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Strategic Planning and Its Impact on Performance in the Manufacturing Sector in Kenya

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Abstract:

The dissertation aimed to identify the strategic planning dimensions that have an impact on the performance of manufacturing companies in Kenya. The dissertation also aimed to support the fact that there exists a relationship between strategic planning and manufacturing performance by evaluating the five strategic planning dimensions of planning formality, functional coverage, internal and external orientation, centralisation process and planning benefits with manufacturing performance unlike in previous studies where strategic planning was addressed as a whole. Quantitative research via a web-based survey was conducted to get responses from different manufacturing companies in Kenya to gather evidence that these five dimensions do impact on performance and evaluate their responses using different appropriate methods. The results of the study found that the five strategic planning dimensions have an impact on performance though the study could be limited due to a lacking reliable representative of the entire sector as the response rate was very low. The study was able to show that the managers are keen on the following components that have a direct impact on the decisions made by management and which stem from the five strategic planning dimensions under study. These components are; a regular monitoring of the business environment which changes regularly, the push for a participative planning process which allows the empowerment of employees and therefore prepare them for new challenges and developments within the organisation, a consistent planning process and documentation of the strategic plans which are useful for reference purposes. The limitations cited in the study necessitate a more comprehensive study of the manufacturing sector in Kenya in future to gather more reliable results. There is need for the Kenyan population to be sensitised on the need to take surveys as it's the only best and reliable means to gather information for future use. In today's business world, an organisation requires striving to remain competitive and this can be achieved through embracing new ways of doing business. The 'triple bottom line' is rapidly gaining recognition as a framework for measuring business performance. In this concept an organisation not only focuses on the single bottom line of profits but also the social and environmental aspect of doing business. In the open ended questions, managers in Kenya listed a number of indicators of performance that could be used to support this concept and its impact on manufacturing performance. The manager listed the following as indicators of measuring performance; staff training, ability to respond to changing environment, employee benefits, outcome of policies, staff and customer satisfaction, safety and morale and staff engagement. From these responses, one is able to appreciate the effort from manufacturing companies in Kenya in embracing new developments in the current business world.

1. Introduction

1.1. Background

Many practitioners and researchers have researched on strategic planning for decades and realised that its one area that requires a lot of studying and keeps on changing with the demands of the business environment. A lot of the researches done have been based on developed countries and this research will be focused on a developing economy in the African context. Despite the fact that the principles of strategic planning are applicable in all countries, a deeper understanding of the planning process and its impact on performance is necessary. From already undertaken researches, it's clear that it's important for the researcher to understand the value of strategic planning as a process. Eventually strategic planning in organisations results in improved business performance (Greenley, 1994).

1.2. Aim

The main aim of the dissertation was to investigate whether there is any relationship between strategic planning and performance. The research will demonstrate that for successful strategic plans that result to improved performance requires skilled and exposed executives, a favourable firm structure, the necessary resources and executives who understand what is required for the successful implementation and control of the plans. For decades many practitioners have struggled with embracing the concepts of strategy and strategic planning and companies are beginning to realise that it's through strategic planning that an organisation is prepared for the future. As stated by Greenley (1994) strategic

planning is expected to improve the performance of companies and also lead to indirect improvements in performance by improving the effectiveness of management throughout an organisation. Other benefits of strategic planning include: process advantages, such as indentifying and exploiting future marketing opportunities, personnel advantages such as the encouragement of a favourable attitude to change, and that strategic planning keeps the company synchronized with the external environment so that changes can be adapted to accordingly.

Change is inevitable and therefore companies need to encourage strategic planning to equip them for the future and remain competitive in a dynamic business world. "Strategic planning entails a clear mission statement, major objectives, strategies and policies that govern the acquisition and allocation of resources", (Greenley, 1994). Strategic planning enables companies to be well prepared for the future and is able to accomplish much within a short time with the available resources. They set both short-term and long-term plans and using projections based on access to reliable and current information, plan to revise the organisation's plans depending with the demand from the environment at that time ((Rudd, et al. 2008).

The research will contribute to existing literature on strategic planning by gathering information on formulation and effectiveness of strategic planning in manufacturing companies situated in Kenya.

The epistemological approach adopted in this research was relativism and constructionism because during the course, it was clear that effective strategic planning will positively impact on the performance of an organisation be it financial or organisational performance. Over the years the researcher has developed a passion to better understand and be an expert in strategic planning and the research will create a deeper understanding of the importance of appreciating the role played by management in setting the path into the future, managers in all levels to ensure they interpret accurately the vision of the organisation and aspiring to meet the needs of the customers by developing required products and services. The theoretical framework will be based on management theory, performance theory and leadership theory.

1.3. Draft Research Questions

- Does strategic planning improve the performance of manufacturing companies?
- Does the initiation and implementation of the strategic plans require advanced skills with top management?
- Does effective implementation of strategic planning depend on the deeper understanding of the planning dimensions; planning formality, functional coverage, internal and external orientation, centralisation process and organisational planning benefits?

1.4. Draft Research Objectives

- Review the literature on strategic planning and performance.
- Try to examine whether a relationship of strategic planning and performance exists based on other studies (literature).
- Collect data from all the manufacturing companies situated in Kenya, to analyze strategic planning and performance and to examine if there is a relationship between them.
- Provide recommendations based on the results

1.5. Feasibility of the study

The research aspires to have adequate access to data and information as the research will be based on all of the manufacturing companies situated in Kenya. The consent and indication of willingness of subjects to complete the questionnaire online was incorporated in the web-based survey. The respondents consented to take the survey as soon as they clicked "next" in the initial page of the survey.

2. Review of the Literature

2.1. Introduction

The purpose of this chapter is to review the different sources that have tried to support and others that have denied the impact of strategic planning process on organisational performance. The study intended to demonstrate the significance of a deeper understanding of strategic planning as per the planning dimensions and how this has a direct impact on the performance of an organisation. The research emphasised the need for organisations to plan with the dimensions in mind as it would allow management to appreciate the impact of the planning dimensions rather than looking at strategic planning as a whole. This literature review would help identify how the study would enhance the topic by filling a gap. Over the years performance measurement has changed incorporating more of non financial metrics of performance and the research will demonstrate how this aspect impacts on both strategic planning and performance of an organisation.

2.2. Strategic Planning

Over the decades strategic planning and its relationship to performance has been widely researched with some studies supporting the direct relationship with company performance and others contradicting the same. Majority of the literature reviewed supports the fact that organisations that have adopted strategic planning record increased or improved organisational and financial performance. According to Greenley (1994), "strategic planning creates a structure that will enable the organisation accomplish what it sets out to do so in a specified time period, improves the effectiveness of management and eventually improves the organisational performance". According to Rudd, Greenley, et al (2008),

“strategic planning equips an organisation for environmental turbulence. The author further demonstrates that “through flexibility, an organisation is able to evaluate their flexibility in the existing operations, available funds, the organisational structure and existing technology to ascertain their ability to withstand turbulence and allocate resources accordingly”. There is need for future research on strategic planning to focus on the salient dimensions of planning and different approaches to assessing its effectiveness (Ramanujam, and Venkatraman, 1987). Strategic planning is about planning, performance measurement, budgeting the business environment and level of competition in the environment. With measuring performance, an organization is able to gauge and navigate through turbulent and competitive global markets as they track the progress and identify areas that require improvement and use as benchmarks for the future (Agyapong and Muntaka, 2012). As strategic planning regards the ‘big picture’, in the future, strategic planning will require a project management approach by assigning lead responsibility for implementing strategies to individual managers or operating units who would then create action teams to oversee the implementation of cross-functional strategies (Poister, 2010). The research will demonstrate the importance of assessing in depth five planning dimensions; planning formality, functional coverage, internal and external orientation, centralisation process and organisational planning benefits and its relationship to company performance.

2.3. Planning Formality

This is the detailed analysis of the planning process. The objectives of planning state that a manager should be able to predict future trends, strive to improve short term and long term performance, evaluate alternatives based on relevant and timely information, avoiding problem areas and enhancing management development (Ramanujam, and Venkatraman, 1987). The desirable characteristics of planning include reflection on important set of goals or objectives, a long term perspective, provide validity across industries and screen out economic fluctuations (Rhyne, 1986). As outlined by Yasai-Ardekani, and Haug, (1997) organisations that encounter competition adopt comprehensive planning processes that will allow for pro-activeness and adaptation to competition, devote large human and financial resources and invest in technological advancement that will enable effective and efficient controls. As outlined in the research by Spee and Jarzabkowski (2011), a strategic plan can be manifested in a written strategy document and then used as a reference or guidance for future strategy plans. Management and the rest of the employees, through talk, develop a plan and document it to legitimise the plan and through this create a communicating tool within the organisation with regard to strategic planning. The resultant document becomes authoritative because the actual product is perceived by participants as a myriad of views and ideas. According to Wolfand Floyd (2013), strategic planning is a formalised, periodic process that provides a structured approach to strategy formulation, implementation and control. Strategic planning is meant to influence the direction of the organisation for a set period of time and influence the emerging strategic decisions when required.

2.4. Functional Coverage

Ramanujam, and Venkatraman, (1987) emphasises the importance of the planning process incorporating data and statistics from the different functions and hierarchical levels represented in the organisation to assure representativeness of the data. Even with the overall strategic plans, the different functions and levels require to come up with function focused objectives that will facilitate the improved organisational performance. Different functions view and approach strategies in varying ways depending with the focus, for example the marketing function will emphasise on product differentiation and customer service ensuring the function based strategies are geared to the ‘big picture’ of the organisation. Strategic planning process is consultative that involves the ideas of the Board, top management, middle level management, in some rare cases consultants and organisational strategic partners (Gatome, 2012). The corporate strategy process is hierarchical where top management comes up with the overall outlook based on corporate goals, general managers then develop their goals and strategic business plans, middle managers set their functional goals and strategies as control is established organisation wide to assess the performance of the goals and objectives (Andersen, 2000).

2.5. Internal and External Orientation

Today's business world is so dynamic facing varied changes and challenges on a regular basis and therefore management have to ensure they set strategic plans with this aspect in mind to sustain competitiveness and relevance. When analysing the environment of an organisation, both the internal and external aspects of the environment have to be accessed as management set strategic plans. The planning process should consider the environment using the strengths, weaknesses, opportunities and threats (SWOT) mechanism to develop sound proof strategies that will prepare the organisation for the future (Ramanujam, and Venkatraman, 1987). Organisations are aware of the significance of tools and techniques developed such as SWOT analysis, Porter's five forces of industry analysis and the BCG growth-share matrix to better understand the organisation's environment and develop effective and efficient strategic plans (Dincer, Tatoglu, and Glaister, 2006). Some of these tools have not been fully utilised in Africa and therefore hamper organisation's capability to establish full proof strategies that can sustain organisations and still sustain profitability. As stated by Koufopoulos, (2002) there is need for the chief executive officer's (CEO) active contribution and leadership in strategic planning system for the alignment of organisational strategy with the environment and performance and this is solely dependent on the CEOs perception of the external environment. Through strategic planning, an organization will anticipate and address environment turbulence. Through flexibility, organizations are better prepared to cope with anticipated changes in the business environment and therefore enhancing the influence of the strategic planning on performance. As mentioned, four types of flexibility exert influences on strategic planning and performance; operational flexibility, financial flexibility, structural flexibility and technological flexibility. Organisations are able to rapidly adjust their market offerings, gain

access to the much required financial resources, restructure in a manner to be prepared for change and alter and improve the technology necessary for the anticipated change (Largani, Taleghani and Sharifi, 2011). As stated by Mufudza, Jengeta and Hove (2013), it's not easy for an organisation to formulate a full proof strategic plan in turbulent moments, but emphasises the significance of an organisation to develop a comprehensive strategic plan that incorporates the current situation and visualises a promising future. This is necessary for the management to align their strategies to the external environmental conditions. A regular assessment of the external environment enables an organisation to anticipate change and allocate resources where necessary (Saleh, Kaissi, Semaan and Natafqi, 2012).

2.6. Centralisation Process

For many years now, strategic planning has been the top management's business and as a result meant less involvement of the entire organisation. Planning was left for top management despite the fact that implementation was at the functional level (Koufopoulos, and Chrysochoidis, 2000). When managers do not fully understand the strategic plans set in an organisation, this leads to lack of intensity in strategic planning. The intensity with which managers in banks engage in strategic planning directly affects financial performance (Hopkins, and Hopkins, 1997). Further research on strategic planning continues to emphasise the importance of participative strategic planning. For a long time, strategic planning was left for top management but as time passes by practitioners are realising the importance of encouraging participative strategic planning in pursuit of employee empowerment within organisations. Personnel commitment to strategy implementation mediates the link between participative strategic planning and company performance as it increases a personal understanding of the company's purpose and strategic targets, and thus clarifies why strategies are being implemented creating a sense of shared purpose (Kohtamaki, Kraus, Makela and Roonkko, 2012). According to Courtney, Marnoch and Williamson, (2009) strategic planning has proven to have the following benefits; improved clarity and focus, creates a sense that the organisation 'is going somewhere', the staff are able to visualise how they fit into the vision of the organisation, improved performance management, greater strategic control and accountability by management, improved financial planning and control and strengthening the ability of the organisation to negotiate with lenders and funders. This is one area that continues to prove challenging for non-governmental organisations as they are now expected to compete with the private sector for funding from the same lenders and funders and therefore expected to be more transparent and precise in their planning, resource utilisation and an effective accomplishment of set goals and objectives.

2.7. Organisational Planning Benefits

Other than improved performance, strategic planning results to process advantages such as ability to identify and exploit future market opportunities, encourage a favourable attitude to change amongst employees and keeps the organization synchronized with the external environment to easily adapt to change. There is collective emphasis on results and measurement of performance based on the strategic plans set (Glaister, and Falshaw, 1999). The process of "converting strategic plans into actions and results tests a manager's ability to direct organisational change, motivate people, build and strengthen company competencies and competitive capabilities" (Sesi, 2009). Greenley (1986) argues that firms that adhere to the processes that entail strategic planning improve on their performance. When fully utilized results to the effective integration of functions within the organisation as well as the empowerment of employees over a period of time. The dynamic business world of today demands a prepared workforce from top management to the entire organisation that is ready to take on new challenges. This is always the desire of any manager as they pursue to mentor more individuals who are able to integrate into new changes an organisation finds itself in.

2.8. Manufacturing Performance

Measurement of performance is necessary in strategic planning because it helps in the decisions related to resource allocations, access and communicate progress and evaluate managerial and employee performance. Evaluation of performance measurement enables an organisation to support the achievements and identify the areas that would require improvement (Tapinos, Dyson, and Meadows, 2005). For an organisation to be prepared for environmental turbulence requires to be flexible in all aspects of the organisation and this has a direct impact on the organisation's financial performance. The organisation needs to be flexible in its operations by regularly adjusting its market offerings, product/service mix and its production capacity. Flexibility is also required in its finances by ensuring its gains regular access to and deploys financial resources. Structural and technological flexibility allows strategic planning to improve performance by ensuring an organisation is able to adopt its structures and technology in line with the demands of the environment (Rudd, et al. 2008). As stated by Arasa and K'Obonyo (2012), "the research was to validate whether there is a direct relationship between strategic planning and performance. The research concurred that organisations that adopted strategic planning principles performed better". Strategic planning results in the overall improvement of the organisation's performance due to a more focused process within the organisation that enables effective accomplishment of set objectives, helps to integrate the behaviour of individuals towards a total effort and the intrinsic values of strategic planning which have an impact on the valuation of the organisation in the market (Greenley, 1986).

As listed by Abdalkrim (2013), the key performance indicators include; measure of human resources outcomes, organisational outcomes, financial outcomes and capital outcomes. The indicators are employee turnover, productivity levels, return on assets (ROA), return on equity (ROE), profitability over a period of time, stock price in the stock market, price growth of its products and services and returns. The organisation is able to assess its performance compared to the industry by utilising the statistics from these indicators. Other than financial performance, manufacturing companies in their planning are concerned about the level of production costs, the development and differentiation of their products to

their target customers, ensure the products get to their customers in the shortest time possible and development of mechanisms that can be utilised to mitigate risks. All these have an impact of the strategies, planning process and the required resources and thus a direct impact on the overall performance (Bronzo, Valadares de Oliveira and McCormack, 2012).

The manufacturing function is made up of production planning, quality assurance, plant maintenance, and industrial engineering, manufacturing engineering, production/materials control and production. Within manufacturing, three basic organisation structures can be adopted; functional, product and matrix which has a direct influence on decisions being made within an organisation. The matrix structure is ideal as it allows for flexibility and a decentralised management system (not known). As stated by Otieno, Bwisa, and Kihoro (2012), strategic orientation is important in enhancing firm performance as it entails strategies on marketing leadership, quality leadership, product specialisation, cost leadership and manufacturing leadership. In quality leadership an organisation focuses on rendering products and services of superior quality by adopting total quality management (TQM), process improvement, focus on the customer and therefore strategic planning. Organisations have embraced quality in the entire process system and creating measures of quality. To beat competition an organisation requires adopting product specialisation which is only possible through lowering production cost on the customer's preferences and charging high prices to an identified target market and thus increasing sales in the long run. Cost leadership is when an organisation is able to lower cost of manufacturing while still maintaining quality. This is attained through process efficiencies, access to low cost materials and outsourcing while maintaining workforce size and productivity. Manufacturing leadership is about adopting an innovative manufacturing process, current plant and equipment and an emphasis on efficient production. This requires managers being aware of up to date knowledge and skills necessary for effective planning.

During formulation of strategies, coherence is necessary within functions in the organisation. The overall effect of the individual strategies has a direct impact on the organisation's performance. "For example discounts and customer credit policies aiming to increase sales (marketing function) affect total margins (finance function)". Production planning is the liaison between manufacturing and top management. This then means management require to plan with a broader view of manufacturing operations establishing practical goals. Production planning a function of manufacturing requires the collective effort of all functions for its success and positive impact on performance. There is need for functional strategies that are coherent with the overall goal of cost effective production and therefore overall organisational profitability. This also entails a regular revision of the functional strategies to cope with turbulent and changing business environments and sustain competitiveness (Gianesi, 1998). For manufacturing companies to beat competition and sustain competitiveness, they require to adopt manufacturing flexibility. This flexibility is only possible through people, continuous improvement and adoption of advanced technology. There is need for integration for organisations to attain flexibility (Judi, and Beach, 2010). Even though manufacturing strategies are formulated in sequence as with all other strategies in any organisation, the best strategy is not easy because of varied choices due to the rapidly changing product and process technologies, global competitive environment, the continued growth of informed customers, demanding owners and environment and political factors (Miltenburg, 2009). Formulating of manufacturing strategies puts into consideration cost, quality, flexibility and dependability. Performance measurement too requires to reflect the need for customer satisfaction (Herzog, Tonchia, and Polajnar, 2009).

As discussed by Panicker and Seshadri, (2013), for decades performance has been based on financial measures such as net profit, return on equity and return on investments which are only effective in the short term. This is because financial indicators reveal the performance of the organisation in the past and lacks any link to the future which is critical to determine the path the organisation requires to follow in doing business. In today's business world, there is need for organisations to think of financial measures such as sales revenues, operating income, cost of goods sold as well as non financial measures such as customer satisfaction, number of customer complaints, on-time delivery, employee health and safety to be able to adopt performance tools which require both measures (Teeratansirikool, et al. 2013). The most common performance measuring tools in use in today's business require data from both financial and non financial measures to be effective and useful in decision making. Organisations are continuing to appreciate and embrace this fact even as they continue to customise the idea behind these tools to their specific processes. Today's era has access to so much information such that financial measures are not able to capture the impact of how business is carried out and its impact on overall organisational performance. Financial measures emphasise on the financial dimension of organisational performance which is based on history and lacks the aspect of the expected future (Ahmadi, et al., 2012).

As emphasised by Danaeia, and Hosseinib, (2013), the most widely used tool for measuring performance is the balance scorecard (BSC) because of its capabilities of utilising both financial and non financial information to evaluate organisational performance effectively and more complete. The balance scorecard compliments financial data with internal processes, operational measure of customer satisfaction, improvement and innovation activities. It's been proven to be the most current and relevant tool for measuring performance because of its capabilities of being customised depending with the needs of an organisation (Abdullah, et al., 2013). It's very clear that financial data needs to be supplemented by indicators that reflect customer satisfaction, internal business processes and the ability to learn and grow. The BSC is a means of implementing strategy by creating alignment and focus within an organisation. It's a medium being utilised by organisations to translate the vision of the company into a set of clear objectives which could be translated into a system of performance measurements that effectively communicate a powerful forward-looking strategic focus for the organisation. The results of the BSC provide information regarding the organisation that is useful to a larger group of users of the information, financial for shareholders, business processes that are effective and a favourable perspective for the organisation's customers (Fernandes, Rajab, and Whalley, 2006).

BSC enables managers to link long-term strategic objectives with short-term actions which entail translating the vision through integrated set of objectives and measures agreed upon by all managers with a focus on customers, internal business processes and learning and growth. All functions need to actively communicate the strategies clearly as it would be the basis for evaluating the department or function (Kaplan, and Norton, 1996). Kaplan and Norton (2001) continue to enumerate the following benefits of using BSC over time; translates the strategy to operational terms to create a common and understandable point of reference, aligns the organisation to the strategies which can be through service agreements within departments, allows everyone in the organisation to embrace strategy making and foster a common effort towards the accomplishment of the same, makes strategy a continuous process through regular feedbacks and therefore allow the organisation to change failing processes and adopt arising opportunities and mobilise leadership for change and therefore foster team work in organisations. As further emphasised by Kaplan, and Norton, (1993), BSC provides managers with a framework that translates a company's strategic objectives into a set of performance measures. It serves as a focal point of the organisation's efforts by defining and communicating priorities that require everyone's attention within the organisation. The BSC allows managers to see the company's operations in a broader and clearer way and how this impacts on the overall performance of the organisation.

2.9. Strategic Planning and Its Effect on Performance

As discussed by Ackoff and Ressel, (1970), strategic planning is all about setting out the path an organisation desires to take to accomplish set goals. It's an activity that is done in advance which involves a set of decisions which takes into account any anticipated outcomes that would necessitate a contingency plan. "The plans are long term, broad in scope and concerned with the formulation of goals and selection of the means by which they are to be attained." Anrsen, de (2000) clearly emphasises that strategic planning coupled with autonomous decisions result in the overall good performance of the organisation. A research done by Agyapong and Muntaka, (2012), revealed that there is a correlation between overall planning and performance especially in micro firms compared to small and large firms. He continues to argue that "the impact of planning on performance diminishes as the firm approaches a planning equilibrium state". Courtney, Marnoch and Williamson, (2009) identify the following benefits that attribute to planning and therefore have a direct positive impact on performance, "improved clarity and focus, creating a sense of direction for the organisation, the staff being able to see how they 'fit into the bigger picture', improved performance management, strategic control and accountability, improved financial planning and building the negotiating power for the organisation with lenders and donors". It is evident that impact on performance solely depends on the proactive role of the organisation in identifying opportunities while minimising the weaknesses. This is possible through a regular review of the strategic plans vis-à-vis the business environment and adjusting for any eventualities which then prepares the organisation for the future.

2.9.1. Kenyan Economy and the Manufacturing Sector

Kenya is a country situated in the Eastern Part of Africa neighbouring Somalia, Sudan, Ethiopia, Tanzania and Uganda. Kenya for some time has been the hub for business due to its location with a large port that plays a major role of receiving imports from the world. The population is estimated about 40 million after a census that was carried out about 3 years ago. The growth rate of the gross domestic product (GDP) by industry for the manufacturing industry has been growing steadily with a growth rate of 3.3% in 2011 as recorded by Kenya National Bureau of Statistics, 2012. With the promulgation of the new constitution, there is capacity for more manufacturing in Kenya decentralised to the counties with the assumption that counties will not impose unnecessary legislation that will hamper growth in the manufacturing sector. The manufacturing sector is among the top performing sectors in Kenya and has a potential of becoming the highest GDP earner for the country with increase of foreign investors in the sector and a better utilisation of available resources. The manufacturing sector is one avenue Kenya could utilise to create the much needed employment opportunities and reduce the large numbers of unemployed youth currently in Kenya.

2.9.2. Conclusion

Chapter 2 has gathered literature over the years on researches done on the area of strategic planning and its impact on performance and demonstrated the importance of focusing on the planning dimensions rather than at the global approach of strategic planning. Strategic planning has not been mastered so well in Africa and therefore developing countries and thus requires to be emphasised on with a more precise and focus on the planning dimensions of planning formality, functional coverage, internal and external orientation, centralisation process and organisational planning benefits and its relationship to company performance. With a focus in the manufacturing sector in Kenya, the study demonstrated the significance and impact of the planning dimensions to organisation's performance (Agyapong and Muntaka, 2012).

3. Methods and Methodology

3.1. Introduction

The Research Methodology and methods chapter presents the theoretical framework and the research design of the dissertation. The research design section of the chapter includes sampling method, quantitative research, and validity of the research, reliability of the research, ethics and confidentiality. The primary purpose for the research will be to measure the strategic planning dimensions discussed in the literature review.

3.2. Context of the Study / Research Design

As stated by Crowther and Lancaster, (2008), there are two approaches to contemporary management research, epistemological and ontological schools of thought. The epistemological approach is about building knowledge on facts or what is observable and thus gathers information that is useful in the development of theory. The ontological approach is "based on suggestions about the 'nature of phenomena'." Research can also be deductive or inductive. Deductive research develops theories through empirical observation. It's the development of theories or hypotheses which are then tested through empirical observation. Deductive research could also be referred to as applied research. From observable problems results to theories that attempt to identify solutions to those problems. Deductive research entails generation of theories through either descriptive utility or predictive ability approach. Thereafter follows operationalisation of the theories where a theory is defined in terms of what is to be measured or observed and how this would be done. The theory is then tested to arrive at a favourable conclusion. In inductive research the researcher develops hypotheses or theories to explain observations of the real world. It's a more flexible method of research as it has room for many observations geared to gather facts to answer a common question. It allows flexibility in the research design such as sample size and type of data.

Crowther and Lancaster, (2008), continue to discuss nomothetic and ideographic research methods which have to do with the structure of the research methodology. Nomothetic methods are highly structured research methodologies which can be replicated and controlled and which focus on quantitative data whereas ideographic methods are less structured and focus on the explanation and understanding of phenomena with a more emphasis on qualitative data. The researcher continues to enlist three different types of management research; theory building which aims to develop management theories, theory testing which is mainly for testing theories of management and problem centred which is aimed at investigating a practical problem, question or issue with a view to resolving the problem. In addition there are different types of data; primary data that does not exist and is generated through the research process whereas secondary data is information gathered prior and not related to the current research. Qualitative data describes data or information gathered while quantitative data is expressed numerically. Neville, (2007), also states that there are different types of research; exploratory which is undertaken when few or no previous studies exist. Its aim is to look for ideas that can be tested or form a basis for further research. Descriptive research can be used to identify the elements of the subject matter whereas analytical research mainly extends the descriptive approach by explaining the why or how. Predictive research is mainly for speculation for future possibilities based on available evidence.

The research adopted a constructionist approach which gathered facts and data from a large survey to support the direction and flow of the research (Easterby-Smith, Thorpe, & Jackson, 2012). The theoretical framework of the research is supported by both the management and leadership theories. The research is aimed at strongly supporting the significance of businesses in today's world adhering to minimum expected best practices borrowed from both the management and leadership theories. There is so much information on leadership and management but even the scholars are not able to agree on one definition. The theory gives a particular indication of an ideal leader and the best approaches in management and when put to practice depending with the attitudes and organisational culture would yield varied outcomes. The researcher believes in good leadership and effective management and will use the research to make these theories make sense and guide those reading the research better appreciate all about effective management and ideal leadership (Rosch, and Kusel, 2010).

From the research one is able to appreciate that effective leadership encompasses strategic management which also entails strategic planning. The researcher appreciates the aspects of ideal styles and methods of leadership but would like to make use of the research to make the phenomena clearer and concise during the research. Firstly, the theoretical framework enabled the researcher to access the relevant literature that would back the findings of the research. The theory also enabled the researcher to come up with questions and objectives relevant to the aim of the research. The questions will allow the researcher to gather data that will concur with the research topic and therefore agree with other scholars who have researched on the same. The questions will also prove the significance of involving the entire organisation or set up in the vision of the organisation and be able to relate it to the day to day activities carried out. The researcher would like to emphasise the importance of mentorship and coaching within organisations using the data and conclusions made at the end of the research made practical by adopting effective and efficient strategic planning (Kaiser, Lindberg, and Overfield, 2012).

The researcher aims to look at the concept of strategic management with the guidance of available theory and see whether using the research will strongly support the importance of strategic management by adopting strategic planning in organisations. Strategic management fosters organisational development and a better understanding of policies set by the organisation. In line with the research, the outcome is expected to be "in support of the significance of organisational leadership, in preparation for the future through fostering innovation and excellence and facilitating consistent communication for decision making", (Jasper, and Crossan, 2012).

3.3. Research Design

As discussed by Neville, (2007), questionnaires are ideal for researches focused on a survey. Some of the issues a researcher requires to consider include the type of questionnaires. There are five types of questionnaire approaches; on line, postal, delivery and collection, telephone and face to face. Other issues necessary to be considered are validity and reliability of the data. The questions can either be open ended or closed ended. The challenge with open ended questions is with the analysis as SPSS tool is not able to analyse them. In addition the researcher further discusses on sampling and states that sampling can either be probabilistic or non probabilistic. For probability sampling, the researcher has a significant control and the main methods include simple random, systematic, stratified and cluster sampling. In non

probability sampling, the researcher has little control and the main methods are convenience, voluntary, purposive. 'Snowball', event and time sampling. In addition, the response rates for surveys can be enhanced through the use of follow up calls, provision of rewards, personalising the questionnaire or emphasising confidentiality.

The web based survey was carried out using questionnaires. The questions were based on the literature review of the strategic planning process, executives' satisfaction from planning and performance. The research collected data from the managing directors and other functional managers of the manufacturing companies. The questionnaire was made up of four sections; planning formality, functional coverage, internal and external orientation, centralisation of the strategic planning process and time horizon of planning, the executives' satisfaction with the strategic planning of the manufacturing companies and questions based on the evaluation and measurement of manufacturing performance. The questionnaire also included a section on the manager's personal characteristics such as age and educational background (Gkliatis, and Koufopoulos, 2010). Of all the methodologies reviewed in past researches, the researcher found this methodology ideal for an emerging economy as Kenya as it is able to identify all aspects of planning and its individual impact on performance.

The questionnaire had both open ended and multiple questions based on a five point Likert scale. There were about five questions for each section measuring different aspects related to the different strategic planning dimensions. The section on measuring manufacturing performance had more questions to be able to gather much more information that supported a favourable conclusion with regard to the aim and purpose of the research. The questionnaires targeted the managing directors and other functional managers with a structured format. The managing directors and other functional managers are the ideal target as the issues under survey required management knowledge, a good understanding of the questionnaire and a deep knowledge of the strategic planning process. The survey was planned to be carried out within 2 months. The questionnaire did not include the names of the respondents as well as the manufacturing companies to uphold confidentiality. There was a brief message provided with the survey link to give an idea of the purpose of the survey, its confidentiality and the time it would take to complete it. This allowed the users to decide if they would want to participate in the survey or not. A detailed introductory message was provided in the first page of the survey to clarify that the intention of the survey was for the academic purposes alone. Also, the message assured the respondents that their responses would remain highly confidential. It also acted as an informed consent form to take the survey.

The questions in the questionnaire covered the dimensions within strategic planning as enlisted in the literature review and were adopted from the research carried out by Gkliatis and Koufopoulos, (2010) which has proven so far to be the best approach to identifying the relationship between strategic planning and organisational performance. The questionnaire had a couple of open ended questions that allowed the researcher to compare the responses with the theory on the subject matter and it was clear that there exists a relationship between strategic planning and performance.

Strategic Planning Dimensions	Number of questions
Planning formality	4
Functional coverage	3
Internal and external orientation	4
Centralisation process	2
Organisational planning benefits	4

Table 1

3.4. Pilot Study

A pilot study was conducted for the survey with five respondents to understand, if the questionnaire was easy to follow and if it provided the answers required to perform the research effectively. Based on the feedback from the respondents, the original questionnaire was refined and improved to provide more options for the respondents to share their opinion. The results of the pilot werenot included in the analysis since the questions would be significantly changed at the end of the pilot study and also the respondents would not be from the list of manufacturing companies under study. The pilot study helped identify any flaws in the questionnaire before the full-scale study and make necessary changes for an effective and precise full-scale study.

3.5. Data Collection Process and Measurements

The data was collected from the respondents through a web-based survey questionnaire. The website www.surveymonkey.com provided the facility to design the questionnaire from scratch. It provided a link that would lead to the survey website. The link was posted to the individual manufacturing companies in Kenya via either email or web link. The survey was available for the respondents for eight weeks with regular reminders to take the survey. The survey will be completed by the respondents online and the resultant responses stored for statistical processing later (Easterby-Smith, Thorpe, & Jackson, 2012). The advantages for web based survey are the availability of pop-up instructions, drop down boxes that can be utilised to offer additional explanations and the option of personalising the survey.

3.6. Sampling Selection and Size

As discussed by Easterby-Smith, Thorpe, & Jackson, (2012), a sampling design could be made up of the whole population or a representative sample drawn from the population. Depending on the data the researcher would like to gather, will determine the basis to use to create the sample. The research was aimed at reaching out to all manufacturing

companies in Kenya since it was web based. Web based researches are relatively new in Kenya and the researcher realised focusing on a sample based on one area of manufacturing would be unable to yield the required data to come up with a favourable conclusion. As discussed by Easterby-Smith, Thorpe, & Jackson, (2012), identifying a representative sample from a population requires drawing up a sampling frame and achieving a valid response from all the respondents within the sampling frame which is not always the case. Even though the research utilised bias by targeting only top management, the researcher realised that some of the responses did not come from top management as some of the questions were left blank to mean that they did not know the answer. It's unusual for a manager to be unable to respond to management related questions as it's what they do on a daily basis. The research used the non probability sampling method as it was difficult to "state the probability of any member of the population being sampled" (Easterby-Smith, Thorpe, & Jackson, 2012). The research utilised convenience sampling by the fact that the list of manufacturing companies in Kenya was obtained from the 2013 Kenya Manufacturers and Exporters Directory compiled by the Kenya Association of Manufacturers (KAM).

The sample size targets all the manufacturing companies in Kenya about 658 companies, based on the list of manufacturing companies in Kenya. The list of manufacturing companies in Kenya is as per the 2013 Kenya Manufacturers and Exporters Directory compiled by the Kenya Association of Manufacturers (KAM). KAM is the administrative body that manages all manufacturing companies in Kenya. The research utilised the non probability sampling design called the convenience sampling. The sample was gathered from the official 2013 directory that contains all manufacturing companies in Kenya and that the analysis would be based on the responses received after the end of the collection period. This was the most practical method based on the unpredictability of web based surveys whose response rate can only be determined at the end of the response period.

The research was on a population of manufacturing companies based in the whole of Kenya drawn from the list of manufacturers compiled by Kenya Association of Manufacturers (KAM). As the research utilised the use of a web – based survey, to improve on the response rate the task was easy and clear, gave assurances of confidentiality and anonymity and sent out regular reminders which were done weekly towards the end of the survey period (Easterby-Smith, Thorpe & Jackson, 2012, p.224). The research used the non probability sampling designs as "it was not possible to state the probability of any member of the population being sampled". With an already established list of manufacturing companies in Kenya, the research utilised the convenience sampling method which is straightforward and convenient. With the use of Survey Monkey, a questionnaire was created and mailed to the list of manufacturers created in the survey mailing list. All the responses received for the survey were directly stored in the online database for statistical processing later using the Statistical Package for the Social Sciences SPSS tool (Easterby-Smith, Thorpe & Jackson, 2012, p.228 and p.230).

3.7. Conclusion

Following a detailed outline of the methodology based on the choice of techniques, methods used to collect data, pilot study, the choice of questions in the survey and the design of the questionnaire, the researcher was able to embark on an effective and efficient analysis of the results in the following chapter.

4. Results and Discussion of Research Findings

4.1. Introduction

The chapter on results and discussion of research findings provides the summary of the survey results and then presents a discussion based upon the results. The findings are presented in two parts; one part analyses the manager's characteristics and the second part analyses in detail the different dimensions of strategic planning, the outcome of planning and the performance of manufacturing companies in Kenya.

4.2. Results

Out of the 658 probable manufacturing companies to whom the survey link was sent out via email or web link, 565 manufacturing companies did not respond, 29 manufacturing companies opted out, 36 manufacturing company's emails bounced back and 28 manufacturing companies responded. Of those who responded, 19 were partially completed and 9 were fully completed. A total of 13 reminders were sent out, in the 1st month on a weekly basis and in the 2nd month on a daily basis.

4.2.1. Summary of the Survey Results

4.2.1.1. Manager's characteristics

The first objective was to outline the different characteristics of managers; gender, age, educational background and the years they held their position in the company. It was found that 66.7% of the managers held a masters degree while another 11.1% held an undergraduate degree. This means that at least 77% of the managers have at least an undergraduate degree (Table 1 and Figure 1) a similar percentage with 86% of the Greek hotel managers found in the survey on Greek hotel managers (Gkliatis and Koufopoulos, 2010).

The strategic decision making process is influenced by the degrees and as a result the level of exposure held by the managers. Gkliatis and Koufopoulos, (2010) also found that most of the managers were over the age of 40 years old which is the same as 66% of managers in the Kenya's manufacturing sector (Table 2 and Figure 2). Managers of a younger age are advanced in exposure, are risk averse and are enthusiastic to develop proven new ways of doing business using the minimum best practices. It was found that 21% of the managers in the manufacturing sector held their positions between

5 to 10 years contrary to Gkliatis and Koufopoulos, (2010), where over 50% held their positions for less than 5 years (Table 3 and Figure3). In addition, the result showed that 56% of the managers were male compared to 44% who were female (Table4 and Figure4).

Level of Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma or certificate	2	7.1	22.2	22.2
	Undergraduate	1	3.6	11.1	33.3
	Masters	6	21.4	66.7	100.0
	Total	9	32.1	100.0	
Missing	99.00	19	67.9		
Total		28	100.0		

Table 2: Level of Education

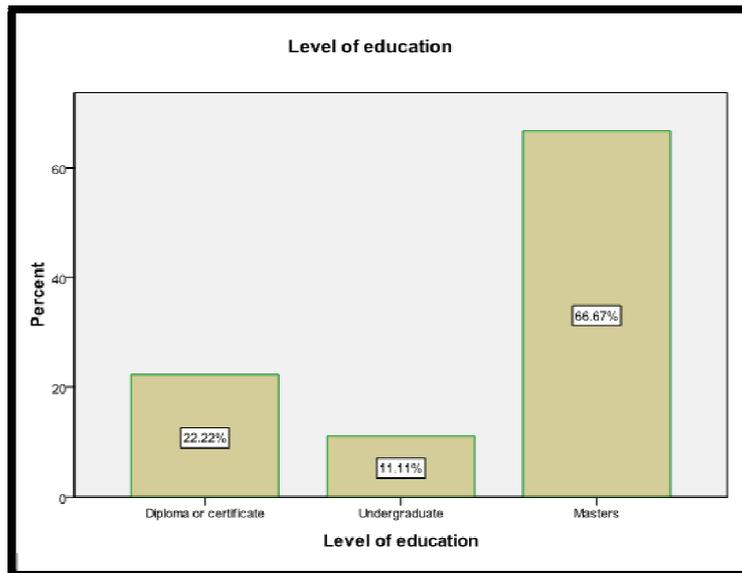


Figure 1: Level of Education

Age of respondent					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 30 years	1	3.6	11.1	11.1
	31 to 40 years	2	7.1	22.2	33.3
	41 to 50 years	3	10.7	33.3	66.7
	51 to 60 years	2	7.1	22.2	88.9
	Over 60 years	1	3.6	11.1	100.0
	Total	9	32.1	100.0	
Missing	99.00	19	67.9		
Total		28	100.0		

Table 3: Age of respondents

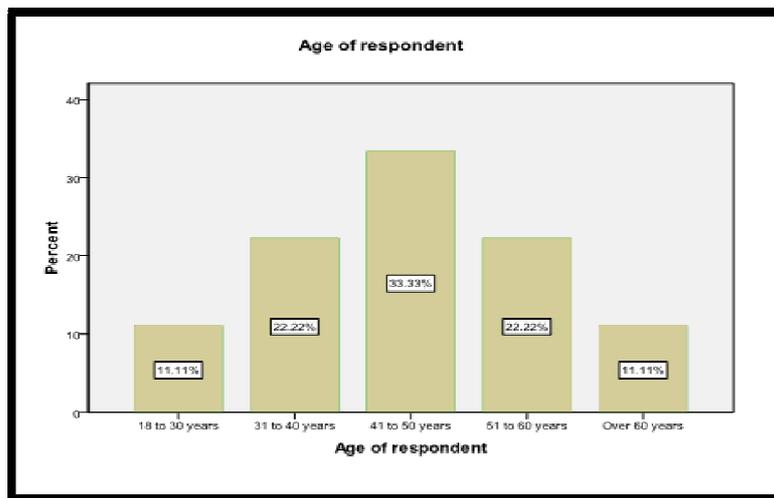


Figure 2: Age of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 to 4 years	2	7.1	7.1	7.1
	5 to 10 years	6	21.4	21.4	28.6
	11 to 15 years	1	3.6	3.6	32.1
	99.00	19	67.9	67.9	100.0
	Total	28	100.0	100.0	

Table 4: Years Worked

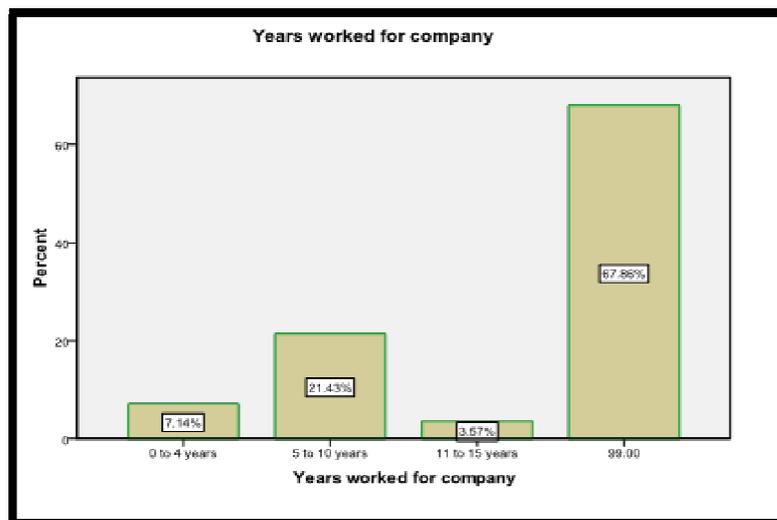


Figure 3: Years Worked

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	4	14.3	44.4	44.4
	Male	5	17.9	55.6	100.0
	Total	9	32.1	100.0	
Missing	99.00	19	67.9		
	Total	28	100.0		

Table 5: Gender

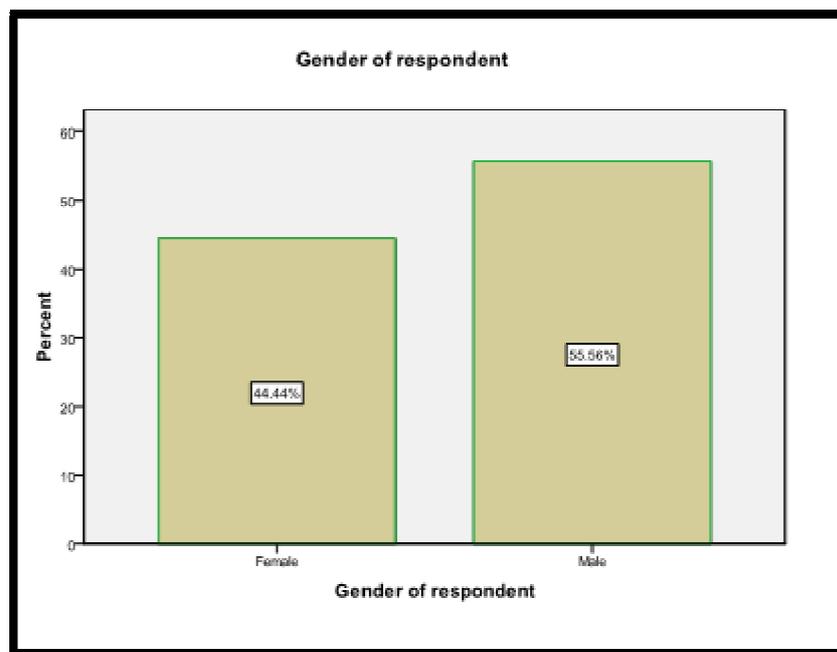


Figure 4: Gender

4.2.1.2. Planning Formality

As stated by Wolf and Floyd(2013), strategic planning is all about periodic processes that provide a structured approach to strategy formulation, implementation and control. The planning formality entails ensuring there is an established planning process, that both general and strategic plans are documented and the manager plays a key role to ensure every employee is aware of their expectations in line with the plans. Most of the managers in the survey concur that planning formality is important to steer clear of the direction of the company.

As shown by the results, 70% of the managers strongly agreed that there is need for a planning process established in any company (Table 5). 96% of the respondents agreed that the manager needs to play a key role in the planning process (Figure5). From earlier researches in planning, the researchers believe that a turbulent and unpredictable business environment requires a known formality in their planning. The Kenyan market is very turbulent and competitive following the liberalisation of the market and therefore there is need for a set and thought out formality which will be helpful to organisations when planning for the future.

As stated by Miltenburg, (2009), strategies in the manufacturing sector are implemented in sequence starting with strategy formulation. He continues to emphasise that formulating the best strategies is challenging when management has to incorporate the results of the rapidly changing business environment in terms of rapidly changing products and process technologies, the competitiveness of the business, an increase of informed customers, demanding owners and environment and political factors. For instance the Kenyan scenario has to contend with high cost manufactured products heavily relying on locally available raw materials, high transportation costs due to poor communication infrastructure and much more.

Against these challenges locally manufactured products have to face stiff competition in the market with cheaply manufactured products due to technological advancement elsewhere. There have to be strategies in waste management emissions into the air or disposal of waste matter from the factories in a bid to reduce on the negative environmental impact.

As stated by Speeand Jarzabkowski, (2011), a written strategy document is evidenced by a formal strategic planning process which is then used for reference purposes by everyone else in the organisation when required. On regular discussions designed by management, the organisation is able to "shape and legitimise the set plan and is then used as a communicative tool. The resultant document becomes authoritative because the actual text or product is perceived by participants to reflect a myriad of views and ideas."

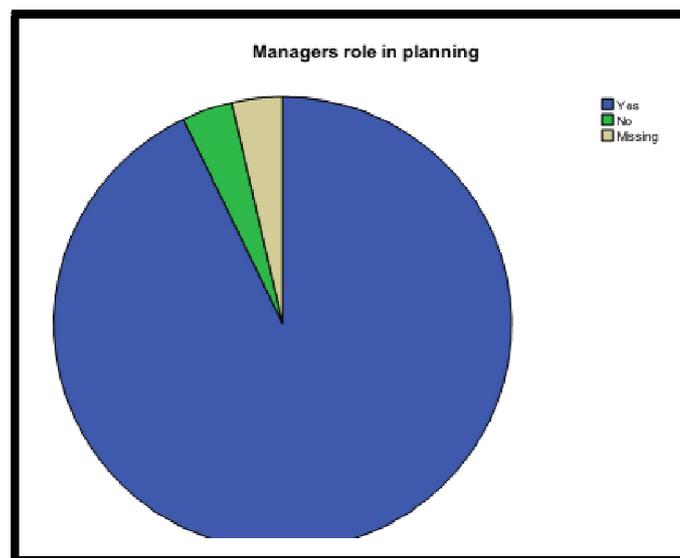


Figure 5: Manager's Role

4.2.1.3. Functional Coverage

As stated by Gatome, (2012), the strategic planning process in hierarchical involving all functions in a company. She emphasises the importance of the process being consultative and involving every employee represented in the company. In her survey, Equity bank one of the leading banks in Kenya does not have a separate department that handles strategic planning but a responsibility for everyone and therefore an inclusive process. The bank has invested in training employees to be strategic planners and leaders.

The process in Equity bank is consultative involving all levels of management within the bank. As shown by the results, there is a high percentage of 42% of those who strongly believe the process requires to be consultative and another 46% who also agree on the same fact (Table 5). The manufacturing managers in Kenya conquered that the corporate strategy process needs to be hierarchical from top management to middle managers for the effective and efficient accomplishment of the set corporate strategies. This was evidenced by 84% of the managers agreeing to the same (Table 5). Depending with the approach adopted by organisations, setting of goals can either take the top-down approach where instructions emanate from top management or bottom-up approach where top management allow goals to be set at the functional levels in collaboration with top management.

4.2.1.4. Internal and External Orientation

With a dynamic business environment of frequent changes, a company requires to understand in depth the anticipated changes to its business processes. The managers in the manufacturing sector in Kenya either strongly agreed or agreed that SWOT analysis is required at 95.7% and another 91.3 % agreed that monitoring of the business environment is necessary (Table 5). As discussed by Saleh, Kaissi, Semaan and Natafji, (2012), organisations require to regularly assessing the external business environment to be better equipped to adjust to the anticipated changes and allocate or reallocate resources where necessary. The Greek managers in the study by Gkliatis and Koufopoulos, (2010) gave great emphasis on the allocation of their internal resources in the most effective way in addition to a regular analysis of its competitors to create a competitive edge especially for an unstable and competitive Greek hospitality sector. Resources are becoming scarce and highly competitive and therefore organisations require to be abreast with the status of the business environment on a regular basis. Decisions that are made on a regular basis are dependent on the facts gathered from the state of the business environment and this is only practical through regularly monitoring the status of the business environment.

4.2.1.5. Centralisation Process

From the results 91.3% of the managers either strongly agreed or agreed that strategic planning needs to be participative in addition to the fact that it also demands the personal commitment of the manager to improve on the impact to the overall organisational performance (Table 5). As outlined by Kohtamaki, Kraus, Makela and Roonkko, (2012) personnel commitment is required in the implementation of strategy in an organisation because it mediates the link between participative strategic planning and company performance by increasing the personnel understanding of the company's purpose and strategic targets, in addition to clarifying why strategies are being implemented creating a sense of shared purpose.

4.2.1.6. Organisational Planning Benefits

The results indicate that 95% of managers in Kenya either agree or strongly agree that effective strategic planning improves integration of functions within the company as it fosters employee empowerment eventually. Another 95% agree or strongly agree that managers require pursuing the aspect of mentorship to promote growth and continuity within an organisation (Table 5). With a dynamic business environment, organisations require a system in place that would

ensure business continues uninterrupted even with the departure of key employees who in most cases hold with a lot of institutional memory.

Dimension	Low1	2	3	4	High5	Mean	Standard Deviation
Planning Formality							
Planning process				8 (29.63%)	19 (70.37%)	1.29	0.47
Functional Coverage							
Consultative planning process		1 (3.85%)	2 (7.69%)	12 (46.15%)	11 (42.31%)	1.73	0.78
Presence of hierarchy		1 (3.85%)	3 (11.54%)	17 (65.39%)	5 (19.22%)	2.00	0.69
Internal and External orientation							
SWOT analysis		1 (4.35%)		8 (34.78%)	14 (60.87%)	1.48	0.73
Environment monitoring		1 (4.35%)	1 (4.35%)	9 (39.13%)	12 (52.17%)	1.60	0.78
Centralisation process							
Participative planning			2 (8.70%)	15 (65.22%)	6 (26.08%)	1.83	0.58
Personal commitment			2 (8.70%)	7 (30.43%)	14 (60.87%)	1.48	0.67
Organisational planning benefits							
Improves integration of functions			1 (5.00%)	10 (50.00%)	9 (45.00%)	1.60	0.60
Need for mentorship			1 (5.00%)	11 (55.00%)	8 (40.00%)	1.60	0.59
Indicators of manufacturing performance							
Make informed decisions				4 (44.44%)	5 (55.56%)	1.44	0.53
Need for coherence				4 (44.44%)	5 (55.56%)	1.44	0.53
Use of BSC			5 (55.56%)	2 (22.22%)	2 (22.22%)	2.33	0.87
BSC means focused and measurable objectives			2 (22.22%)	4 (44.44%)	3 (33.34%)	1.89	0.78

Table 6: Analysis of the Strategic Planning Dimensions

4.2.1.7. Manufacturing Performance

The managers in the manufacturing sector in Kenya showed a general agreement in the benefits accrued from planning. They all agreed about 100% (Table 6) that evaluation of performance results in informed decisions that are reached by organisations. Whereas 44% think that organisations should adjust their market offerings after a year, 56% feel it should be done between 1 to 5 years which is more or less similar and therefore conquered with the need for change in market offerings in the manufacturing business environment (Table 6). In addition all managers, 100% , (Table 6) agreed that there is need for coherence in the functions during formulation of strategies and another 44% (Table 6) believed that the BSC tool is widely used for measuring performance.

About 56% are neutral (Table 6) which raises a concern on whether manufacturing companies in Kenya emphasise on measuring performance and if they do, what measuring tools are being utilised. The respondents listed the following as indicators of measuring performance; revenue, margins, staff turnover, productivity and customer satisfaction which is in line with the findings gathered by Abdalkrim(2013). The survey outlined that these indicators generate

statistics that can be utilised in the sector to evaluate the overall performance. Despite the fact that the managers did not agree on the use of the BSC to measure performance, the results indicate that 77% of the managers agree or strongly agree that the BSC enables managers to formulate more focused and measurable objectives in line with the set corporate strategies.

4.2.1.8. Effect of Strategic Planning Dimensions on Performance

Data obtained from 28 SMEs was coded and entered into the Statistical Package for Social Sciences (SPSS). In order to establish the type of relationship and strength of the relationship, correlation analysis between the strategic planning dimensions adopted by manufacturing firms and their performance was run.

The research findings revealed that there existed a strong relationship between all the strategic planning dimensions and performance of manufacturing firms in Kenya. However, functional coverage registered the strongest relationship with firm performance (.873). This is followed by centralization of processes (.856) and internal and external orientation (.816) respectively. These findings are as presented in Table 7.

		Performance	Functional coverage	Internal and external orientation	Centralization of processes
Performance	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	28			
Functional coverage	Pearson Correlation	.873**	1		
	Sig. (2-tailed)	.979			
	N	28	28		
Internal and external orientation	Pearson Correlation	.101	.816**	1	
	Sig. (2-tailed)	.647	.000		
	N	28	28	28	
Centralization of processes	Pearson Correlation	.125	.771**	.856**	1
	Sig. (2-tailed)	.569	.000	.000	
	N	28	28	28	28

Table 7: Correlation Matrix for the Planning Dimensions
 **. Correlation Is Significant at the 0.05 Level (2-Tailed)

A multiple linear regression analysis which models the relationship between the dependent variable and independent variables was also run. The dependent variable was performance of manufacturing firms in Kenya and the independent variables were various strategic planning dimensions adopted by the firms. The strategic planning dimensions comprised of: functional coverage, internal and external orientation and centralization of processes. The coefficient of determination (R²) and correlation coefficient (R) shows the degree of association between performance of manufacturing firms and the strategic planning dimensions they adopt.

The findings indicated that there was a very strong positive relationship (R= 0.852) between the variables. The study also revealed that 72.7% of performance of manufacturing firms could be explained by the strategic planning dimensions they adopted. From this study it is evident that at 95% confidence level, the variables produce statistically significant values and can be relied on to explain performance of manufacturing firms in Kenya. The findings are as shown in the Tables 8.

R	R Square	Adjusted R Square	Std. Error of the Estimate
.852	.727	.018	4.89859

Table 8: Model Summary

Table 9 shows the results of regression coefficients which reveal that a positive effect was reported for all the dimensions under study.

	Beta	t	p
(Constant)	4.441	3.440	.054
Functional coverage	.253	5.039	.047
Internal and external orientation	.136	3.587	.050
Centralization of processes	.147	4.410	.049

Table 9: Coefficients

From this study it was evident that at 95% confidence level, the variables produce statistically significant values for this study (high t-values, $p < 0.05$). Functional coverage registered the highest t and p values represented by 5.039 and 0.047 respectively. Centralization of processes on the other hand registered t value of 4.410 and p values of 0.049. Finally internal and external orientation registered p value of 3.587 and t value of 0.050. Further, all the variables under study registered high t values which were more than 2 and p values of less than 0.05 hence statistically significant. A positive effect is reported for all the strategic planning dimensions under study hence influencing performance of manufacturing companies positively.

The results of the regression equation below show that for a 1- point increase in the independent variables, performance of manufacturing firms in Kenya is predicted to increase by 4.441, given that all the other factors are held constant. The equation for the regression model is expressed as:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

$$Y = 4.441 + 0.253X_1 + 0.136X_2 + 0.147X_3$$

Where;

β is a correlation coefficient

Y= Performance of manufacturing firms

X1= Functional coverage

X2= Internal and external orientation

X3= Centralization of processes

The research did not focus on the financial indicators of the performance in the manufacturing sector because measuring of performance was based on the qualitative aspects and not the financial aspects of performance. Use of the BSC rules out measuring performance using financial indicators and therefore the research focused mainly on the qualitative aspects of performance. As the research was anonymous, receiving financial information to measure and compare performance from one organisation to another would have proven difficult.

The responses received from the open ended questions indicated that managers had similar thoughts on the indicators of performance such as profitability, staff turnover, revenue, profits, targets, productivity and quality. These are the indicators that manufacturing companies adhere to other than focusing on the financial performance. As discussed by Otieno, Bwisa and Kihoro (2012), performance in the manufacturing sector is based on quality leadership, product specialisation, cost leadership and manufacturing leadership as enumerated by the managers in the open ended questions. When a company manufactures high quality products, the market share increases and therefore its profitability.

To beat competition, a company has to focus on product specialisation and differentiation and therefore deter counterfeiters taking up their market share. For large manufacturing companies that produce in huge volumes, are able to lower their production costs and maintain the quality and still be competitive and profitable. Manufacturing leadership allows a company to adopt innovative and modern manufacturing processes and therefore manufacture products that maintain competitiveness.

As stated in the study by Panicker and Seshadri (2013), performance measurement is no longer based on purely financial measures but other aspects of doing business. The study mentions how Kaplan and Norton devised a tool, the BSC, "to connect performance measures and perspectives of the business strategic vision; financial, customer, internal processes and learning and growth." The same notion is emphasised in the research by Danaeia and Hosseinib (2013). Business in the 21st century is focused on ensuring firms in addition to making profits also make effort to care for their consumers and the environment. As stated by Teeratansirikool, Siengthai, Badir and Charoenngam (2013), some of the non financial measures that are being considered in today's business are "customer satisfaction, number of customer complaints, on time delivery, employee health and safety". Abdullah, Umair, Rashid and Naeem (2013) emphasises that with the frequent change's in doing business today, organisations are adopting the use of the BSC which is also able to incorporate all these changes as well. From the responses, Kenyan managers agree that key indicators of performance are not just financial but also non financial. Many of them indicated such indicators as safety and morale, environment, employee benefits, innovation, customer satisfaction over and above revenue and profits. From this outcome it's clear that performance is no longer just about the amounts of profits made by an organisation but also the social and environmental impact of the business.

The stakeholders are able to assess the overall performance of a company when all these facets of performance are measured and packaged in a way to support the decision making process within a company. The challenge is for companies to adopt acceptable means of measuring performance as the business world gets competitive and with the onset of globalisation, companies are now being assessed on similar standards. The honour is for manufacturing companies in Kenya to adopt new and modern ways of doing business and be able to compete with similar companies in the industry.

5. Conclusion

The findings therefore revealed that the strategic planning dimension adopted by manufacturing firms in Kenya has a significant effect on their performance. However, out of the three strategic dimensions under study (functional coverage, internal and external orientation and centralization of processes), functional coverage has a greater effect on firm performance. This is followed by centralization of processes and internal and external orientation respectively.

Chapter 5: Conclusions and Recommendations for Further Research

5.1. Introduction

This concluding chapter of the dissertation presents the key findings of the research based on the discussions and interpretations on the survey. It also presents recommendations for further research.

5.2. Summary of the Dissertation

Chapter one was a road map for the research where it clearly listed the research questions and the objectives. It was an overview of the approach adopted by the research and from the research findings the epistemological approach bordered between the relativism and constructionism views. Chapter two then delved into a more detailed discussion of the planning dimensions and how various researches by virtue of researching on the global view of strategic planning and its impact on performance generally did not clearly outline the impact on performance. By discussing the planning dimensions in detail, the research was able to show the impact strategic planning can have to performance and in this case manufacturing performance. Chapter three then went to the research methodology in which a population made up of all the manufacturing companies was surveyed using a web based survey. Chapter four then outlined the results that were able to indicate the impact of analyzing the planning dimensions and the impact on manufacturing performance using various approaches with the use of the SPSS tool. Chapter five was able to make a conclusion, mention the limitations and provide a framework for further research on the research topic in the future.

5.3. Research Contributions

From the research findings its clear that strategic planning is only effective when there is inclusive participation from both management and the rest of the organization to enable an effective impact on the overall performance of the manufacturing company. The current business world is pushing for employee empowerment and progressive involvement of every member of the organization in implementation of the vision set for the organization. It's when all the members of the organization are at the same level of understanding with regard to the vision of the organization, would the objectives and goals set be met and accomplished and therefore improve on the competitiveness of the entire organization. There is need for organization to set up structures that can foster succession plans with the use of encouraging participation from all members of an organization during strategic planning. Academically, the research was able to identify a major limitation using of a web based survey especially in developing economies as the structures to support web based surveys are not as fully developed. It would be helpful for a researcher to carry out a wider feasibility study on a more effective data collection method to be able to gather valid and reliable data that would result to a more informed conclusion and recommendations.

5.4. Future Research and Development

Although this paper outlined the strategic planning dimensions and their impact on manufacturing performance, certain limitations can be identified. Firstly, even though the sample size for the study was large, the response rate was very low. Out of 658 manufacturing companies invited to participate in the survey, only 28 responded. As a result, the companies that were able to satisfy the objectives of the study were few and therefore not representative of the whole of the manufacturing sector in Kenya. Another limitation was that the study was web-based, a concept relatively new to the Kenyan market with regard to surveys. The low response rate resulted in the weakness of correlation analysis results between strategic planning dimensions and manufacturing performance. The study lacks specific indicators of measuring financial performance as the study was developed on the premise that the Balance Score Card is widely used to measure performance. These limitations encourage further study on manufacturing companies in Kenya to obtain more comprehensive results.

In conclusion, the manufacturing sector in Kenya appears to plan effectively, scoring high in the strategic planning dimensions under study. Managers held at least an undergraduate degree and were relatively young, with at least 30% of them having been in their positions for at least 5 years. The managers in the manufacturing companies were keen with the changing business environment and appreciated the need to monitor the same regularly. The managers agreed with the planning process being participative and therefore involving every employee in the organisation and thus keen with employee empowerment and mentoring. The managers were able to discuss certain aspects of the manufacturing sector that are necessary to evaluate the performance of the sector. They unanimously stated the need for manufacturing companies to promote innovation, take keen interest in the productivity levels, ensure a healthy relationship with their customers and support their employees. This clearly proves that managers in the Kenyan manufacturing sector are aware of what is expected for the success of the sector. In future the research could incorporate personal interviews with managers to gather a more personal view to the strategic management of manufacturing companies in Kenya and the plans for the future growth of the same.

In today's business world, strategies require to focus on the sustainability challenge. A sustainability approach contains initiatives that emphasise adoption of new manufacturing technologies, the development of new sustainable products and integration of green practices in the supply chain. Triple Bottom Line (TBL) is important for manufacturing firms to remain competitive and relevant because of the sustainability challenges of global warming and fast depletion of resources for raw materials an integral component in the manufacturing sector. From numerous researches done, it's been proven that greening the different phases of the supply chain leads to increased competitiveness and better economic performance which can be measured by the availability of new market opportunities, product prices increases, profit margins and sales and the growth of the market share (Schrettle, et al. 2013).

In light of the TBL concept, the recorded indicators of sustainable business practices are divided into; ecological, social and economic. Ecological indicators include reduction of the carbon footprint into the atmosphere, production and use of biodegradable packaging items and management of waste produced during the manufacturing process. Social indicators include number of permanent employees, establishment of training and skills development mechanisms, health and safety and level of corporate social investment. Economic indicators are revenue, return on equity, market share and earnings per share (Dos Santos, Svensson and Padin, 2013). "Corporate Social Responsibility (CSR) is about honouring the ethical and legal requirements and respect for people, communities and natural environment." Even though CSR is practised in most industrialised nations, it is still under developed in Kenya. This could be due to lacking legal framework in the country that would obligate companies to abide by. CSR requires to be an integral part of any business strategy and companies to realise that consumers are more pro – active and informed, employees are a growing concern of stakeholders, poverty and climate change are major issues and the status and preservation of the physical environment (Gachanja, Mugenda and Maina, (2013). There is continued pressure on manufacturers to think not only of the financial performance but also both the environmental and social performance. Citizens are continuing to be more conscious of environmental challenges arising from emissions and therefore push manufacturers to put in place business processes that will provide an all inclusive "green" benefit. Regulations and policies have to be put in place to dictate reduction of emissions, encourage use of clean technologies, set production limits and thus result in sustainable manufacturing. There is need for manufacturers "to invest in new production methods, materials and equipment, or pay higher penalties for polluting the environment". With regulations in place and establishing of appropriate charges prohibiting pollution, manufacturers will be obliged to produce less pollution and thus achieve sustainable manufacturing (Manikas and Godfrey, 2010)

5.5. Limitations

The research was web based that faced a number of challenges ranging from lack of interest from targeted managers and the will to share information in addition to the fact that the Kenyan market is not well developed in internet communication. From the research it is evident that managers in the manufacturing sector are not obliged to change ways of doing business and maybe it's because of lacking legislature and policies that will push them to abide. The Kenyan market still has a long way to appreciate the importance of sharing information and being open to new ways of doing business. This has to change in the near future for businesses to be competitive in the new era of globalisation. Globalisation demands manufacturing firms to embrace acceptable best practices and abide by the world acceptable requirements such as reducing the carbon foot print for example. Future research would require a deeper evaluation of the non financial indicators in the light of the TBL concept. In addition there will be need for setting up legal frameworks by the Ministry in charge of industrialisation that manufacturing and other business firms will have to abide by. In Kenya CSR is associated with philanthropic and charity actions which is not the case. There is need for more emphasis on CSR as a branding strategy to sustain competitive advantage and ensure manufacturing firms remain relevant in today's business world. As the research survey was anonymous, the research could not gather secondary data with regard to the financial performance of the respondents in addition to accessing and evaluating the environmental and social performance as well.

Future study will require more data that would enable a deeper evaluation on these aspects as the sector is encouraged to embrace TBL in their business models. Further research will require an initial study to determine the tools being used in the manufacturing sector and how these tools are implemented for the research to adopt a tool that is already being used. The research assumed the use of BSC in manufacturing companies in Kenya and from the response it was clear that the BSC is not as popular amongst manufacturing companies in Kenya. The research also focused on manufacturing companies in general but future research would benefit if it focused on the sectors within manufacturing companies as they all have various approaches to doing business in the same industry. It would also be helpful to involve KAM the overseeing administrative arm for manufacturing companies in Kenya to facilitate a higher response rate after a series of briefing sessions with their top management during which they would be made to appreciate the significance of evaluating their performance within the industry.

Abbreviations

SWOT	Strengths, weaknesses, opportunities and threats
CEO	Chief executive officer
ROA	Return on capital
ROE	Return on equity
TQM	Total quality management
BSC	Balance scorecard
GDP	Gross domestic product
KAM	Kenya Association of Manufacturers
TBL	Triple Bottom Line
CSR	Corporate Social Responsibility
SPSS	Statistical Package for the Social Sciences

Table 10

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Appendix

Survey Questionnaire

The Questionnaire

Planning Formality

1. There is need for a planning process in any organisation.

Strongly agree Agree Neutral Disagree

Strongly disagree

2. Does the manager require to play a key role in the planning process?

Yes No

3. Is there need for a documented comprehensive and detailed planning process?

Yes No

4. Does your company have the strategic plan written down and used as a reference or guidance for future strategy plans?

Yes No Not sure

Functional Coverage

1. Does planning need to incorporate function-focused strategies?

Yes No Not sure

2. It is necessary for the strategic planning process to be consultative between management and the rest of the organisation.

Strongly agree Agree Neutral Disagree

Strongly disagree

3. The corporate strategy process requires being hierarchical beginning at the top management to middle managers who are responsible for the functional strategies.

Strongly agree Agree Neutral Disagree

Strongly disagree

Internal and External Orientation

1. The strategic planning process requires to incorporate the SWOT(strengths, weaknesses, opportunities and threats) mechanism to develop sound strategies.

Strongly agree Agree Neutral Disagree

Strongly disagree

2. Manufacturing companies need to monitor closely the state of the environment during the planning process.

Strongly agree Agree Neutral Disagree

Strongly disagree

3. Is there need for organisational flexibility to cope and address a turbulent business environment?

Yes No Not sure

4. Is it necessary for management to align their strategies to the external environmental conditions?

Yes No Not sure

Centralisation Process

1. Participative strategic planning is required to initiate employee empowerment in manufacturing companies.

Strongly agree Agree Neutral Disagree

Strongly disagree

2. Personal commitment to strategy implementation improves on organisational performance.

Strongly agree Agree Neutral Disagree

Strongly disagree

Organisational Planning Benefits

1. Is it the manager's responsibility to direct organisational change, motivate people, build and strengthen company competencies?

Yes No Not sure

2. Effective strategic planning improves integration of functions within the company as well as foster employee empowerment.

Strongly agree Agree Neutral Disagree

Strongly disagree

3. Managers require to strive to mentor individuals within the company to be able to integrate them to changes in the business world.

Strongly agree Agree Neutral Disagree

Strongly disagree

4. Are managers expected to prepare employees to be able to take up new challenges?

Yes No Not sure

Manufacturing Performance

1. Is measuring performance necessary in strategic planning?

Yes No Not sure

2. Evaluation of performance enables an organisation to make informed decisions.

Strongly agree Agree Neutral Disagree

Strongly disagree

3. After how long should a company adjust its market offerings, product/service mix and production capacity?

Less than one year One year Between 1 to 5 years

Five or more years Not applicable

4. List four types of flexibility a manufacturing company requires to adopt to be able to sustain competitiveness.

5. On a scale of 1-5 indicate (tick) your level of agreement with the following performance indicators in a manufacturing company as a result of strategic planning dimensions adopted. Where 1= strongly Disagree, 2 =Disagree, 3=Neutral, 4=Agree and 5 = Strongly Agree.

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Increased production capacity					
Increased product synergy					
Increased quality service delivery					
Increased innovation where new products are launched					
Increased market share					
Increased customer and employee satisfaction					
Reduced staff turnover					
Increased firm profitability					

Table 11

6. What organisational structures can be adopted in a manufacturing company?

7. What do you understand by manufacturing leadership?

8. Coherence is necessary within functions during formulation of strategies.

Strongly agree Agree Neutral Disagree

Strongly disagree

9. The Balance Score Card (BSC) is most widely used tool for measuring performance in a manufacturing company.

Strongly agree Agree Neutral Disagree

Strongly disagree

10. The BSC enables managers to formulate more focused and measurable objectives in line with the strategies.

Strongly agree Agree Neutral Disagree

Strongly disagree

Manager's Personal Characteristics

1. What is your sex?

Female Male

2. What is your age range?

18 to 30 years 31 to 40 years 41 to 50 years 51 to 60 years
Over 60 years

3. What is your highest level of education?

High School Level Diploma/Certificate Undergraduate

Masters Level Post Graduate Level

4. How long have you worked for the company?

0 to 4 years 5 to 10 years 11 to 15 years 16 to 20 years

21 to 25 years over 26 years

Informed Consent form

Research Procedures

The purpose of the research is to better understand the relationship between Strategic Planning and organisational performance.

Risks

There are no foreseeable risks for participating in this research.

Benefits

There are no benefits to you as a survey respondent

Confidentiality

The data in this study will be confidential. An informed consent will be completed by you by clicking "next" below. Names and other identities will not be used in this survey.

Participation

If you wish to participate, click "Next" below. If you do not wish to participate click "Exit this survey" at the upper right corner of your browser

Duration

The survey will take an average of 10 minutes

Contact

The research is being conducted by Leah Kirangu, a master's student at University of Liverpool. Ms. Kirangu can be contacted at 254 721551838 or lkirangu1@yahoo.com should you have questions. The research has been reviewed against legal and ethical considerations of the University of Liverpool. By clicking "next" you consent that you are willing to answer the questions in this survey

*Summary Survey of Individual Responses*Manufacturing

Answer Options	Response Percent	Response Count
Strongly agree	74.10%	20
Agree	25.90%	7
Neutral	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
Other (please specify)	0.00%	0
answered question		27
skipped question		3

Table 12: There Is Need for a Planning Process in Any Organisation

Answer Options	Response Percent	Response Count
Yes	96.3%	26
No	3.7%	1
answered question		27
skipped question		3

Table 13: Does the Manager Require Playing a Key Role in the Planning Process

Response Percent	Response Count
96.30%	26
3.70%	1
answered question	27
skipped question	3

Table 14: Is There Need for a Documented Comprehensive and Detailed Planning Process?

Answer Options	Response Percent	Response Count
Yes	64.00%	16
No	28.00%	7
Not sure	8.00%	2
answered question		25
skipped question		5

Table 15: Does Your Company Have the Strategic Plan Written Down and Used as a Reference or Guidance for Future Strategy Plans?

Answer Options	Response Percent	Response Count
Yes	92.00%	23
No	0.00%	0
Not sure	8.00%	2
answered question		25
skipped question		5

Table 16: Does Planning Need to Incorporate Function-Focused Strategies?

Answer Options	Response Percent	Response Count
Strongly agree	46.20%	12
Agree	42.30%	11
Neutral	7.70%	2
Disagree	7.70%	2
Strongly disagree	0.00%	0
answered question		26
skipped question		4

Table 16: It Is Necessary for the Strategic Planning Process to Be Consultative Between Management and the Rest of the Organisation

Response Percent	Response Count
23.10%	6
61.50%	16
11.50%	3
3.80%	1
0.00%	0
answered question	26
skipped question	4

Table 17: The Corporate Strategy Process Requires Being Hierarchical Beginning at the Top Management to Middle Managers Who Are Responsible for the Functional Strategies

Answer Options	Response Percent	Response Count
Strongly agree	65.2%	15
Agree	30.4%	7
Neutral	0.0%	0
Disagree	4.3%	1
Strongly disagree	0.0%	0
answered question		23
skipped question		7

Table 18: The Strategic Planning Process Requires Incorporating the SWOT (Strengths, Weaknesses, Opportunities and Threats) Mechanism to Develop Sound Strategies

Answer Options	Response Percent	Response Count
Strongly agree	56.50%	13
Agree	34.80%	8
Neutral	4.30%	1
Disagree	4.30%	1
Strongly disagree	0.00%	0
answered question		23
skipped question		7

Table 19: Manufacturing Companies Need to Monitor Closely the State of the Environment during the Planning Process

Answer Options	Response Percent	Response Count
Yes	91.30%	21
No	4.30%	1
Not sure	4.30%	1
answered question		23
skipped question		7

Table 20: Is There Need for Organisational Flexibility to Cope and Address a Turbulent Business Environment?

Answer Options	Response Percent	Response Count
Yes	78.30%	18
No	8.70%	2
Not sure	13.00%	3
answered question		23
skipped question		7

Table 21: Is It Necessary for Management to Align Their Strategies to the External Environmental Conditions

Answer Options	Response Percent	Response Count
Strongly agree	30.40%	7
Agree	60.90%	14
Neutral	8.70%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
answered question		23
skipped question		7

Table 22: Participative Strategic Planning Is Required to Initiate Employee Empowerment in Manufacturing Companies

Answer Options	Response Percent	Response Count
Strongly agree	65.20%	15
Agree	26.10%	6
Neutral	8.70%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
answered question		23
skipped question		7

Table 23: Personal Commitment to Strategy Implementation Improves on Organisational Performance

Answer Options	Response Percent	Response Count
Yes	80.00%	16
No	10.00%	2
Not sure	10.00%	2
answered question		20
skipped question		10

Table 24: Is It the Manager's Responsibility to Direct Organisational Change, Motivate People, Build and Strengthen Company Competencies?

Answer Options	Response Percent	Response Count
Strongly agree	50.00%	10
Agree	45.00%	9
Neutral	5.00%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
answered question		20
skipped question		10

Table 25: Effective Strategic Planning Improves Integration of Functions within the Company as Well as Foster Employee Empowerment

Answer Options	Response Percent	Response Count
Strongly agree	45.00%	9
Agree	50.00%	10
Neutral	5.00%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
answered question		20
skipped question		10

Table 26: Managers Require to Strive to Mentor Individuals within the Company to Be Able to Integrate Them to Changes in the Business World

Answer Options	Response Percent	Response Count
Yes	90.00%	18
No	10.00%	2
Not sure	0.00%	0
answered question		20
skipped question		10

Table 27: Are Managers Expected to Prepare Employees to Be Able to Take up New Challenges

Answer Options	Response Percent	Response Count
Yes	100.00%	9
No	0.00%	0
Not sure	0.00%	0
answered question		9
skipped question		21

Table 28: Is Measuring Performance Necessary in Strategic Planning?

Answer Options	Response Percent	Response Count
Strongly agree	66.70%	6
Agree	33.30%	3
Neutral	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
answered question		9
skipped question		21

Table 29: Evaluation of Performance Enables an Organisation to Make Informed Decisions

Answer Options	Response Percent	Response Count
Less than one year	0.0%	0
One year	44.4%	4
Between 1 to 5 years	55.6%	5
Five or more years	0.0%	0
Not applicable	0.0%	0
answered question		9
skipped question		21

Table 30: After How Long Should a Company Adjust Its Market Offerings, Product/Service Mix and Production Capacity

Answer Options		Response Count	Categories
		9	
answered question		9	
skipped question		21	
Number	Response Date	Response Text	
1	Sep 26, 2013 6:26 AM	competitive employees Training & development Innovativeness Product differentiation	
2	Sep 13, 2013 9:02 AM	1. market behaviour (customer, product etc) 2. competition 3. technology 4. price and quality	
3	Sep 13, 2013 8:17 AM	not clear	
4	Sep 12, 2013 11:32 AM	CUSTOMER DEMAND PRICE FRIENDLY GOOD PRODUCT	
5	Sep 10, 2013 12:23 PM	Quality Delivery - on time and in full Product differentiation Customer focus	
6	Sep 10, 2013 11:02 AM	need the ability to respond to changing environments rapidly.	
7	Aug 22, 2013 11:04 AM	New products New markets Staff training Staff numbers	
8	Jul 21, 2013 6:58 AM	demand based flexibility alignment price margin based mix brand	
9	Jul 20, 2013 5:41 PM	Innovation Financial Investment Product development Staff	

Table 31: List Four Types of Flexibility a Manufacturing Company Requires to Adopt to Be Able to Sustain Competitiveness

Answer Options		Response Count
		9
answered question		9
skipped question		21
Number	Response Date	Response Text
1	Sep 26, 2013 6:26 AM	Productivity quality Sales
2	Sep 13, 2013 9:02 AM	1. quality 2. out come of the set policies 3. staff, customs satisfaction 4. growth (income, technologies and etc)
3	Sep 13, 2013 8:17 AM	innovation sales profit margins Reception of new products
4	Sep 12, 2013 11:32 AM	ENVIRONMENT SAFETY EMPLOYEE BENEFITS CUSTOMER CARE.
5	Sep 10, 2013 12:23 PM	Productivity, Quality. Costs, Delivery, Safety and Morale.
6	Sep 10, 2013 11:02 AM	profitability, staff turnover, market share
7	Aug 22, 2013 11:04 AM	Profit and loss
8	Jul 21, 2013 6:58 AM	targets, margins, brand
9	Jul 20, 2013 5:41 PM	Revenue Profits

Table 32: What Are the Key Indicators of Measuring Performance in a Manufacturing Company?

Answer Options		Response Count
		9
answered question		9
skipped question		21
Number	Response Date	Response Text
1	Sep 26, 2013 6:26 AM	Sales turnover
2	Sep 13, 2013 9:02 AM	1. Staff and customer satisfaction. 2. Quality
3	Sep 13, 2013 8:17 AM	Innovation- new products launched Company's geographical footprint Employee motivation/attitude
4	Sep 12, 2013 11:32 AM	PROFESSIONALISM
5	Sep 10, 2013 12:23 PM	Productivity, Quality, Delivery, Safety and Morale.
6	Sep 10, 2013 11:02 AM	staff engagement, investment in the community (CSI)
7	Aug 22, 2013 11:04 AM	Output Costs Staffing levels Stock levels
8	Jul 21, 2013 6:58 AM	product market synergy
9	Jul 20, 2013 5:41 PM	Production capacity

Table 33: Other Than Financial Performance, What Other Aspects Can Be Measured In A Manufacturing Company? (List Four Aspects)

Answer Options		Response Count
		9
answered question		9
skipped question		21
Number	Response Date	Response Text
1	Sep 26, 2013 6:26 AM	Departmental Work group
2	Sep 13, 2013 9:02 AM	no comment
3	Sep 13, 2013 8:17 AM	not clear
4	Sep 12, 2013 11:32 AM	CHAIRMAN, BOARD OF DIRECTOR, M.D. CEO, G.M. FOR EACH UNIT AND MANAGERS UNDER G.M.
5	Sep 10, 2013 12:23 PM	Three tier.
6	Sep 10, 2013 11:02 AM	Do not know
7	Aug 22, 2013 11:04 AM	Not sure
8	Jul 21, 2013 6:58 AM	market receptive organo.
9	Jul 20, 2013 5:41 PM	N

Table 34: What Organisational Structures Can Be Adopted in a Manufacturing Company?

Answer Options		Response Count
		9
answered question		9
skipped question		21
Number	Response Date	Response Text
1	Sep 26, 2013 6:26 AM	Being technologically advance and innovative while staying competitive in the market
2	Sep 13, 2013 9:02 AM	no comment
3	Sep 13, 2013 8:17 AM	Being the undoubted provider of high performance products; continuously improving quality and adjusting to changing market needs.
4	Sep 12, 2013 11:32 AM	ISO.
5	Sep 10, 2013 12:23 PM	Best in Class - World Class Standard.
6	Sep 10, 2013 11:02 AM	No idea
7	Aug 22, 2013 11:04 AM	Not sure
8	Jul 21, 2013 6:58 AM	market position and share growth
9	Jul 20, 2013 5:41 PM	Competitive edge leadership

Table 35: What Do You Understand by Manufacturing Leadership?

Answer Options	Response Percent	Response Count
Strongly agree	55.6%	5
Agree	44.4%	4
Neutral	0.0%	0
Disagree	0.0%	0
Strongly disagree	0.0%	0
answered question		9
skipped question		21

Table 36: Coherence Is Necessary within Functions during Formulation of Strategies

Answer Options	Response Percent	Response Count
Strongly agree	22.2%	2
Agree	22.2%	2
Neutral	55.6%	5
Disagree	0.0%	0
Strongly disagree	11.1%	1
answered question		9
skipped question		21

Table 37: The Balance Score Card (BSC) Is Most Widely Used Tool for Measuring Performance in a Manufacturing Company

Answer Options	Response Percent	Response Count
Strongly agree	33.3%	3
Agree	44.4%	4
Neutral	22.2%	2
Disagree	0.0%	0
Strongly disagree	0.0%	0
answered question		9
skipped question		21

Table 38: The BSC Enables Managers to Formulate More Focused and Measurable Objectives In Line with the Strategies

Answer Options	Response Percent	Response Count
Female	44.4%	4
Male	55.6%	5
answered question		9
skipped question		21

Table 39: What Is Your Sex?

Answer Options	Response Percent	Response Count
18 to 30 years	11.1%	1
31 to 40 years	22.2%	2
41 to 50 years	33.3%	3
51 to 60 years	22.2%	2
Over 60 years	11.1%	1
answered question		9
skipped question		21

Table 40: What Is Your Age Range?

Answer Options	Response Percent	Response Count
High School Level	0.0%	0
Diploma/Certificate	22.2%	2
Undergraduate	11.1%	1
Masters Level	66.7%	6
Post Graduate Level	0.0%	0
answered question		9
skipped question		21

Table 41: What Is Your Highest Level of Education?

Answer Options	Response Percent	Response Count
0 to 4 years	22.2%	2
5 to 10 years	66.7%	6
11 to 15 years	11.1%	1
16 to 20 years	0.0%	0
21 to 25 years	0.0%	0
Over 26 years	0.0%	0
answered question		9
skipped question		21

Table 42: How Long Have You Worked for the Company?