences within their areas</td>
</tr>
<tr>
<td>3</td>
<td>Awareness of ICT and the Sage ERP would go a long way in assisting people to grasp the importance of stock control issues. The fostering of product knowledge throughout the various manpower strata in the organisation can only serve to make it more responsive to customer needs. All staff need to possess good communication skills.</td>
</tr>
</tbody>
</table>
That way better information flow will allow everyone to be in the picture as to where the organisation is headed.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Information technology, public relations and financial analysis</td>
</tr>
<tr>
<td>5</td>
<td>How to create productive relationships, customer care and team building</td>
</tr>
<tr>
<td>6</td>
<td>Customer care, leadership skills and selling skills</td>
</tr>
<tr>
<td>7</td>
<td>General management skills including project management</td>
</tr>
<tr>
<td>8</td>
<td>Team building, managerial and leadership skills</td>
</tr>
<tr>
<td>9</td>
<td>Personal training, people management skills managerial success sources</td>
</tr>
<tr>
<td>10</td>
<td>According to their areas of weakness as identified by section head</td>
</tr>
<tr>
<td>11</td>
<td>Act and behave like managers and be proactive and assertiveness skills</td>
</tr>
<tr>
<td>12</td>
<td>Train their senior management on essence of learning and development strategy</td>
</tr>
<tr>
<td>13</td>
<td>Strategic planning skills, communication skills, IT skills</td>
</tr>
<tr>
<td>14</td>
<td>Communication, accountability, technical knowhow on their job</td>
</tr>
</tbody>
</table>

Source: Primary Data

**Question 1: What training and development skills do you think the employees should have in order for them to be able to drive Astra Strategy implementation into action?**

Respondent number 11 strongly felt that the managers within Astra are not driving the strategy to the best of their ability. 5 of the respondents felt customer care, people management skills and communication skills were also key skills that everyone needed to have namely respondents 10, 9, 6, 5 and 1. However, responded 3 felt that more needed to be done in terms of ICT training and sage to assist in stock control. Also communication skills keep coming in as a critical challenge for the organisation. Respondent 12 cited training of senior management on the essence of learning and development of the strategy, 14 mentioned training on communication, accountability and technical knowhow of the jobs. Respondent 13 highlighted strategic planning, communication and IT skills. According to Yukl. (2013: 371) there are a number of activities that can be used to facilitate learning of relevant skills from experience on the job. These
developmental activities can also be used to supplement informal coaching by the boss or co-workers and most of them can be used in conjunction with formal training programs.

Table 4. 19 Skills development to assist implementation

<table>
<thead>
<tr>
<th>Respondent</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Training</td>
</tr>
<tr>
<td>2</td>
<td>Regular trainings on key strategic issues</td>
</tr>
<tr>
<td>3</td>
<td>People can then be coached on understanding what this means and the repercussions to the organisation and to their livelihoods. Graphical depictions would perhaps be the easiest way to roll off this plan in the first instance</td>
</tr>
<tr>
<td>4</td>
<td>Short term courses</td>
</tr>
<tr>
<td>5</td>
<td>A robust training and development programme that identifies and meets training needs</td>
</tr>
<tr>
<td>6</td>
<td>Encourage innovation, reward, good performance, continuous training and clear succession plan</td>
</tr>
<tr>
<td>7</td>
<td>Invest in focused training and skills development</td>
</tr>
<tr>
<td>8</td>
<td>Continuous training</td>
</tr>
<tr>
<td>9</td>
<td>Training</td>
</tr>
<tr>
<td>10</td>
<td>Implementation of training needs identified during performance reviews</td>
</tr>
<tr>
<td>11</td>
<td>Leadership roles, authority to manage key projects and being accountable for failure or success of projects</td>
</tr>
<tr>
<td>12</td>
<td>A sense of belonging into the organisation and taking a keen interest</td>
</tr>
</tbody>
</table>
in understanding how things operate from a management’s point of view

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Employees are financially burdened. The business must fund key employees’ education and training needs for the good of the business</td>
</tr>
<tr>
<td>14</td>
<td>Training to move with the time as most of the knowhow that is there is now ancient and also there is need for refresher programs. Organisation does not do very well in terms of training.</td>
</tr>
</tbody>
</table>

Source: Primary Data

Question 2: Explain ways in which the system could develop skills in the organisation to assist in strategy implementation?

According to the responses from the respondents 6 of the responses in Table 4.20 highlighted the need for training to be done to all managers so as to develop their skills in strategy implementation. Respondent number 5, 7 and 11 mentioned the need to identify areas that lack during performance reviews and then concentrate on those to help improve performance of Astra management. Respondent number 6 focused on encouraging continuous innovation, reward on good performance and having a clear succession plan in place for continuity while respondent 11 believes in clear leadership roles and having the authority to manage one’s projects in different departments and being accountable for the success or failures encountered. The lack of the right skills and abilities of the people involved in the strategy implementation have also been found to cause problems (Beer et al, 2000; Al-Ghamdi, 1998; Alexander, 1985).

4.8 Summary of Findings
The study was aimed at investigating the effectiveness of strategic implementation in manufacturing companies in Zimbabwe; A case of Astra Zimbabwe

4.8.1 To establish how Astra’s organisational structure supports strategy implementation in all directions
Research found that the structure within Astra to some extent supports strategy implementation unfortunately there is a challenge in terms to ensuring that decisions are made timeously and in a flexible manner as there is need to consult other senior executive members in South Africa and Japan which makes it take so long to get decisions done.
4.8.2 To ascertain if the systems at Astra allow for measuring and tracking of the strategy
The study found that they are good systems within the organisation for instance each department has their own standard operating procedures which are aligned to the organisation’s objectives and strategies.

4.8.3 To find out the extent to which the Astra leadership styles influences strategy implementation
Another finding that came out that they is a clear performance appraisal formula that is clearly laid down in the organisation which is the balance score card.

4.8.4 To discover if Astra supports skills development to execute strategy implementation
Finally the research found that there is lack of adequate training of managers that has happened over time.

4.9 Conclusion
Chapter 4 was reporting on the findings and results of the study and to discuss them, emphasis was the implications and to link them with literature. The next chapter will cover the conclusions from the research, recommendations based on the findings, limitations of the study and recommended areas of further study.
CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This section of the research makes extrapolations of the findings from Chapter 4, giving the essential conclusions and recommendations. The chapter also explains the extent to which this dissertation satisfied the objectives and aims that had been set at the beginning of the research study. The chapter will also reflect on the areas for further study and the limitations of the research.

5.2 Conclusion
The overall conclusion drawn from this study is that although strategy is being implemented in Astra, there are areas that need serious improvement. This is evidenced by the following conclusions to the research objectives:

5.2.1 To establish how Astra’s organisational structure supports strategy implementation in all directions
5.2.1.1 Objective
To establish how the organisational structure supports strategy implementation.

5.2.1.2 Finding
The research found out that the structure supports strategy to a limited extent because of the foreign ownership which inhibits effective decision making.

5.2.1.3 Conclusion
Foreign ownership inhibits quick and flexible decision making in the organisation

5.2.2 To ascertain if the systems at Astra allow for measuring and tracking of the strategy
5.2.2.1 Objective
To ascertain the systems at Astra in line with strategy tracking.
5.2.2.2 Finding  
Research established that the systems in place allow for effective strategy implementation.

5.2.2.3 Conclusion  
Research concluded that the set objectives are audited both internally and externally. The balance score card is also working effectively within the organisation. Poor and ineffective communication especially bottom up proved to be the biggest challenge that the organisation is facing hindering the effective implementation of Astra strategy.

5.2.3 To find out the extent to which the Astra leadership styles influences strategy implementation  
5.2.3.1 Objective  
To find out the extent to which Astra leadership styles influences strategy implementation.

5.2.3.2 Finding  
They are various leadership styles are available within the organisation such as democratic, transformational, transactional, autocratic and laissez faire.

5.2.3.3 Conclusion  
Most managers did their first degrees but have not had a chance to get professional training which includes management development.

5.2.4 To discover if Astra supports skills development to execute strategy implementation  
5.2.4.1 Objective  
To discover the support skills development in strategy execution.

5.2.4.2 Finding  
There is lack of continuous training on management to help improve available skills.

5.2.4.3 Conclusion  
Finally the study concludes that there is lack of continuous training and skills improvement within the management continuously improve the skills of their managers. This has not been the case due to the lack of a proper human resources training schedule and budget.

5.3 Recommendations  
In view of the findings above the research makes the following recommendations to ensure that they will be effective strategic implementation in the organisation.
5.3.1 Team Building Sessions for the Management
The organisation needs to embark in extensive and serious team building sessions for the management team so as to break all the silos that exist in the organisation. This will assist in creating mutual trust, openness and oneness in the organisation. Those managers who are well versed with the organisation’s running should be patient with those who are still learning and appreciate that each one has their own strengths.

5.3.2 Training for managers
Management at Astra require extensive training on management and leadership styles and skills. This should help in them being effective communicators and listeners helping communication in both directions. Training is also needed on the importance of reports and preparedness for meetings thus encouraging teamwork and working together as a team pulling together in one direction. Managers also need training on project management so that all capex issue on the budget should know how to run with it to fruition. Training the managers will also assist in them knowing how they will be able to use the available communication structures available to them.

5.4 Study Limitations and Recommendations of further research
The major limitation experienced in this study was that most of the managers where not very comfortable responding to the research questions given as they thought this would expose them and would also be used to implicate them. Some of the respondents did not even respond to the questionnaires given. The research study time frame was limited which made it difficult for the researcher to use both qualitative and quantitative methods of data collection and analysis (triangulation) to strengthen the facts concluded by the research.

The research also shows that there are other factors that can affect the effective implementation of the strategy such as the corporate structure of the organisation itself which has senior executives who are expected to make some crucial decision but divorced from what is happening on the ground. Also the constant changes that are always happening at the head office on changes on general managers and chief executive officers. There is also a need for a research that also considers the impact of external ownership on organisation in relation to strategic implementation in relation to organisation’s performance.
The study was a single case design of Astra Group. Further research in this area should a multiple case design involving other Plascon Kansai companies or other paint manufacturing companies such as Dulux to ensure replication logic.

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APPENDIX A: INTRODUCTION LETTER

My name is Jenipha Z Gonye, a Master’s in Business Leadership (MBL) Student with Bindura University of Science Education (B1748363). In partial fulfillment of the requirements of MBL, I am researching on **effectiveness of strategic implementation in manufacturing companies in Zimbabwe: a case of Astra Paints.** This questionnaire will maintain confidentiality of
participates and participates can withdraw from participating at any point they deem necessary. For any other details required kindly contact me on 0772369776 or jeniphag@astra.co.zw.

Please tick the box to indicate your informed consent to participate in this study.

Fill in the blank spaces provided after the question

Thank you.

APPENDIX B: LETTER TO CARRY OUT RESEARCH

COORDINATOR, GRADUATE SCHOOL OF BUSINESS BINDURA, Zimbabwe

Cell: 0772 241 401 0772 154 882/887
Fax: 263 – 271 – 7620
Email: denmara@buse.ac.zw

BINDURA UNIVERSITY OF SCIENCE EDUCATION

20 March 2018

TO WHOM IT MAY CONCERN

PART 2.2 MBL STUDENT
This letter serves to confirm that Jenipha Z Gonye is an MBL student at Bindura University of Science Education.

He is now studying the final stage of the MBL Programme which requires him to carry out a research. The Topic of his research is “Effectiveness of strategic implementation in manufacturing companies in Zimbabwe: A case study of Astra Paints.”

Please give her any assistance he may require.

For more details please do not hesitate to contact us.

Yours faithfully

________________________
DR. D. MARAVANYIKA
COORDINATOR

APPENDIX C: QUESTIONNAIRE

ASTRA PAINTS MANAGEMENT - QUESTIONNAIRE

SECTION A: STRATEGY IMPLEMENTATION

1. Please explain whether your organisation has a strategy document

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2. How often does your organisation have the strategic planning sessions? .........

3. Which methods does the organisation use to avail information before a new strategy is implemented?

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4. How often are the proposed business strategies implemented in your organisation?

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5. What mechanisms are in place to ensure the formulated strategy is implemented in terms of reviews and set departmental targets?
6. Explain the role that you as a senior manager play in the implementation of Strategy

SECTION B: ORGANISATIONAL STRUCTURE

1. To what extent are the organisation’s objectives aligned to strategic implementation?

2. Please explain whether you think the reporting structures at Astra are flexible enough to allow changes to be made timeously.

3. To what extent does your departmental function coordinate strategies to ensure proper division of labour and staff specialisation?

4. How are the strategic work activities well-coordinated across departments and divisions?

5. Please explain the extent to which the current reporting structure allow for quick decisions and feedback.

SECTION C: ORGANISATIONAL SYSTEMS

1. Describe how the system governs your department in terms of rules, regulations, policies and procedures, in line with strategy implementation?

2. Please explain how the manufacturing and technology in Astra Paints are conducive to effective implementation of the strategy.
3. Does management allocate enough resources to ensure strategy is well implemented? If yes, kindly list some of the resources.

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4. What do you consider to be the main barriers in the organisation’s systems to implementing strategy?

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5. Explain whether you think there is free flow of information between the departments within the organisation. If there are obstacles; please recommend solutions.

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6. Describe how does the organisation’s ICT system enables the implementation of strategy?

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7. Describe key factors that you think assist in strategy implementation in Astra Paints

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SECTION D: LEADERSHIP STYLES

1. As a manager how do you resolve departmental conflict?

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2. How do you measure employee related performance in relation to strategy implementation in your organisation/department?

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3. Which leadership styles do you think are more effective in strategy implementation within Astra Paints? List the styles

........................................................................................................................................

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4. Describe the role that communication plays in the implementation of strategy within your department or organisation within Astra Paints?

SECTION E: SKILLS

1. What training and development skills do you think the employees should have in order for them to be able to drive Astra Paints strategy implementation into action?

2. Explain ways in which the system could develop skills in the organisation to assist in strategy implementation?

SECTION F: BACKGROUND OF RESPONDENT

1. What is your area of speciality?

2. Please state your age:

   25 – 35  36 – 45  46 – 55  above 56

3. Please state your gender

   Male  Female

4. Please state your professional/academic qualification

5. How many years have you been working for Astra Paints?

6. What is your current position in Astra Paints?

7. What positions have you held in the organisation?

END OF QUESTIONNAIRE

THANK YOU SO MUCH FOR YOUR VALUED TIME.