

KWAME NKRUMAH UNIVERSITY OF SCIENCE & TECHNOLOGY, KUMASI
INSTITUTE OF DISTANCE LEARNING

EFFECTS OF STRATEGIC PLANNING ON CORPORATE PERFORMANCE IN
GHANA'S COCOA INDUSTRY:
A CASE STUDY OF COCOA SWOLLEN SHOOT VIRUS DISEASE CONTROL
UNIT (CSSVDCU) OF GHANA COCOA BOARD (COCOBOD)

BY

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DECLARATION

I hereby declare that this submission is my own work piece towards the Commonwealth Executive Master of Business Administration and that, to the best of my knowledge, contains no material previously published by another person or material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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DEDICATION

I dedicate this work to God Almighty for the gift of life and protection. This work is also dedicated to my entire family for their care, support and encouragement and to all other well-wishers

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ABSTRACT

This study presents the findings on a quantitative assessment of the effects of strategic planning on corporate performance of CSSVDCU of Ghana Cocoa Board. The study tried to have an in-depth investigation into how strategically CSSVDCU and for that matter COCOBOD plans its operations and whether the existence of such plans facilitates the efficient execution of duties and operations in the organization. The guiding principle of the study was that formulating strategies or preparing a strategic plan in itself is not enough to improve performance. The literature reviewed issues on concept and evolution of strategic planning, long range planning; strategic thinking,; operational planning as well as performance indicators and measurement. Qualitative data was collected from five of the seven operational regions of COCOBOD where the bulk of CSSVDCU work is carried out and where greater tonnage of Ghana's cocoa is produced through a simple random sampling approach. Primary and secondary data sources were consulted. Two hundred (200) respondents comprising of staff and farmers provided the information that was analyzed to look at qualitative effects of strategic planning such as strategic thinking, implementation of goals and administrative and executive decision making. The findings indicated that strategic planning is indeed practiced in CSSVDCU and has significant positive impact on performance in CSSVDCU of COCOBOD in the perspectives of the three thematic areas indicated above i.e. strategic thinking, implementation of goals and administrative and executive decision making. The study also outlined a few recommendations on how to improve strategic planning at CSSVDCU, which include appropriate training of staff on Information Technology, strategic plans should not be left idle on shells as well as managements conscious efforts in adopting a bottom-up approach to decision making, to improve the planning and its implementation in the organization.

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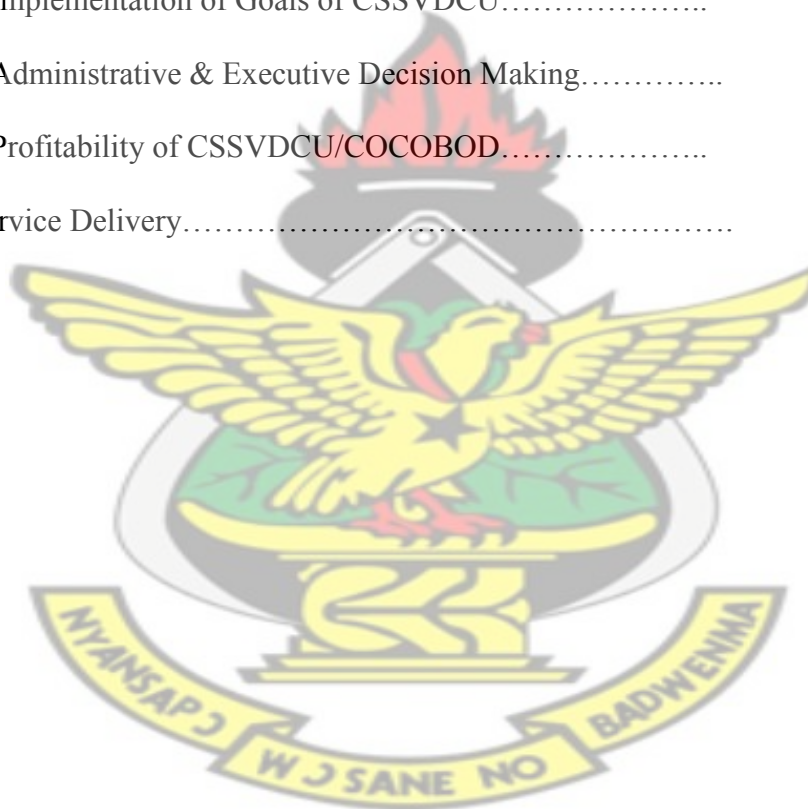
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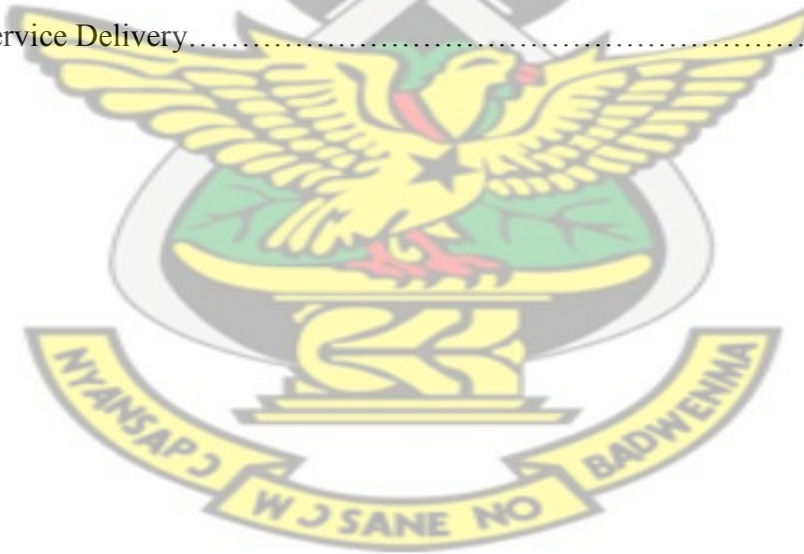
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CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

In this chapter, the background to the study is given, a statement of the research problem is made, the objectives of the study are spelt out, the research questions are posed, the significance of the study captured and the structure of the study outlined and a list of definitions of terms is provided.

In order to assess the level of success or otherwise of a corporate body, its established strategic plans vis-à-vis the performance of the company in all fronts of operations has to be ascertained. Formulation, implementation and the evaluation of a strategic plan undoubtedly, becomes a major activity in most companies and CSSVDCU of Ghana Cocoa Board is no exception, particularly in this era of intense competition both within and outside the Cocoa Industry.

Strategic Planning provides the basic direction and rationale for determining the focus of an organization; and also provides the specification against which any organization may best decide what to do and how to do it. In other words, it is a process for creating and describing a better future in measurable terms and the selection of the best means to achieve the results desired. It is important to note that not all planning is actually strategic even though they may be termed so.

Currently, the Cocoa industry is faced with the realities of new economic forces of deregulation, globalization and liberalization, coupled with growing competition from the world market which manifested itself by the loss of the top spot by Ghana to Cote-d'Ivoire. It has become imperative in the face of the above mentioned challenges to craft,

implement and evaluate strategic plans (i.e. short-term, medium-term and long-term) for a business entity like Ghana Cocoa Board in order to survive the current rivalry; and most importantly to gain the needed competitive edge over other players in the industry. It is said that ‘failure to plan leads to planning to fail’

Strategic planning attempts to systematize the processes of goal/objective setting, situation analysis, alternative consideration, implementation and evaluation that enable an organization to attain its goals and objectives (Tapinos et. al. 2005). Sarason and Tegarden (2003) asserted the positive correlation between strategic planning and performance achievements as very beneficial for organizations. In their studies Dyson, (2000); McAdam and Bailie, (2002) further emphasized the need for organizations to align their strategies with their performance measurement systems. Performance measurement has significant influence in supporting the achievement of an organization's goals and the effectiveness and efficiency of its strategic planning process.

1.1 Background to the Study

Strategic management exponent Toffler (2003) writes that a company without a strategy is like an airplane weaving through the skies, hurled up and down, slammed by winds and lost in the thunder heads. If lightning or crushing winds do not destroy it, it will simply run out of gas. In a similar line of thought, Ross et al (2000) note that without strategy an organization is like a ship without a rudder. It goes round in circles and like a tramp has no specific place to go.

Clearly, these statements emphasize the importance and need for far reaching systematic and dynamic strategic planning, for every company if it is to survive competition in the ever changing global competitive business environment. Ansoff (1970) argues that

planning generally produces better alignment and financial results in companies which are strategically managed than those which are not. This suggests a seeming positive correlation between strategic planning and the ultimate performance of a company in terms of its growth, profits, attainment of objectives and sustained competitiveness (Strickland, 2004).

Though these assertions are largely true, Pitts et al (2003) affirm that exceptional situations also arise when some companies gain not because they had in place any strategy but because they just benefited from some sudden conditions in the external environment. For example, after the September 11, 2001 terrorists attack on the World Trade Centre, Pentagon and in Pennsylvania, (all in the United States of America), air travel within and across that country dropped drastically in favour of rail and road transport which were thought to be safer. Rail and road transporters therefore, enjoyed a sudden and unexpected boom.

Nonetheless, and still consistent with the need for evolving and constantly reviewing strategy, it is important to note that having a sound strategy in itself does not necessarily translate into desired performance goals if it is not properly implemented. Both strategy and implementation must be good and timely to achieve positive results (mimeo). As for a company driven by wrong strategic planning, Malamud (2004) likens it to a train on a wrong track saying, every station it comes to is the wrong station.”

These fundamental principles largely hold true for all industries globally and as should be expected, the Cocoa industry is subject no less to the dynamics of these global market trends. It is against this background that the challenges in the Ghanaian cocoa industry are discussed.

The cocoa industry in Ghana has been faced with a number of challenges, from diseases to insects which has the potential to destroy the industry (Ploetz, 2007) with its adverse consequences for the country's economy. Cocoa diseases in Ghana include Cocoa Necrosis Virus (CNV) genus Nepovirus (Olunloyo, 2008; Owusu 1971; Thresh 1958), cocoa mottle virus (Olunloyo, 2008; Thresh 1958), black pod rot (ICCO, 2009), cocoa swollen shoot virus (CSSV) (ICCO, 2009; Olunloyo, 2008, Hughes and Ollennu, 1994). Insects that destroy cocoa trees and crops include mirids or capsids that damage the plant material by feeding on the sap of cocoa trees and the mealy-bugs that spread the CSSV (ICCO, 2009; Olunloyo, 2008). Progress has been made in the control of these diseases and insects by the application of chemicals, good agricultural practices, biological means and the eradication of diseased trees (Imperial College London, 2009). Even though several methods have been used successfully in solving the various problems facing the cocoa industry, the eradication method applied to solving that of the cocoa swollen shoot virus disease has met with fierce resistance from a number of cocoa farmers (Dodoo, 2010). It is in the light of the above that the study looks at the effects of strategic planning on corporate performance at CSSVDCU.

1.2 Statement of the Problem

The Cocoa Swollen Shoot Virus Disease (CSSVD) which is spread by the mealy bug has over the years caused a significant reduction in cocoa production in Ghana. The most effective method of checking the spread of CSSVD is to eradicate diseased cocoa trees and other symptomless trees within and up to a distance of about 15 meters. Compulsory powers have therefore been given to the department of Agriculture since 1946 to cut

down all diseased cocoa trees and nearby ones though these may not appear to be visibly infected, as a means of checking the spread of the disease (Dodoo, 2010).

It is in this light that effective strategic plans come in to offset some of these challenges in the industry.

The statement of the problem is that lack of strategic planning in an organization has led to poor performance, lack of direction and ineffective and inefficient utilization of resources.

Much as the differences in the performance levels of various companies are to be expected, it is still strongly believed that the strategies pursued by each company are largely accountable for the outcome of their performances. Managements' lead role requiring strategic thinking, planning, decision-making and ultimate implementation could also have much to contribute to the fortunes or otherwise of the various companies in the industry.

Unfortunately, some companies are perceived to have management structures that overly limit the authority to make long-term strategic decisions to a few key shareholders who may be limited in some ways. This obviously compromises the richness and diversity of the companies' strategic planning agenda to the detriment of corporate performance. The fear of loss of ownership control is also speculated to have inhibited the expansion of the capital base of some of the private companies. This undercapitalization has posed challenges for the hiring and retention of the needed numbers and quality of personnel, upgrading of technology and the financial capacity to insure big and complex risks.

Several approaches which have been used in implementing the control of the CSSVD through the destruction of diseased trees over the years, have been met with fierce

resistance from farmers fearing loss of land if the cocoa trees were cut off and also the non availability of financial support to replant and maintain the treated farms. Most importantly it recognizes that farmers have resisted attempts at controlling CSSVD because the approaches used in implementing the control programme were not customer-driven (Dodoo, 2010).

It is therefore opportune to assess the strategic plans to help overcome the farmers' apprehensions and resistance so as to gain their cooperation among other factors for the required corporate performance to be attained.

This study therefore sought to investigate strategic planning at CSSVD Control Unit and its effect on performance, direction, effectiveness and efficiency of the organization.

1.3 Objectives of the Study

The main purpose of the study is to evaluate the effect of strategic planning on corporate performance in the cocoa industry vis-à-vis the operations of the Cocoa Swollen Shoot Virus Disease Control Unit of Ghana Cocoa Board.

The specific objectives of this study are:

1. To examine the strategic planning practices at Ghana Cocoa Board in general and the Cocoa Swollen Shoot Virus Disease Control Unit (CSSVDCU).
2. To analyze how strategic planning impacts on Cocoa Swollen Shoot Virus Disease Control Unit's corporate performance.
3. To recommend strategies to improve strategic planning practice at Cocoa Swollen Shoot Virus Disease Control Unit (CSSVDCU).

1.4 Research Questions

In order to attain the above stated objectives the study seeks to answer the following questions:

- 1.What strategic planning exists at Cocoa Swollen Shoot Virus Disease Control Unit (CSSVDCU)?
- 2.What role does strategic planning play in achieving performance targets at Cocoa Swollen Shoot Virus Disease Control Unit (CSSVDCU)?
- 3.How can the strategic planning practice at Cocoa Swollen Shoot Virus Disease Control Unit (CSSVDCU) be improved?

1.5 Significance of the Study

It is hoped that this study would impact positively on strategic planning practitioners, management of the cocoa industry, academia and the general public.

Specifically;

The outcome of this study is to augment the existing store of knowledge on the subject and serve as a catalyst for further research on innovative ways of gaining competitive advantage for the overall academic well-being of the nation.

In addition, the findings of this are expected to help informed-decision making in the area of strategic management using strategic planning processes.

Finally, it is hoped that this study would stimulate interest in the academia for further studies in strategic planning practices.

1.6 Scope of the Study

The study was conducted within the framework of evaluating strategic planning within the Ghanaian Cocoa industry, specifically looking at CSSVDCU of Ghana Cocoa Board. The study was carried out at the CSSVDCU Head Office in Accra and other offices (Regional and District offices) within the six major regional cocoa growing areas in Ghana, (i.e Ashanti, Brong Ahafo, Central, Western North, Western South and Eastern Regions with exception of Volta Region). It is a case study approach of one particular unit (CSSVDCU) and did not cover other units of the Ghana Cocoa Board to reflect the entire industry approach to strategic planning on the corporate performance.

Hence the result was not generalized but its findings were placed in the relevant context of the individual company or the subsidiary unit studied.

1.7 Limitations of the Study.

This research has identified among others the following limitations that the study could encounter:

- The unwillingness of management of CSSVDCU of Ghana Cocoa Board to release information which will help enrich the study and also establishes a strong validity and reliability of the data that were collected
- Lack of database on Strategic planning in the cocoa industry in Ghana. This served as a serious challenge to access to data for the study
- Enhancing COCOBOD-farmer relationship is an elaborate subject that must be discussed across other cocoa subsidiaries of COCOBOD. However, looking at the time limit, it would be difficult to gather all the necessary information.

-Even though a nationwide study on CSSVDCU would have been more appropriate, there are constraints of financial resources and unavailability of data as well as materials which did not make it possible to undertake nationwide study. Furthermore, it is very difficult to access certain information that may be useful for the research. In addition, the researcher has to combine academic work with his regular work schedule. Moreover, costs in terms of printing, photocopying, binding as well as opportunity cost would be incurred without the requisite bursary from government which would be provided at a much later date.

1.8 Organization of the Study

The study is structured into five (5) chapters as follows: Chapter one; introductory chapter that gives the background to the study, states the research problem, objectives of the study, research questions, significance of study, structure of the study, the scope and limitations. Chapter two is on the review of literature relevant to the study of Strategic Planning and the conceptual framework by renowned scholars and researchers in the field of strategic management. It discusses the concept of strategy, evolution of strategic planning, Vision, mission, goals and objectives; relationship between strategic management and strategic planning, linkage of strategic planning with performance, COCOBOD and its subsidiaries with emphasis of CSSVDCU and its operations. Chapter three deals with the specifics of steps, tools and procedures that were taken to collect data needed to address the research problems. The research site/ Study area for the case study, the research design, the study population, data collection instruments have been discussed.(i.e. the Methodology.)Chapter four is dedicated to the analysis, discussion and interpretation of data collected in the field surveys. This chapter provides detailed

discussion on key aspects of the data analyzed and provides findings from the study. Chapter five captures the summary of findings, conclusions and recommendations. Greater attention is paid to the key findings of the study and to the evaluation of the research questions of the study.

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CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter is devoted to the review of literature that relate to the concept of strategic planning and how it has been used to impact on performance. According to Taylor (2008), literature review is an account and analysis of what renowned scholars and researchers have published on particular topics or fields of studies. Saunders et al (2007) define it as a detailed and justified analysis and commentary of the merits and faults of literature in a chosen area which demonstrates familiarity with what is already known about a research topic. This view is supported by (Jankowicz's, 2005; Fisher, 2007) who argue that literature review makes the need to reinvent knowledge that already exists in the given area of study unnecessary and redundant.

Literature review provides the foundation upon which a research is built to confirm, compliment, counter or establish any new trends that possibly might have emerged. This research proceeds accordingly to review literature that is relevant to the research topic.

2.1 The Concept of Strategy

The word “strategy” has always been associated with and indeed been prominent in any discussion on the subject of management of an organization because of its importance. Pitts et al (2003) explain that it is to ensure that an organization applies its strengths and distinctive competences in such a way that it gains a competitive advantage over its rivals in any given environment. It is the framework which guides those choices that determine the nature and direction of the firm (Tregoe, Benjamin and Zimmerman, 1980). In the view of (Johnson et al, 2008; and Mintzberg, 1994), strategy is a game plan, a pattern in a

stream of decisions and actions, a position and a ploy intended to outwit competitor's whiles fulfilling stakeholders' expectations in line with the organization's scope of business.

The word strategy comes from the Greek word *Strategos* which refers to military generalship and combines *stratos* (the army) and *ago* (the lead). The history of strategic planning has its roots in and is a heritage of the military (David, 2003). The Webster's New World Dictionary alludes to this militarism defining strategy as the science of planning and directing large scale military operations of maneuvering forces into the most advantageous position prior to actual engagement with the enemy. Clearly, the key aim of both business and military strategy is to gain competitive advantage or combat superiority over competitors or foes as the case may be.

Military strategy books such as "The Art of War" by Sun Tzu (1965) "On War" by Von Clausewitz (1975) and "The Red Book" by Mao Zedong (1965) have been an invaluable knowledge base for many of the concepts especially on business tactics, the dynamic and unpredictable future and principles of guerrilla warfare; these have guided and informed the writing of many books on strategic management in general and marketing warfare strategy in particular (Wikipedia, 2009).

Nickols (2008) in his article on "Strategy, Strategic Management, Strategic Planning and Strategic Thinking" explained that before coming to a good understanding of the term "strategic planning" it is best to examine the terms separately. He thus deposes that strategic means "of or having to do with strategy" and being "of great significance or import". This underscores the reason why strategies exist or must exist at various levels of the organization to give a clear direction (where it is headed) and destination (what is it

to become). For our purposes then, strategic means “of great importance” be it at the corporate, business unit or functional level and whether it be for medium or long-term; 2-7 years purposes (ibid).

Plans of action and planning whether for business or the battlefield always consider what is to be achieved (the ends, goals or objectives) and how it is to be achieved (the means; steps, actions or programmes). Simply, plans are a set of intended outcomes coupled with the actions by which those outcomes are to be achieved. On the other hand, (Ackoff, 1981; Nickols, 2008) point out that planning involves thinking about the future, identifying and specifying in advance (now) what has to be done or achieved (objectives) and selecting the most suitable means to accomplish these objectives.

Planning can be formal or informal involving a lot of documentation or very little documentation. The information base could be large; stated in reports, studies, databases and analysis or depend on a few knowledgeable people. Plans, and thus the planning activities that produce the desired ends frequently set timeframes, milestones, detailed schedules and allocate resources whether in the form of money, people, equipment etc.(ibid)

2.2 The Concept and Evolution of Strategic Planning

Strategic planning has been defined differently by various authors. The substantive issues are however, the same; they focus on making plans and taking actions today for the future prosperity and competitiveness of a firm in its environment with the optimal use of available resources. McNamara (2008), identifies some of the major activities that are common to all strategic planning processes as conducting a strategic analysis; setting the

strategic direction, action planning that is, carefully laying out how the strategic goals will be accomplished etc.

Chandler, 1962; Andrews, 1980; Porter, 1980; and Wyland, 2004 are unanimous in stating that strategic planning is a systematic process by which an organization formulates achievable policy objectives for the future growth and development over the long term, based on its mission, vision and goals and on a realistic assessment of the human and material resources available to implement the plan. Dubrin (2006) sees it as encompassing all those activities that lead to statement of goals and objectives and the choice of strategies to achieve them.

These comprehensive definitions are concurred by Bryson (1998) who states that it is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does what it does. The process defines its medium and long term goals and objectives and approaches by which to achieve them. It is a look into the future that identifies the mission, vision, goals and objectives of an organization with prescribed actions necessary to achieve the vision.

The importance of strategic planning to any organization cannot be overemphasized. It is the first in order and safe to say the most critical management process. This is evident from the (Nickels et al 2000)'s definition of management which is "the process used to accomplish organizational goals through planning, organizing, directing and controlling organizational resources'. Thompson et al (2004), buttress it further stating that the central thrust of strategic planning is undertaking moves to strengthen the company's long term competitive position and financial performance.

This intricate and complex nature is borne out by David (2003) who espouses that strategic planning takes an organization into uncharted territories and does not provide ready-to-use prescriptions for success. Instead it takes an organization through a journey and offers a framework for addressing questions and solving problems aware of the potential pitfalls and being ready to address them and being successful.

These views are shared by McConkey (1999) who adds that plans are less important than planning. This just means that though plans are vital as business road maps with goals, objectives or targets to be met, the idea of planning being a process introduces the dimension of a continuous, ongoing and never-ending paradigm of implementation, monitoring and adjustments (Mintzberg, 1978, 1994; Markidis, 1999) to ensure that any unforeseen, unanticipated or emerging developments are contained. It emphasizes the point that process (planning) may be much more influential than content (the plan).

Success in business or military exploits does not come by fluke but is the product of both continuous attention to changing external and internal conditions and the formulation and implementation of the insightful adjustments to those conditions. It entails the use of an organization or army's strengths to exploit the competitors' weaknesses and cash in on opportunities in the external environment. At the same time the firm takes steps to avoid, foil or defend possible attacks from competitors into its areas of weakness. It is thus both an attack and defense weapon which Hofer and Schendel (2005) see as the mediating force or 'match' between the organization and the environment.

The term strategic planning according to David (2003) originated in the 1950's and gained prominence in the mid-1960s to mid 1970s. Its use has traversed the 1990's and become widely practiced as an indispensable tool in the management process in almost

all organizations because of the influence of globalization, technological advancements and internet capabilities for business. Strategic planning therefore involves, among others, clear statements of the mission, vision, goals and objectives of the organization.

2.3 Mission, Vision, Goals and Objectives

A company's strategic plan typically lays out its mission, vision and future direction, performance targets (objectives) and strategy Thompson (2004). For it to be effective therefore, Drucker (1999) emphasizes that strategic plans must be designed to support corporate mission, vision and objectives. A strong linkage or connection must thus exist between them in order for any organization to have coordinated and purposeful business direction.

2.3.1 Mission (Statement)

A firm's mission according to Pitts (2003), describes the organization in terms of the business it is in, the customers it serves and the skills it intends to develop to fulfill its vision. Daft (1991) agrees it is the firm's reason for existence and Ritson (2008) affirms its linkage with vision. A mission statement is the overriding and distinctive purpose of a company (Johnson, 2002; Pitts, 2003).

CSSVDCU's mission is to control the spread of Swollen Shoot Virus disease (and Black pod disease), assist farmers to replant their treated and died-out farms with improved varieties in all regions in the country where the virus isolates are established; pursue effective pest control programmes as well as provide back-up extension services technology to meet the technical needs of old and new cocoa farmers.

2.3.2 Vision (Statement)

Vision describes the firm's aspirations of what it really wants to be. Pitts (2003) notes that vision statements are designed to capture the imagination of the public and as well galvanize the efforts of employees at all levels such that its emotional appeal challenges them to commit their full energies and minds to believe it is the best. Proverbs 29:18 states that 'where there is no vision the people perish' and so it is with any business without a vision. It is most likely to fail or encounter many challenges.

The conceptual distinction between mission and vision is that a mission statement describes the present scope of an organization's business and purpose (what we do, why we exist and where we are now). The vision on the other hand portrays a company's future business scope; where we are going or want to be (Thompson et al , 2004). CSSVDCU's vision is to maintain its dominance in CSSVD control in Ghana and place itself as the best cocoa extension service provider.

2.3.3 Goals and Objectives

Goals are the broad, long-term accomplishments that an organization wants to attain, achieve or where it wants to be. They provide the overall context for what the vision tries to achieve (Nickels et al 2000). They are powerful tools that break the vision statement into specific tasks and actions to attain desired results across the organization. They function as the yardstick for tracking an organization's performance or progress (Thompson et al, 2004). They must be measurable and time specific as against having vague objectives like 'maximize profit', 'reduce costs', become more efficient or 'increase sales'. These specify neither how much (figures) nor when (time) an objective

is to be achieved. They thus do not challenge employees to work hard to meet performance targets. Objectives must be specific, measureable, realistic and achievable.

2.4 Strategic Management Process

Strategic management as seen by Bowman et al (1987) is the process of making and implementing key decisions of an organization guided by its mission and targeted towards achieving its vision and the set objectives. As stated by David (2003) also, strategic management is the art and science of formulating, implementing and evaluating cross-functional decisions that enables an organization achieves its objectives. Johnson et al (2008) add that it understands the strategic position of an organization and making strategic choices or decisions which if acted upon will hopefully yield the required result. Sheth (2004), provides a framework for understanding strategic management: continually asking the question; “Are we doing the right thing?” It entails attention to the “big picture” (of which strategic thinking and planning are integral parts) and the willingness to adapt to changing circumstances. It consists of the following three elements: formulation of the organization’s future mission in the light of changing external factors such as regulation, competition, technology, and customers’ development of a competitive strategy to achieve the mission creation of an organizational structure which will deploy resources to successfully carry out its competitive strategy. Strategic management is adaptive and keeps an organization relevant.

2.4.1 Strategy Formulation

The process of formulating a corporate strategy involves; developing a business mission, vision and establishing long term objectives; identifying external opportunities and threat (external analysis); determining internal strengths and weaknesses (internal analysis);

generating (crafting) alternative strategies (strategic options) and evaluating the alternatives and choosing particular strategies to pursue (pre-implementation evaluation)

Strategy formulation issues include deciding what new business to enter, what business to abandon, how to allocate resources, whether to expand operations or diversify, whether to enter into international markets, whether to merge or form a joint venture and how to avoid a hostile takeover David (2003 pg 5). All these are actions that can be taken only after very thoughtful planning premised on intelligence information gathered from both external and internal environments.

2.4.2 Strategy Implementation

The implementation stage is an operations-oriented phase that managers must make-things-happen. Arguably it is the most demanding and time-consuming part of the strategic management process. It requires preparing a strategic plan that sets out annual objectives, establishes an effective organizational structure, fixes a budget, develops a viable information system and generally devises a work plan for job execution. It also involves motivating employees, creating a supportive culture, allocating resources and linking employee compensation to the organization et cetera (Thompson, 2004).

2.4.3 Strategy Evaluation

This is the final stage of the strategic management process and it is the means by which an assessment is made to determine whether or not a company is on course to achieving its set objectives. There are three fundamental strategy evaluation activities: reviewing external and internal factors that are the basis for current strategy; measuring performance; matching actual performance with set budgets, targets or objectives and taking corrective action (review)

Strategy formulation, implementation and evaluation are essential activities in the strategic management process and they occur at various levels of the firm (mimeo).

2.4.4 Related Concepts

The concept of strategic planning has been given extensive treatment earlier in this presentation. The following important related concepts including long-term planning, strategic thinking, operational planning and strategic management which emerged are now discussed.

2.4.5 Strategic Planning and Long- Range Planning

McNamara, (2008); notes that in the past organizations referred to the phrase “long-range planning” obviously and rightly so, to stand for plans that had been formulated by them to cover periods spanning several years. This was unfortunately being equated to the concept of strategic planning which is distinct in at least one fundamental way. Planners make the distinction that long-range planning assumes that the environmental conditions prevailing at the time of formulating the plan will remain unchanged over the period of the plan. Strategic planning however anticipates changes in the dynamic and ever changing business environment and is therefore, formulated to respond to any such occurrences. David, (2003) records that in the 1980’s when the US economy was stable and predictable firms resorted to long-range planning as it was fashionable and useful.

2.4.6 Strategic Planning and Strategic Thinking

Strategic planning is the process of determining and developing the steps that must be taken to achieve an organization’s defined objectives. It entails gathering and analyzing information about the current situation and mapping out an implementation plan to accomplish the corporate vision. By contrast, strategic thinking helps to answer

questions such as (1) where are we now? Which looks at the current strengths and weaknesses of the firm as well as any opportunities and threats prevailing in the environment? (2) Where do we want to go? Which deals with the business focus, targeted market position, segment to be served and addressing other customer needs, (3) how will we get there? Which considers the means to reach the desired goal and (4) how do we know that we have reached? Which are the controlling and evaluating functions?

Strategic thinking enables an organization to become proactive, innovative and remain focused on what it does. It promotes efficient allocation of resources and better control of its own destiny. It positions an organization more readily to capitalize on opportunities and to achieve the best strategic fit.

2.4.7 Strategic Planning and Operational Planning

Strategic planning is a senior management activity or process that involves determining where an organization is going (direction) over the next year or more, the means, steps and actions that it needs to take to get there and what it is meant to achieve. This activity entails conducting some scan of the general environment (political, economic, social-cultural, technological, legal and green environment-PESTLE), the industry (industry rivalry, suppliers, buyers, threat of close substitutes and ease of new entrants; Porters 5-Forces model) and a self assessment as well to see what the organization's strengths and weaknesses are, and how to use its strengths to exploit available opportunities whilst protecting itself or improving its areas of weakness (SWOT Analysis); (Daft, 1991

In contrast, operational planning is a lower level management activity which involves working out on the strategic goals and methods or strategies to achieve the overall vision

of the organization. It is normally for duration of not more than one year (short-term) and handled as indicated at lower hierarchy of the organizational structure.

2.5 Linkage of Strategic Planning with Performance

It may appear that making profit which is the obvious intention of any commercial enterprise is enough. A survey conducted on a number of Chief Executive Officers (CEO's) in America however, showed that they did not place 'strong and consistent profit' as their top priority, in fact it was ranked fifth (Hitt et. al 2003). Instead they regarded a strong and well thought-out strategy as the most important factor to make a firm promising in the future. Indeed, Thomas J Watson Jr. formerly IBM chairman is quoted as having once cautioned people to remember that "corporations are expendable and that success- at best is an impermanent achievement which can always slip out of hand" (ibid p.9).

For example, Levi Strauss, a once successful company with a global brand and good financial performance suffered setbacks in the 1990s and began its first lay-offs in 1997 as a result of mistakes and ineffective strategy. This was exploited by Gap and Tommy Hilfiger its closest rivals. Xerox, a name synonymous with photocopying in the 1970s and 80s also lost out to its competitors for lack of focus and foresight (*Business Week*, 2001).

Achieving acceptable financial results is crucial because without adequate profitability and financial strength, a company's pursuit of strategic vision, long term health and ultimate survival is jeopardized. Shareholders, potential investors and lenders will not continue to sink in any more money. However, it is as important to note that good financial performance alone is not enough in itself.

Thompson et al (2004) therefore, recommend two very distinct performance yardsticks; one relating to financial performance and the other relating to strategic performance. The former looks at performance indicators like sales revenue and profitability whereas the latter includes output growth, technical progress, efficiency, shareholder value added, economic value added and human resource capital etc.

The company's performance in terms of its strategic well-being, its competitiveness and market position is crucial and unless its performance in the market place reflects improving competitive strength and market penetration, its progress is not inspiring and its ability to continue posting good financial performance is in doubt. A firm's financial performance measures are 'lagging indicators' that reflects the result of the past decisions and organizational activities. Its 'lead indicators' are future financial performance expectations to achieve competitiveness and strength in the market place (ibid pp157).

2.6 Strategic Planning and Performance

Strategic planning is a management function that focuses on the growth and future sustained well being of an organization. Ansoff, (2003) affirms that the interest in strategy grew out of the realization that a firm needed a well defined scope and growth direction not just extrapolations of past performances which were being used to project into the future. Hart and Banbury, (1994), made an observation of firms' recognition for the need to do strategic thinking and planning.

Since the 1950's and particularly the early 1970's, rapid changes and/or advancements in technology, globalization and market competition have compelled organizations to approach this management task with a more purposeful strategic perspective (Rosenberg

et al, 1985; Kiechel III, 1989). As Drucker, (2004) noted in his book *The Practice of Management*, “we cannot be content with plans for a future we can foresee. We must prepare for all possible and a good many impossible contingencies. We must have a workable solution for anything that may come up.” This underscores the need for strategic planning in every organization; diversified or one business unit, large or small.

The question as to whether organizations that practice strategic planning do better in terms of their performance (financial and non-financial) challenged many management schools, authors, consultants and organizations to research into and measure the impact of strategic planning on organizational performance. Some related studies are now discussed.

2.7 Performance Indicators and Measurement

Research or studies into the impact of strategic planning on companies' performance have mostly focused on the quantitative (financial) aspects. These border on Return on Investments (ROI), Profitability Ratios (PR), Liquidity Ratios (LR), Shareholders' Return Ratios (SRR) and Activity Ratios (AR). Again, most of the studies were done in the United States of America (USA) and Britain on American and British firms.

Ansoff et al (1970) conducted one of the earliest studies into the impact of strategic planning on corporate performance and this was on 93 American firms which were in the manufacturing sector. The criteria for the measurements were the financial indicators which were also used by Miller et al (1994) in similar studies much later on. The results of these studies favoured planning. In a quantitative critique of 28 studies by Armstrong (1982) the conclusion was that 20 studies found higher performance with planning, 5 showed no difference and an insignificant 3 found planning to be detrimental. This

growing wealth of literature has been contributed to by Robinson, Pearce, Vozikis and Hunger, 1984; Shrader, Mulford and Blackburn (1989).

Greenley's (1989) review of nine previous studies on manufacturing firms showed that with planning performance was better in 5, neutral effect in 3 studies and only 1 showed adverse result. Of particular significance was the review of an earlier work by Karger et al (1999) in which a comparison was made between a set of companies that did planning with those which did not based on sales value, sales and earnings per share, net incomes. The result was that companies that practiced strategic planning were largely more successful and better performers than the non-planners. David (2003) argues that this is not to say that all companies that used strategic planning are necessarily successful.

Other researchers have delved into the qualitative (non- financial) aspects of the performance appraisal. Hitt et al (2003) for example points out strongly that reputation (the evaluation of a firm by its stakeholders in terms of respect, knowledge or awareness and emotional or affective regard) is a very important intangible resource upon which a company can build capabilities and core competences. In a survey conducted on a number of global companies, the reputation of Coca Cola, Gillette, Eastman Kodak, Campbell Soup, and Wrigley's Gum were valued at US\$52, \$12, \$11, \$9 and \$4 billion respectively.

They explain that if a company can attract and hire highly-skilled people because of its reputation, it will most likely increase its "intellectual capital." This capital will provide a competitive advantage for the firm over its rivals because of the new, innovative and diversified ideas, products or services likely to come from them. The intangible resource in the long run creates more profit and value for the company. The Fortune's America's

Most Admired Company, The Financial Times World's Most Respected Companies and Ghana's version, The Club 100 all use various criteria including products and services quality, financial performance, reputation (image), workplace environment, leadership, vision, social responsibility, firm culture and power relationships, public likeableness (emotional appeal) etc. to rank companies or persons that are surveyed (ibid).

Pearce and Robinson (2000) support this approach to evaluating the impact of strategic planning on performance and add other qualitative behaviour-related criteria like building positive team spirit, companywide knowledge sharing, common understanding and commitment of management and staff to corporate vision. Goodstein et al., (1993) corroborate these ideals and note further that the real measure of strategic planning in any company is the extent to which it affects behaviour in the organization.

2.8 Ghana Cocoa Board

The Ghana Cocoa Board (COCOBOD) is a statutory public board established by Ordinance in 1947. In line with the liberalization policy of the Government, the Ghana Cocoa Board has assumed a new role. As a result of the restructuring of the Board, COCOBOD now monitors and regulates the operations of the cocoa industry in Ghana. The major objectives are:

Maintenance of Ghana's distinctive position as the supplier of the finest and most consistent quality cocoa.

Pursuance of policies to ensure maintenance of producer prices at remunerative levels that cover the cost of production and allow reasonable profit margins for farmers.

Utilization of research results as well as improvement in the extension services being provided to cocoa farmers, to facilitate the adoption of improved husbandry practices and enable them to increase yields.

Intensification of research and disease control through the research operations of the Cocoa Research Institute of Ghana (CRIG). The Chief Executive is the administrative head and has the responsibility for the day to day running of the Board. He is assisted by three Deputy Chief Executives, who have administrative responsibilities for Finance and Administration, Operations and Agronomy & Quality Control.

The COCOBOD is governed by a ten (10) member Board of Directors appointed by the Government. It is composed of appointees of various professions, namely, Bankers, Economists, Administrators, Workers' Representatives and Cocoa, Coffee and Sheanut Farmers. Apart from the COCOBOD Head Office, there are the following subsidiaries and divisions:-

The Cocoa Marketing Company (Ghana) Limited (CMC)

This division of COCOBOD is responsible for the external marketing of cocoa beans as well as cocoa liquor, cocoa butter and cocoa cake, produced by the Cocoa Processing Company Limited.

The Seed Production Unit (SPU)

This division is responsible for the multiplication and distribution of improved planting material to farmers.

The Cocoa Research Institute of Ghana (CRIG)

Investigates problems of coca, kola, coffee, Sheanut and the tallow tree (*Pentadesma butyracea*) cultivation;

Develops planting materials for use by farmers e.g. Cocoa seedlings/clones and coffee clones;

conducts research into the development of other products from cocoa waste and by-products.

The Cocoa Swollen Shoot Virus Disease Control Unit (CSSVDCU)

Promotes productivity and production of cocoa and coffee through well-organized extension services to farmers;

Responsible for the control of pests and diseases of cocoa and coffee;

Responsible for the control of the Swollen Shoot Virus Disease

Responsible for facilitating farmers to re-establish CSSVD-treated farms.

Quality Control Company Ltd (QCC)

Responsible for inspection, grading and sealing of cocoa, coffee and Sheanut for export;

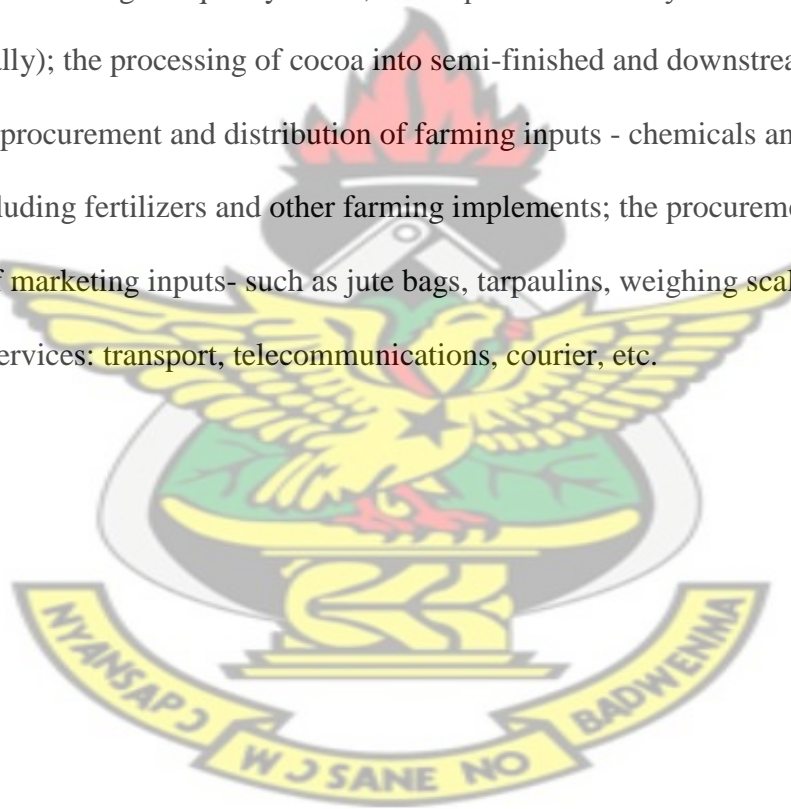
Responsible for fumigation and storage of cocoa.

Apart from these subsidiaries and division, the COCOBOD has equity shares in the Abuakwa Formulation Plant, as well as in West African Mills Company (WAMCO I & II) under the policy of divestiture/joint ventureship.

Investment Opportunities in the Ghana Cocoa Industry

The Ghana Cocoa Industry offers the following areas for possible exploration and investment:-

On-farm production of good quality cocoa; the acquisition of a buyer's license to trade in cocoa (internally); the processing of cocoa into semi-finished and downstream products in Ghana; the procurement and distribution of farming inputs - chemicals and agro-chemicals including fertilizers and other farming implements; the procurement and distribution of marketing inputs- such as jute bags, tarpaulins, weighing scales; the provision of services: transport, telecommunications, courier, etc.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter describes in detail the methods used, specific steps taken, the tools employed in the collection and analysis of data needed to address the research problems.

Methodology is the theory of how research should be undertaken or conducted. This includes the theoretical and philosophical assumptions upon which research is based and the implications of these for the method or methods adopted; (Saunders et al, 2007). It is the study of the method(s) of research that helps to identify vital data which makes solution of the research problem possible (Encarta Dictionary (2008). The methods specifically, refer to the techniques and procedures used to obtain and analyze data.

3.1 Research Design

The research design of this study was through a case study approach of the CSSVD Control Unit.

The choice of a case study approach was based on the fact it is a useful research strategy for policy and public administration research. It is an intensive description and analysis of a single individual or (sometimes) group. (Yin, 1994)

Yin also states that this study approach provides a good source of ideas about behavior, opportunity for innovation, study rare phenomena, challenges theoretical assumptions and finally provides alternative or complement to the group focus of psychology or investigating a phenomenon in-depth, especially when “how” and “why” research

questions are being asked. It is therefore in the light of the above benefits that a case study approach was adopted for this study.

3.2 Population

The complete set of cases from which a sample is selected is called the population whether it describes human beings or not (Saunders et al, 2007). Wikipedia notes that it is a group of individuals or items that share one or more common characteristics from which data can be gathered or analyzed. In the Oxford Advanced Learners' Dictionary, population is defined as all the people who live in a particular city, country or area. For purposes of this research the population of study comprised the management and staff of CSSVDCU of Ghana Cocoa Board as well as cocoa farmers numbering in their thousands nationwide.

3.3 Sample and Sampling Procedure

A sample is a sub-group or representative selection of a population that is examined or tested to obtain statistical data or information about the whole population (Saunders et al 2007). Sampling on the other hand is the process of selecting a group of people, items or cases to be used as a representative or random sample (ibid).

The study adopted a simple random sampling for farmers and stratified sampling approach for managerial and non-managerial staff.

A sample size of two hundred (200) respondents out of the entire population was selected for the research. The number was considered adequate, and representative (Henry, 1990) enough to give informed answers to the research problem. To ensure that all the various groups in the staff sampling frame were surveyed, the stratified sampling technique or approach was used at the first stage of the selection exercise. This conforms to the ideas

of (Saunders et al 2007) who explain that stratified sampling ensures the selection of respondents from all the identifiable sub-groups within the sample population because of their varied knowledge or areas of expertise on the research topic or problem.

For purposes of this research five (5) Regional Management staff of CSSVDCU were selected, given that they were only a handful and their inputs considered very vital. Thus fifty (50) staff of CSSVDCU of Ghana Cocoa Board, both managerial and non-manual grade and one hundred and fifty (150) farmers were selected, totaling two hundred (200) respondents. The objective was to have a fair and credible representation of respondents who are stakeholders in the Cocoa Industry

3.4 Sources of Data

Both secondary and primary data were collected for the purpose of this research. For clarity, Saunders et al, (2007) define data as facts, opinions and statistic that have been collected together and recorded for reference or for analysis.

3.4.1 Secondary Data Source

Secondary data is data that is used for a purpose other than for which it was originally obtained. It may be descriptive or explanatory (Saunders et al, 2007), raw (unprocessed) or summarized (Kervin, 1999). They can be categorized into documentary, multi-source or survey- based (Saunders et al, 2006). Secondary data for the research was collected by reviewing textbooks, journals, articles, magazines, publications, financial statements, industry reports, internal records of CSSVDCU (COCOBOD) etc. to gather historical perspectives of the research data from renowned authors and researchers.

3.4.2 Primary Data Source

Primary data is data that is used for a specific purpose for which it was gathered. For this study, it was obtained by administering questionnaire to respondents with the help of field assistants.

Structured interviews were also held with the selected Managers (Heads of Regional Offices of CSSVDCU) of COCOBOD.

3.5 Data Collection Method

There are various methods by which both secondary and primary data are obtained. Saunders et al, (2007) list questionnaire, interviews (semi-structured, in-depth and group) and observation as methods that are usable. For this research the methods employed were mainly questionnaire administration and interviews.

3.5.1 Questionnaire

Questionnaire was the main research instrument used to collect data for the study. Questionnaire is a compilation of structured questions which were given to respondents for their completion or responses. The questions were mainly close-ended multiple-choice questions giving respondents a choice from a range of answers based on the 5-point Likert-style rating scale. They had choices either to agree or disagree with the statements made within the range. This was to ensure that the choice of answers directly addressed issues at stake and make collation and analysis of the data simple. On the scale 1 is the lowest score and 5 the highest.

The questionnaire consisted of four sections; Section A to Section D each with a variable number of questions.

Section A covered the demographic (personal) data of respondents and included age, gender, educational background. Sections B to Section D were categorized under headings that dealt with each of the evaluative indicators for measuring the impact of strategic planning on corporate performance at CSSVDU for each category of respondent. Section B and Section D further contained some few semi-structured open-ended questions to allow for free but brief expression of relevant ideas, opinions and suggestions that might not have been captured by the closed-ended questions, for staff, particularly, the managerial staff of CSSVDCU to solicit answers, opinions and suggestions on the study because of the peculiar knowledge they possess on the subject under study.

3.6 Administration of Questionnaire

Pre-questionnaire administration meeting was held with ten (10) staff and ten (10) farmers to discuss the questionnaire to fine-tune it. This discussion served as a sort of pre-testing. The needed changes or revision to the questionnaire were made with inputs from the two categories of respondents and this informed the sample size of the study (200) to be conveniently handled within a period of three weeks.

Though a total of 200 questionnaires were expected as a result of the sample size, 210 questionnaires were sent into the field; the ten were to take care of exigencies or spoilage. Five field staff across the regions administered 30 questionnaires each to farmer respondents (150) whilst the main researcher distributed those questionnaires for staff (55) and retrieved 50 from both managerial and non-managerial categories, within the three week period.

Prior to administering the questionnaire the importance of the research was explained to the respondents and they were encouraged to be truthful and diligent with their responses to make the research worthwhile.

3.7 Data Entry and Analysis

The primary data was vigorously screened and edited to ensure reliability, accuracy, completeness and consistency. Responses from the questionnaire were extracted and assigned codes before data entry. The data was entered, processed and analyzed through the use of Statistical Product for Social Solutions (SPSS) software to generate information presented by the descriptive statistics.

3.8 Research site/ Study Area

The study was conducted in five of the seven regions viz Western North, Western South, Brong Ahafo, Ashanti and Eastern Regions, where a bulk of CSSVDCU's work is done and greater quantity of Ghana's cocoa is produced.

Farmers in one district in each of the above regions were interviewed, whilst sampled staff in each of the five regions were also interviewed; to ensure a representative sample of both staff and farmers.

3.9 Overview of CSSVD Control Unit (CSSVDCU)

The Cocoa Swollen Shoot Virus Disease Control Unit (CSSVDCU) is responsible for the survey and control of the Cocoa Swollen Shoot Virus disease (CSSVD). The Unit's activities include the removal and destruction of swollen shoot diseased cocoa trees from the farms and supply the farmers with the swollen shoot disease resistant hybrid for replanting. It was set up on 2nd January 2001 following the dissolution of the erstwhile Cocoa Services Division and the unification of cocoa extension with the main stream

department of Agriculture Extension Services (DAES) of the Ministry of Food and Agriculture (MOFA) and the creation of a Seed Production Unit to produce and supply seed to farmers.

CSSVD Control Unit is headed by an Executive Director, who is supported by two Deputy Executive Directors, in charge of Operations and Finance and Administration. There are six departments at the Head Office made up of Technical, Extension, Cartography, Human Resource, Accounts and Audit. Besides, the Unit operates in all seven Cocoa Regions of Ghana namely; Eastern, Ashanti, Central, Brong Ahafo, Western North, Western South and Volta Regions. The seven Cocoa Regions are further divided into 41 Districts for ease of operations and administration.

In addition, the Unit has a training institute, the Bunso Cocoa College which is responsible for manpower training and development of staff of the Unit and other subsidiaries.

The Cocoa College has the facilities to host training services for other organizations and institutions including NGOs that wish to organize training for their staff or group of people. The College has accommodation facilities to cater for large numbers of people.

3.9.1 Mission

The mission of CSSVD Control Unit is to control the spread of the Swollen Shoot Virus disease (and Black pod diseases), assist farmers to replant their treated and died-out farms with improved varieties in all regions in the country where the virus isolates are established; pursue effective pest control programmes as well as provide back-up extension services technology to meet the technical needs of old and new cocoa farmers.

The objectives or functions of the Unit are as follows: sector Cocoa regions and survey all cocoa areas to identify cocoa swollen shoot virus disease outbreaks; treat all Swollen Shoot Virus disease infected farms within discovered outbreaks; assist farmers to replant their treated farms with improved varieties which are high yielding, disease tolerant and early bearing; generate data on the distribution of cocoa varieties and their conditions; pay compensation to farmers whose farms have been treated, replanted and maintained; provide assistance to farmers who are establishing new cocoa farms; provide extension services to cocoa farmers; assist farmers to rehabilitate moribund farms and rejuvenate old farms.



CHAPTER FOUR

PRESENTATION AND ANALYSIS OF DATA

4.0 Introduction

This chapter focuses on the presentation, discussion and analysis of data collected from the field by providing detailed information on the findings of the study and detailed discussion on responses obtained from the various questions posed to the respondents as well as the analysis of the findings. It is divided into four (4) sub-sections as Personal Data, Service Delivery, Information Systems, Strategic planning and CSSVDCU's profitability. Descriptive statistics was used in presenting the data. Frequencies, percentages and charts were employed to explain certain points where necessary.

4.1 Personal Data of Respondents

The researcher chose a sample size of two hundred (200), comprising fifty staff (5 managers and 45 employees, collectively representing 25%) and one hundred and fifty (representing 75% of respondents) customer of the of the sample size who responded to the administered questionnaires using the non-probability sampling method of random sampling, specifically the Purposive Sampling. This method ensured that representative samples of all the known elements of the population occur in the sample. Break down shown in Table 4.1 below.

Table 4.1: Respondents Distribution

Respondent	Male		Female		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
Staff	32	16.00%	18	9.00%	50	25.00%
Farmers	99	49.50%	51	25.50%	150	75.00%
Total	131	65.50%	69	34.50%	200	100.00%

Source: Field Survey, 2011

The research further depicted that the administered questionnaires exhibited a ratio of 1:0.53 with regard to male and female distribution respectively with the male exhibiting almost 100% dominance over the female respondents. This overwhelming dominance was basically caused by the 24% excess figure of the male (49.5%) farmers over the female (25.5%). In the case of staff, the male significantly dominated the female by 7% as illustrated in Figure 4.1 and Figure 4.1.1 below.

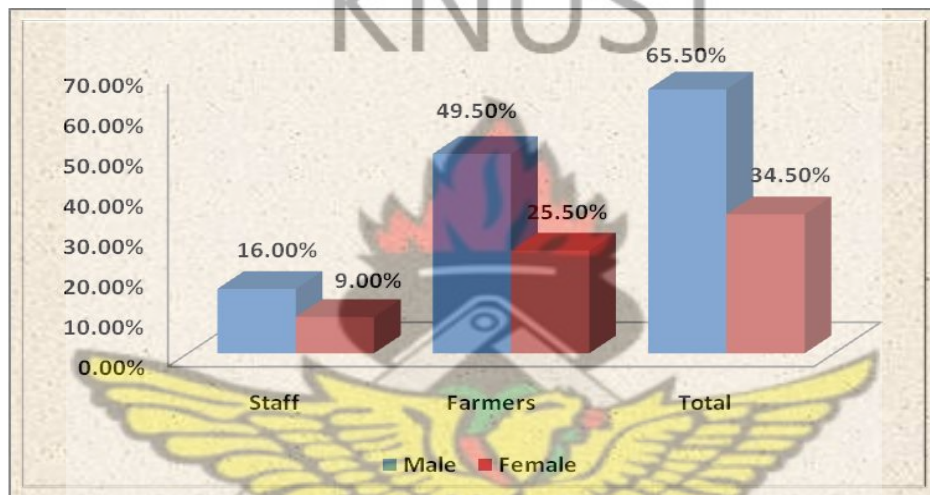


Figure 4.1: Respondents Distribution

Source: Field Survey, 2011

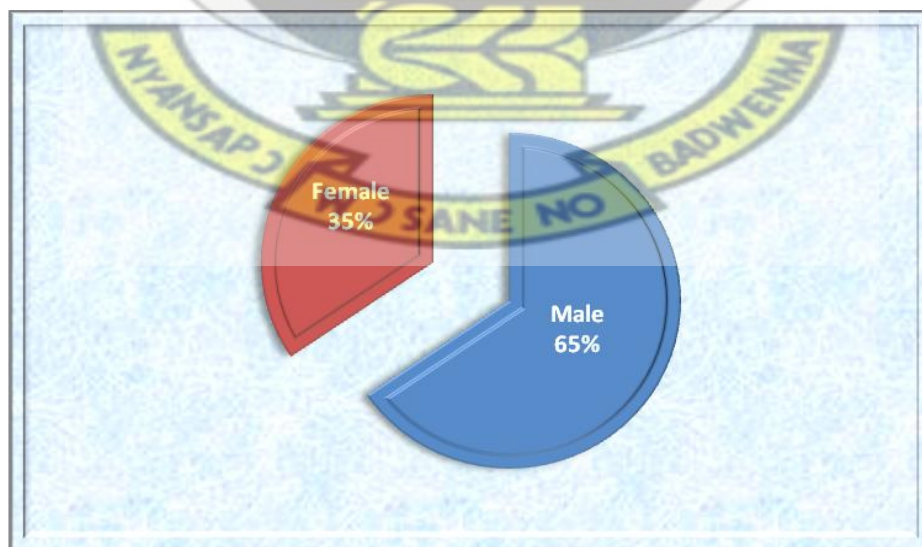


Figure 4.1.1: Gender Distribution (Source: Field Survey, 2011)

The gender ratio is an indication of enough evidence of the overwhelming dominance of male for both staff and farmers categories due the high number of male in the cocoa industry and for the staff who are mostly involve with research in the laboratories and cocoa farms.

4.1.1 Ages of Respondents

On the whole, the ages of respondents ranges between 20 and 65 years, with as much as 53% belonging to 20 – 29 years, which is also the modal class; 30 – 39 years and 40 – 49 years registered 19% and 19.5% respectively while 50 – 59 years recorded 5% and the least place was taken by the above 60 years group with 3.5% representation.

Table 4.1.2: Ages of Respondents

Age	Staff		Customer		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
20 - 29 years	16	5.33%	90	30.00%	106	53.00%
30 - 39 years	14	4.67%	24	8.00%	38	19.00%
40 - 49 years	15	5.00%	24	8.00%	39	19.50%
50 - 59 years	5	1.67%	5	1.67%	10	5.00%
Above 60 years	0	0.00%	7	2.33%	7	3.50%
Total	50	16.67%	150	50.00%	200	100.00%

Source: Field Survey, 2011

The above data is picturesquely represented below as Figure 4.1.2.

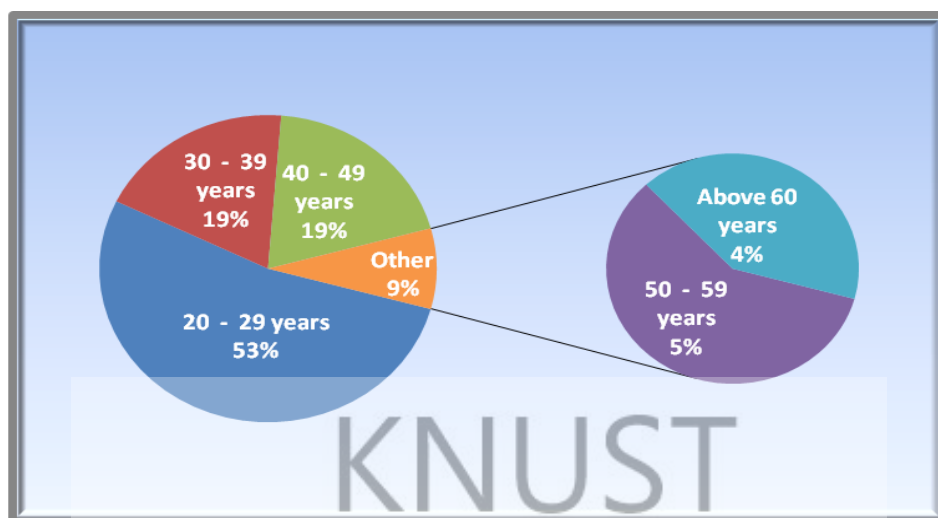


Table 4.1.2: Ages of Respondents

Source: Field Survey, 2011

In a more specific term, the study showed that the ages of (staff) respondents are within the range of 20 to 55 years. The modal age group of the staff is 20 - 29 years which registered 5.33% (16) of the respondent; this was followed by 40 – 49 years and 30 - 39 years group scoring 5% (15) and 4.67% (14) respectively; nonetheless, 50 - 59 years group had 1.67% (5) and there was no response (0%) for the above 60 years group as shown in Table 4.1.2.

Thus, by deduction the study indicates that CSSVDCU of Ghana Cocoa Board is composed of 98% young and energetic workforce and a marginal 2% of older personnel who are expected to beef up the human capacity with their rich experience in life and in the industry since they have all been in the industry all their adult life, hence very good candidates for strategic planning.

It is therefore obvious that the blending of the experienced middle age and youthful employee would cause management to consciously provide the best strategic planning towards the fight against swollen shoot.

Furthermore, the 20 – 29 years’ group attained 30% of the distribution, followed by the 30 - 39 years and 40 – 49 years which recorded 8% each for their respective age class; while 50 – 59 registered 1.67% and above 60 years 2.33%.

4.1.2 Educational Level

The study revealed that the respondents of CSSVDU are well educated with the least certificate holder being JHS/SHS graduate (40.8%; 102 persons in absolute terms), which also serves as the modal class for the distribution; 70 persons (representing 28%) were for Commercial/Technical education; followed by the 15.2% tertiary school graduates and the 4.8% professional certificate holders; and ‘others’ registering 11.2% (comprising, 9.2% illiterate farmers and 2% MSLC holders who are basically messengers).

Considering the level of education of the respondents, it could be deduced that respondents have perfect understanding of the subject matter and employees and farmers are trainable and competent with a perfect appreciation of the menace of the swollen shoot and methods of combating the virus.

Table 4.1.2: Educational Level

Level	Staff		Farmers		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
JHS/SHS	17	10.0%	64	30.8%	81	40.80%
Commercial/Technical	12	6.8%	44	21.2%	56	28.00%
Tertiary	14	8.0%	15	7.2%	29	15.20%
Professional	3	1.2%	8	3.6%	11	4.80%
Others	4	2.0%	19	9.2%	23	11.20%
Total	50	28.0%	150	72.0%	200	100.00%

Source: Field Survey, 2011

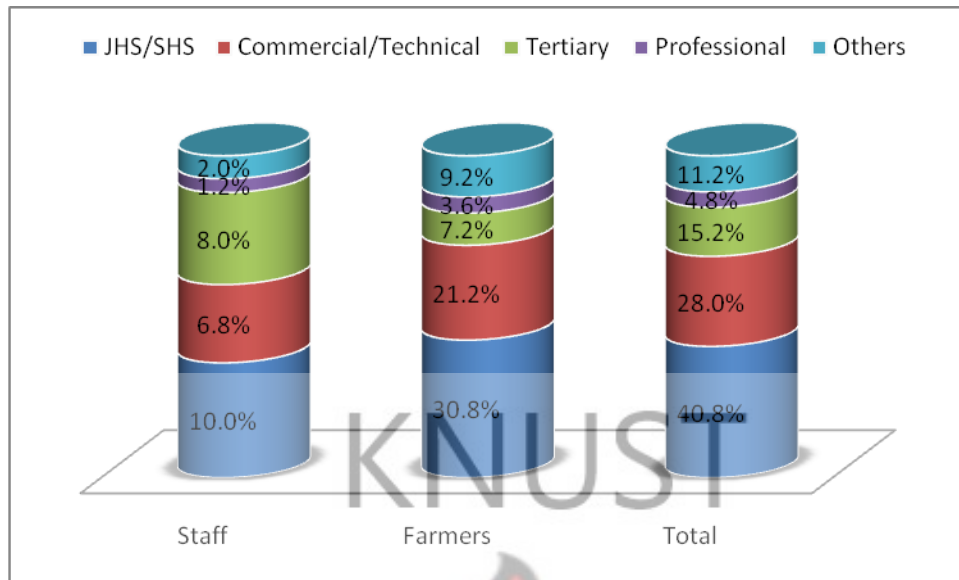


Figure 4.1.3: Educational Level
Source: Field Survey, 2011

4.1.4 The number of years with CSSVDCU

The study showed that out of the 50 employees contacted 12 (6%) employees had worked for the company for more than 10 years; the same could be said about 78 farmers (representing 39%), thus resulting into a total of 45% representation of the distribution. It is worth noting that 35.5% (consisting of 13% employees and 22.5% farmers have been dealing with CSSVDCU for the period 6 and 10 years. The study discovered that 19.5% of respondents had associated with CSSVDCU for less than 5 years.

Obviously, the company can boast of at least 80% of very experienced staff and farmers of more than four years of experience with the swollen shoot virus, whose views on the strategic planning of CSSVDCU would add much to knowledge and literature as illustrated in Table 4.1.4 and Figure 4.1.4 below.

Table 4.1.4: Number of years with GCB

Years	Managers		Staff		Farmers		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
Less than 5 years	0	0.00%	12	6.00%	27	13.50%	39	19.50%
6 -10 years	2	1.00%	24	12.00%	45	22.50%	71	35.50%
More than 10 years	3	1.50%	9	4.50%	78	39.00%	90	45.00%
Total	5	2.50%	45	22.50%	150	75.00%	200	100.00%

Source: Field Survey, 2011

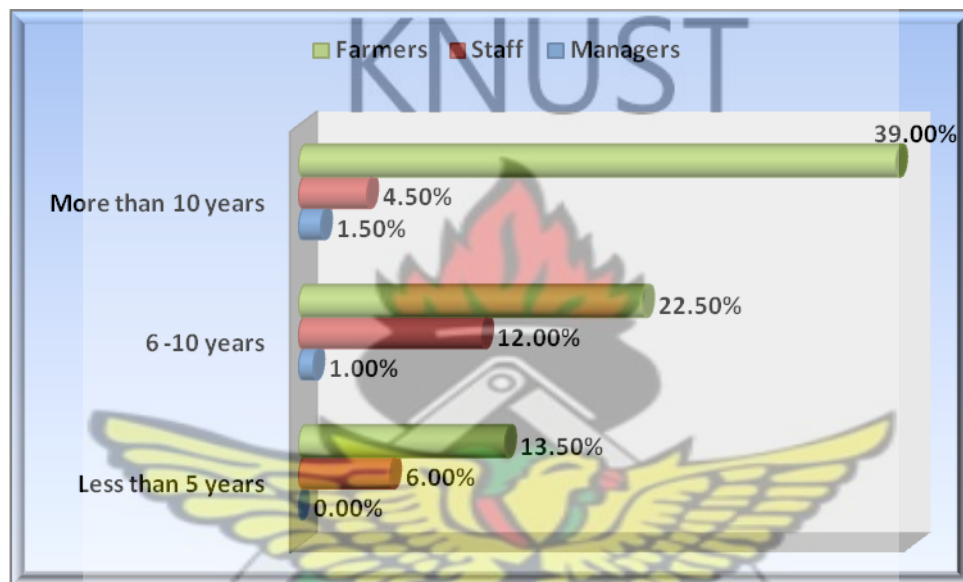


Figure 4.1.4: Number of years with CSSVDCU

Source: Field Survey, 2011

4.2 Analysis of Staff Response

All analysis under this sub-head was undertaken with the sample size of 50 for staff (managers inclusive) in mind; thus, computations were performed with the latter as the base figure of the percentages quoted.

4.2.1 Information System

In the quest to ascertain factors that informed the decision of computerizing the operations of CSSVDCU, the researcher noticed that the main reason for that strategic move by management was attributed to efficiency and effectiveness of the operations of

the company; ensuring quality service delivery by CSSVDCU. Other reasons chanced on are enlisted as follows: to catch up with changes and effective monitoring and evaluation of cocoa industry and modern trends eradicating the swollen shoot virus; to ensure attainment of objectives and goals of the company; to assist in the efficient management of data on the swollen shoot and its ardent effect on the market share of Ghana and to catch up with the technological advancement in the fight against the virus.

The study revealed that the CSSVDCU does not have the state of the art equipments for research purposes. Notable among the reasons are listed below: research activities are the sole preserve of Cocoa Research Institute of Ghana and not CSSVDCU and that CSSVDCU is still developing capacity and lacks equipment for research.

The study further revealed how the absence of the state of the art equipment affected the interests of various stakeholders by providing the following reasons: Processing and delivery of service is at a snail pace; Research information to the end user is usually delayed and finally the inability to achieve objectives

Nevertheless, others indicated that work is going on well as expected because for them CSSVDCU has the basic equipment; and also, effective execution of duties have led to the satisfaction of all stakeholders.

Concerning the future improvement of technology management in the company employees have these to say: New technology should be communicated to staff and specialists engaged to serve them regularly; the extension unit of the CSSVDCU should be strengthened and the linkage with CRIG should also be formalized; staff capacity building should be enhanced to ensure effective handling of equipments which breaks

down more often than expected due to the inappropriate usage of these machines and finally that appropriate and adequate technology should be deployed.

4.2.2 Strategic Planning

The study showed by 62% response that CSSVDCU has a corporate planning department. However, 38% staff respondents dissented to the existence of the corporate planning department as illustrated in Table 4.2.4 and Figure 4.2.4 below.

Table 4.2.4: Corporate Planning

Details	Yes		No		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
CSSVDCU has a Corporate Planning Department	31	62%	19	38%	50	100%
Department has professional planning staff	31	62%	19	38%	50	100%
Corporate planner is a member of the Executive Management Committee	29	58%	21	42%	50	100%

Source: Field Survey, 2011

Again, as a follow up to the above assertion, the researcher sought to find out whether the company has professional planners as staffs. The study showed that the response went the same way as that for the existence of corporate planning department in which 62% indicated that the company has professional planners as staff while 38% responded otherwise. On the issue of the corporate planner being on the Executive Committee, the survey discovered 58% Yes and 42% No.

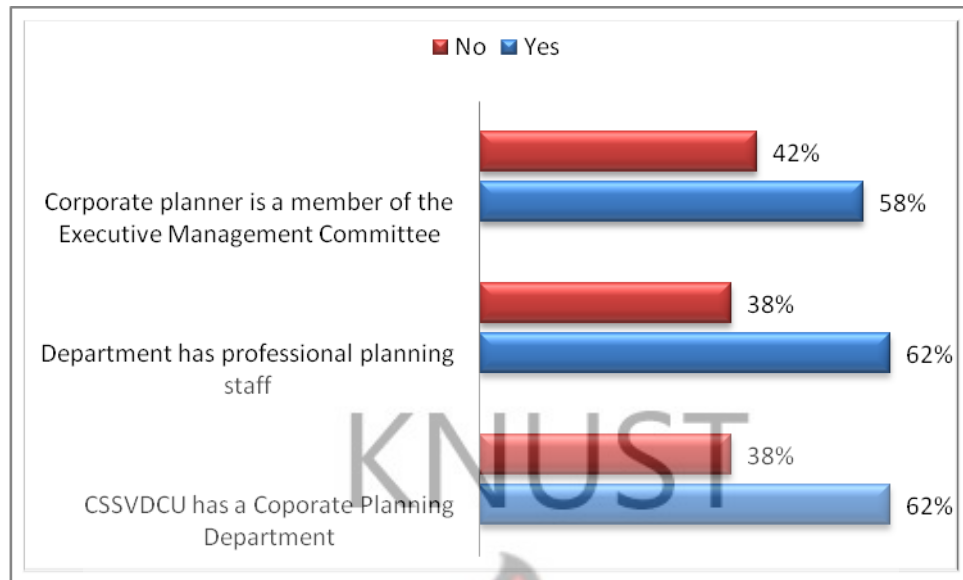


Figure 4.2.4: Corporate Planning

Source: Field Survey, 2011

Further prying revealed that the dissenting response became so significant due to the fact that management has not really communicated its policies in relation to the strategic plans except for few who are most of the time are connected to the formulation and it's monitoring. By this revelation, it could be deduced that strategic plan not popular among the rank and file of the working staff of CSSVDCU.

Consequently, it was detected that CSSVDCU since its inception in 2001. has implemented three (3) strategic plans, namely, 2001-2004, 2005-2008 and 2009-2011; and reviews has always been annually, albeit, there is half yearly reviews and quarterly reviews on the departmental levels.

4.2.3 Strategic Thinking of CSSVDCU

Analysis under this section is based on adopting 5 as 'the best', 4 as 'better than most', 3 as 'same as most', 2 as 'not as good as most', and 1 as 'poor' as illustrated in table 4.2.5 and figure 4.2.5. Three main variables were identified as a benchmark to measure the extent of Strategic thinking being undertaken by CSSVDCU.

First and foremost, the researcher assessed the assertion ‘Strategic Planning enables CSSVDCU to think of how the expectation of farmers and other clients affects its performance’, and results thereof is that 4% for being the best, 28% for being better than most, 18% same as most, 30% not as good as most and 20% adjudged the company to be poor as far as the afore mention is concerned.

Secondly, the variable ‘Strategic Planning enables CSSVDCU to be more forward looking and think about the organization for the future’ revealed that the firm had 14% the best, 4% better than most, 16% same as most, 42% not as good as most, and 24% poor.

Strategic Planning enables CSSVDCU to think of possible environmental, institutional and technological changes and hereby forestall crisis also brought to the fore 0% the best, 40% better than most, 6% same as most, 24% not as good as most, and 30% poor.

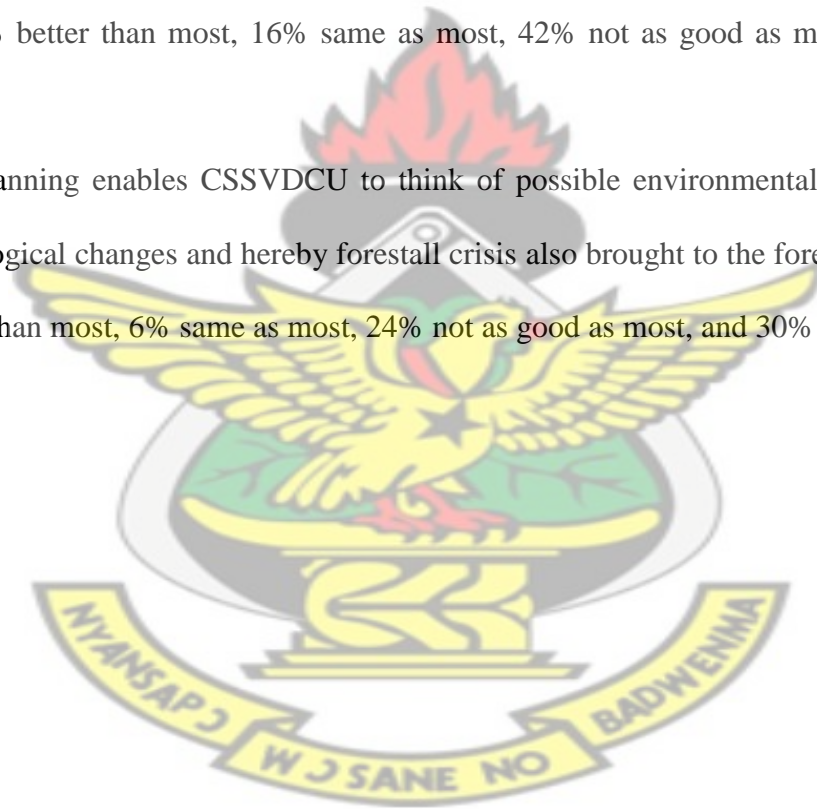


Table 4.2.3: Strategic Thinking of CSSVDCU

Details	The Best		Better than Most		Same as most		Not as good as Most		Poor		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
Strategic Planning enables CSSVDCU to think of how the expectation of farmers and other clients affects its performance	2	4%	14	28%	9	18%	15	30%	10	20%	50	100%
Strategic Planning enables CSSVDCU to be more forward looking and think about the organization for the future	7	14%	2	4%	8	16%	21	42%	12	24%	50	100%
Strategic Planning enables CSSVDCU to think of possible environmental, institutional and technological changes and hereby forestall crisis	0	0%	20	40%	3	6%	12	24%	15	30%	50	100%
Strategic Thinking: Overall Assessment	9		36		20		48		37		150	
	3.00	6%	12	24%	6.67	13%	16.00	32%	12.33	25%	50.00	100%

Source: Field Survey, 2011

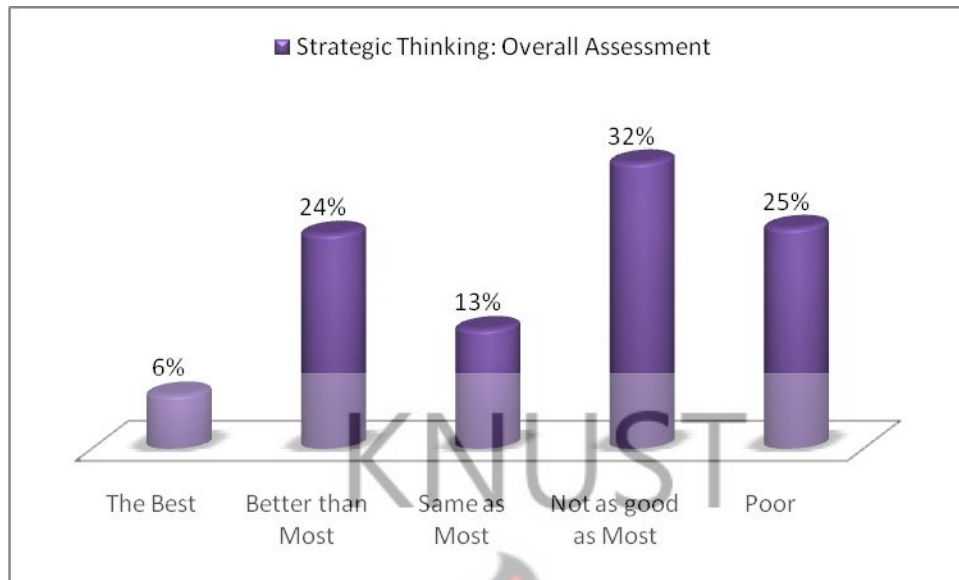


Figure 4.2.3: Overall Assessment of Strategic Thinking of CSSVDCU

Source: Field Survey, 2011

In brief, for the study's overall assessment of the Strategic thinking of CSSDVCU, the researcher, noticed that on the whole, majority of the respondents as shown in Figure 4.2.5 that CSSDVCU was 'not as good as most'.

4.2.4 Implementation of Goals of CSSVDCU

Just as was analyzed under paragraph 4.2.5 this section is based on adopting 5 as 'the best', 4 as 'better than most', 3 as 'same as most', 2 as 'not as good as most', and 1 as 'poor' as illustrated in Table 4.2.6 and Figure 4.2.6. Three main variables were identified as a benchmark to measure the extent of Implementation of Goals being undertaken by CSSVDCU.

The researcher assessed the assertion 'Strategic Planning clarifies the various roles of individuals and groups and thus reduce the conflict in the implementation of CSSVDCU corporate objectives', and the results thereof is that 4% for being the best, 18% for being better than most, 56% same as most, 10% not as good as most and 12% poor. it could

then be deduced that CSSVDCU's implementation of corporate objectives vis-à-vis the clarity of various roles of employees.

In the matter 'Strategic Planning encourages CSSVDCU management to be creative in the implementation of its goals and objectives' there was a 64% response in relation to better than most; while 62% responded that Strategic Planning ensures the commitment of the non-technical staff to the implementation of goals and objectives of CSSVDCU.

In summary, it could easily be deduced that in terms of 'Implementation of Goals', CSSVDCU is assessed as 'better than most' of the firms within the industry as illustrated by Table 4.2.6 and Figure 4.2.6 above.

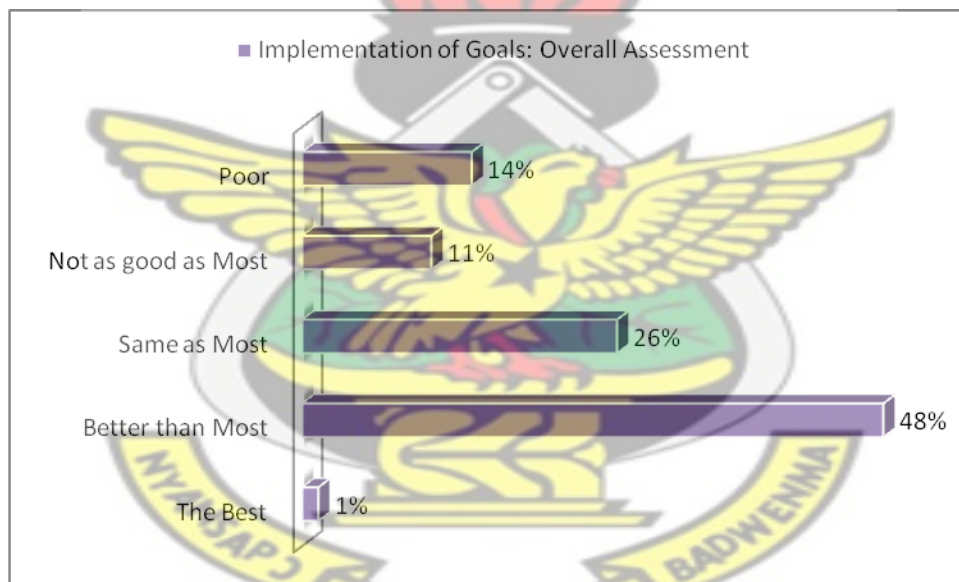


Figure 4.2.4: Implementation of Goals of CSSVDCU

Source: Field Survey, 2011

Table 4.2.4: Implementation of Goals of CSSVDCU

Details	The Best		Better than Most		Same as most		Not as good as Most		Poor		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
Strategic Planning clarifies the various roles of individuals and groups and thus reduce the conflict in the implementation of CSSVDCU corporate objectives	2	4%	9	18%	28	56%	5	10%	6	12%	50	100%
Strategic Planning encourages CSSVDCU management to be creative in the implementation of its goals and objectives	0	0%	32	64%	8	16%	5	10%	5	10%	50	100%
Strategic Planning ensures the commitment of the non-technical staff to the implementation of goals and objectives of CSSVDCU	0	0%	31	62%	3	6%	6	12%	10	20%	50	100%
Implementation of Goals:	2		72		39		16		21		150	
Overall Assessment	0.67	1%	24	48%	13.00	26%	5.33	11%	7.00	14%	50.00	100%

Source: Field Survey, 2011

4.2.5 Administrative & Executive Decision Making

The study adopted 5 as 'the best', 4 as 'better than most', 3 as 'same as most', 2 as 'not as good as most', and 1 as 'poor' for analysis as illustrated in Table 4.2.7 and Figure 4.2.7. Three main variables were identified as a yardstick to measure the extent of Administrative and Executive Decision Making within the CSSVDCU.

The study's assessment of 'Strategic Planning provides a framework for the administrative decision making in CSSVDCU' recorded 68% 'better than most', 80% 'better than most' in respect of 'Strategic Planning results in better decisions as group interaction results in a number of strategies which enable CSSVDCU to select the best strategic option', and '86% better than most for 'Strategic planning provides the needed information base that helps CSSVDCU to identify and decide on its strategic opportunities' for the Administrative and Executive decision.

In sum, the Administrative and Executive Decision Making within the CSSVDCU showed 78% response with respect to better than most in the industry.

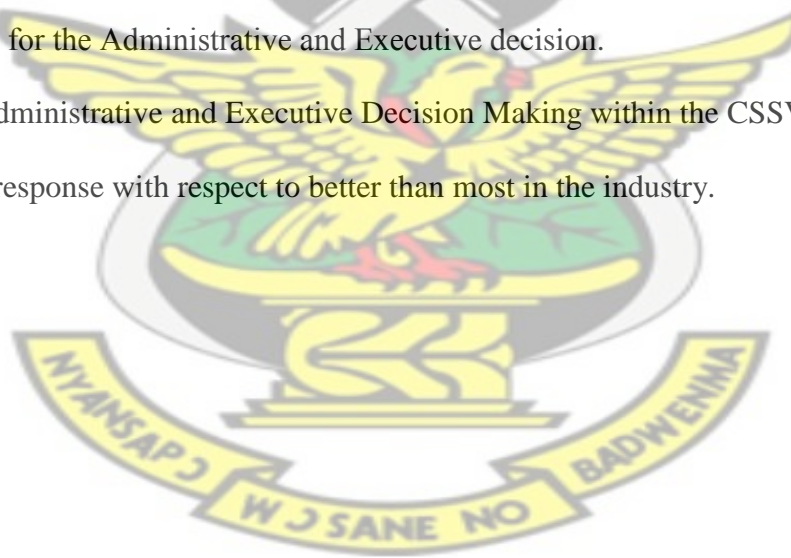


Table 4.2.5: Administrative & Executive Decision Making

Details	The Best		Better than Most		Same as most		Not as good as Most		Poor		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
Strategic Planning provides a framework for the administrative decision making in CSSVDCU	2	4%	34	68%	5	10%	5	10%	4	8%	50	100%
Strategic Planning results in better decisions as group interaction results in a number of strategies which enable CSSVDCU to select the best strategic option	0	0%	40	80%	3	6%	5	10%	2	4%	50	100%
Strategic Planning ensures the commitment of the non-technical staff to the implementation of goals and objectives of CSSVDCU	3	6%	43	86%	3	6%	0	0%	1	2%	50	100%
Implementation of Goals: Overall Assessment	5		117		11		0		1		150	
	1.67	3%	39	78%	3.67	7%	0.00	0%	0.33	1%	50.00	100%

Source: Field Survey, 2011

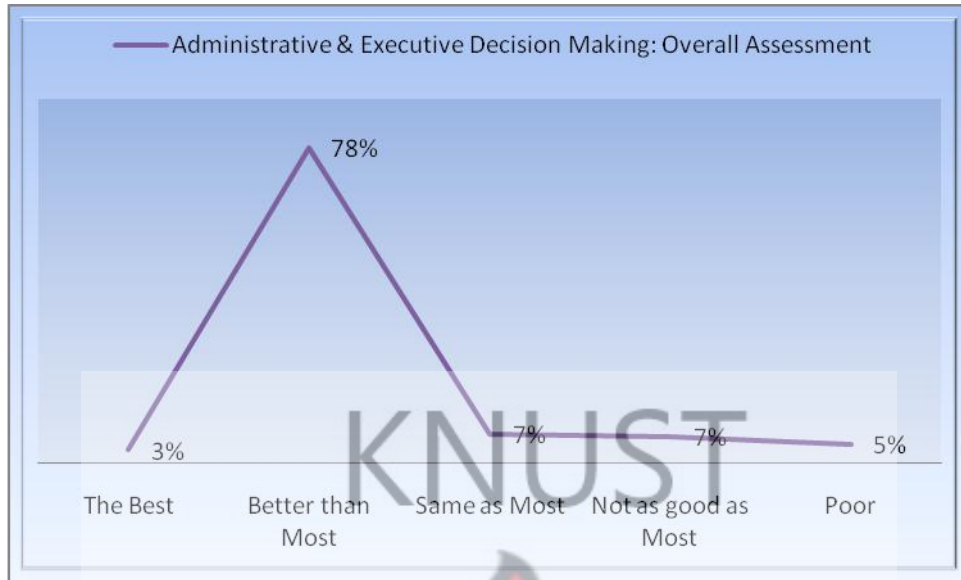


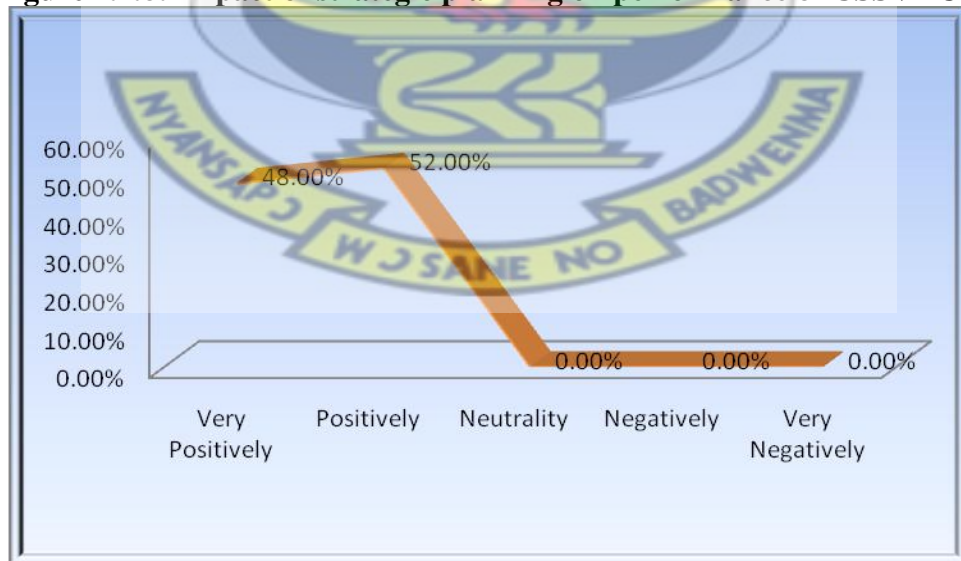
Table 4.2.5: Administrative & Executive Decision Making

Source: Field Survey, 2011

4.2.7 Impact of Strategic Planning on performance of CSSVDCU

The impact of strategic planning on the performance of CSSVDCU showed 48% very positively and 52% positively as indicated in Figure 4.2.7 below. This finding is in total agreement with Hitt *et al* (2003) which reiterated that a strong and well thought-out strategy as the most important factor to make a firm promising in the future.

Figure 4.2.6: Impact of strategic planning on performance of CSSVDCU



Source: Field Survey, 2011

Explaining further, staff respondents indicated that the strategic planning and its resultant performance has elevated the image and also caused the staff of the firm to remain focused. Activities as per the strategic plan have led to the operations of CSSVDCU to be well coordinated.

4.2.7 Profitability of CSSVDCU

As illustrated by Table 4.2.8 COCOBOD, the mother company of CSSVDCU by a collective response of 80% agreeing that it was detected to show increasing year after year and 20% neutral; the same responses were evidenced for 'CSSDVDCU's growth rate is slow but consistent', 'CSSVDCU is a viable unit of COCOBOD', and 'CSSVDCU has a good investment portfolio'

Table 4.2.7: Profitability of CSSVDCU

Details	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
COCOBOD accounts shows increasing profit year after year	0	0%	0	0%	10	20%	25	50%	15	30%	50	100%
CSSVDCU's growth rate is slow but consistent	0	0%	0	0%	10	20%	26	52%	14	28%	50	100%
CSSVDCU is a viable unit of COCOBOD	0	0%	0	0%	8	16%	21	42%	21	42%	50	100%
CSSVDCU has a good investment portfolio	0	0%	0	0%	6	12%	32	64%	12	24%	50	100%
Profitability: Overall Assessment	0		0		34		104		62		200	
	0	0%	0	0%	8.50	17%	26.00	52%	15.50	31%	50.00	100%

Source: Field Survey, 2011

In summary, the overall assessment of the profitability of CSSVDCU of COCOBOD was shown by the survey 83% aggregate agreement in spite of the 17% neutrality responses.

4.3 Analysis of Farmers' Response

All analysis under this sub-head was undertaken with the sample size of 150 for farmers under consideration; hence, computations were performed with the latter as the base figure of the percentages quoted.

Analysis under this section is based on adopting 5 as 'Strongly Agree', 4 as 'Agree', 3 as 'Neutral', 2 as 'Disagree', and 1 as 'Strongly Disagree' as illustrated in table 4.3 and figure 4.3. Six major variables were identified as a benchmark to measure the extent of satisfaction through quality service delivery Strategic planning being the bedrock for the operations of CSSVDCU.

The study's assessment of the notion 'CSSVDCU staff are better willing and ready to offer assistance to their farmers' yielded 86% aggregate agreeing and 14% neutrality; 83% collectively agreeing for 'CSSVDCU staff are more courteous and pleasant to farmers', 17% neutral; 'Complaints to CSSVDCU are quickly resolved satisfactorily' registered 50% collectively disagree, 8% agree and 46% neutral. On the issue of the notion 'Service Delivery time at CSSVDCU has improved substantially', the researcher detected 86% agree, despite the 12% cumulative disagree and 2% neutral; for 'Quality and timely services are rendered by staff', 28% disagree, 16% neutral, 35% agree and 21% strongly agree.

Table 4.3: Service Delivery

Details	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree		Total	
	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)	Freq	Percent (%)
CSSVDCU staff are better willing and ready to offer assistance to their farmers	0	0%	0	0%	20	14%	65	43%	65	43%	150	100%
CSSVDCU staff are more courteous and pleasant to farmers	0	0%	0	0%	25	17%	85	56%	40	27%	150	100%
Complaints to CSSVDCU are quickly resolved satisfactorily	21	14%	54	36%	63	42%	12	8%	0	0%	150	100%
Service Delivery time at CSSVDCU has improved substantially	10	7%	7	5%	4	2%	129	86%	0	0%	150	100%
Quality and timely services are rendered by staff	0	0%	42	28%	24	16%	53	35%	31	21%	150	100%
Service Delivery: Overall Assessment	31		103		136		344		136		750	
	6.20	4%	20.6	14%	27.20	18%	68.80	46%	27.20	18%	150.00	100%

Source: Field Survey 2011

On the whole the service delivery of CSSDVCU was found out to be generally satisfactory, even though 18% did not see it that way as illustrated below in Figure 4.3.

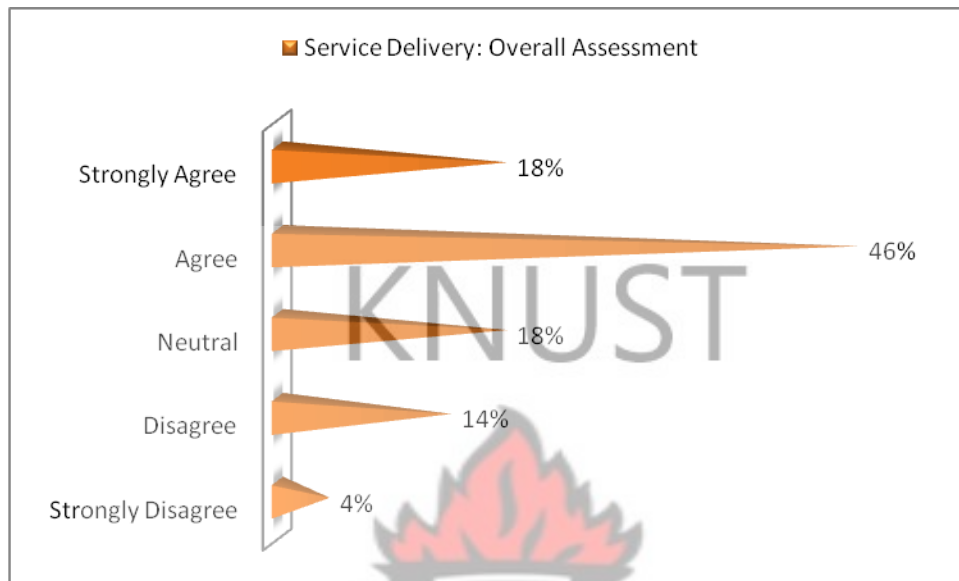


Figure 4.3 Service Delivery
Source: Field Survey 2011

4.3 Challenges of Strategic Planning Implementation

The survey detected few challenges impeding the effective and efficient strategic planning, implementation, monitoring and evaluation of its strategic plans, and hence enlisted as follows: lack of transparency from top management; no involvement of lower and middle employees in the formulation and decision making; inconspicuous presence of a corporate planner and a planning unit to coordinate strategic issues; logistical and budgetary constraints as well as lack of knowledge about strategic planning staff

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATION AND CONCLUSION

5.0 Introduction

This chapter provides description on the summary of the research findings, conclusions drawn from the study and recommendations.

5.1 Summary of Findings

An organization without strategy is like a ship without a rudder; moving rounds in circles and like a tramp has no specific place to go. This emphasizes the importance and need for systematic and dynamic strategic planning, for every company if it is to survive competition in the ever changing global competitive business environment. Planning generally produces better alignment and financial results in organizations which are strategically managed than those which are not. This suggests a seeming correlation between strategic planning and the ultimate performance of the organization in terms of its growth, profits, attainment of objectives and sustained competitiveness (Strickland, 2004).

Nonetheless, having a sound strategy in itself does not necessarily translate into desired performance goals if it is not properly implemented. Thus, in order to assess the level of success or otherwise of a body corporate, its established strategic plans vis-à-vis the performance of the organization in all fronts of operations had to be ascertained. Formulating, implementing and the evaluation of a Strategic Plan undoubtedly becomes a major activity in both profit and non-for-profit organizations, and the Ghanaian cocoa

industry, especially, the CSSVDCU of the COCOBOD is no exception. Managements' lead role requiring strategic thinking, planning, decision-making and ultimate implementation could also have much to contribute to the fortunes or otherwise of the various companies in the industry.

The main purpose of the study is to evaluate the effect of strategic planning on corporate performance in the cocoa industry vis-à-vis the operations of the Cocoa Swollen Shoot Virus Disease Control Unit of the Ghana Cocoa Board; and specifically set the following objectives: 1) examine the strategic planning practices at Ghana Cocoa Board in general and the Cocoa Swollen Shoot Virus Disease Control Unit (CSSVDU); 2) analyze how strategic planning impacts on Cocoa Swollen Shoot Virus Disease Control Unit's corporate performance; and to recommend strategies to improve strategic planning practice at Cocoa Swollen Shoot Virus Disease Control Unit (CSSVDU).

5.1.1 Personal Data

Adopting the purposive random sampling technique the researcher chose a sample size of two hundred (200), comprising fifty staff (5 managers and 45 employees, collectively representing 25%) and one hundred and fifty (representing 75% of respondents) customer of the of the sample size who responded to the administered questionnaires. A ratio of 1:0.53 with regard to male and female distribution respectively saw the male exhibiting almost 100% dominance over the female respondents. The ages of respondents ranges between 20 and 65 years, with as much as 53% belonging to 20 – 29 years, which is also the modal class; 30 – 39 years and 40 – 49 years registered 19% and 19.5% respectively

while 50 – 59 years recorded 5% and the least place was taken by the above 60 years group with 3.5% representation. The respondents are well educated with the least certificate holder being JHS/SHS graduate (40.8%; 81 persons in absolute terms); 56 persons (representing 28%) were for Commercial/Technical education; followed by the 15.2% tertiary school graduates and the 4.8% professional certificate holders; and ‘others’ registering 11.2% (comprising, 9.2% illiterate farmers and 2% MSLC holders who are basically messengers).

It was discovered that 12 (6%) employees had worked for the company for more than 10 years; the same could be said about 78 farmers (representing 39%), thus resulting into a total of 45% representation of the distribution; 35.5% (consisting of 13% employees and 22.5% farmers have been dealing with CSSVDCU for the period 6 and 10 years. The study discovered that 19.5% of respondents had associated with CSSVDCU for less than 5 years.

5.2 Responses on Strategic Planning

The study evaluates the extent of efficiency and effectiveness of the strategic plan of CSSVDCU using the ‘information system’, ‘strategic thinking’, ‘Implementation of set goals’, ‘Administrative and Execution decision making and the Units profitability as the variables of assessment.

5.2.1 Information System

The main reason for that strategic move by management to fully computerized the entire unit was attributed to efficiency and effectiveness of the operations of the company; ensuring quality service delivery by CSSVDCU; and to catch up with changes and

effective monitoring and evaluation of cocoa industry and modern trends eradicating the swollen shoot virus; to ensure attainment of objectives and goals of the company; to assist in the efficient management of data on the swollen shoot and its ardent effect on the market share of Ghana.

The study revealed that the CSSVDCU does not have the state of the art equipments for research purposes and has hence resulted into Processing and delivery of service is at a snail pace; Research information to the end user is usually delayed; and Inability to achieve objectives

5.2.2 Strategic Thinking

‘Strategic Planning enables CSSVDCU to think of how the expectation of farmers and other clients affects its performance’, showed that the unit is not as good as most. ‘Strategic Planning enables CSSVDCU to be more forward looking and think about the organization for the future’ revealed that the unit is not as good as most, and for ‘Strategic Planning enables CSSVDCU to think of possible environmental, institutional and technological changes and hereby forestall crisis showed the unit being better than most, and not as good as most in certain instances and most of the period poor.

5.2.3 Implementation of Goals of CSSVDCU

For ‘Strategic Planning clarifies the various roles of individuals and groups and thus reduce the conflict in the implementation of CSSVDCU corporate objectives’, and the results thereof is that the unit is the same as most units. In the matter ‘Strategic Planning encourages CSSVDCU management to be creative in the implementation of its goals and objectives’ there was a 64% response in relation it is better than most.

5.2.4 Administrative & Executive Decision Making

The study's assessment of 'Strategic Planning provides a framework for the administrative decision making in CSSVDCU' as 'better than most', and the same category as above for 'Strategic Planning results in better decisions as group interaction results in a number of strategies which enable CSSVDCU to select the best strategic option', and better than most for 'Strategic planning provides the needed information base that helps CSSVDCU to identify and decide on its strategic opportunities' for the Administrative and Executive decision.

5.2.5 Impact of Strategic Planning on performance of CSSVDCU

The impact of strategic planning on the performance of CSSVDCU is very positive adds more impetus to Hitt et al (2003) which reiterated that a strong and well thought-out strategy as the most important factor to make a firm promising in the future.

5.2.6 Profitability of CSSVDCU

It was detected that the unit shows increasing in profit year after year and a slow but consistent growth rate growth rate, 'CSSVDCU is a viable unit of COCOBOD', and 'CSSVDCU has a good investment portfolio'.

5.2.7 Service Delivery

The service delivery of CSSDVCU was found out to be generally satisfactory

5.3 Conclusion

It could be concluded from the study that the gender ratio is an indication of enough evidence of the overwhelming dominance of male for both staff and farmers categories due the high number of male in the cocoa industry and for the staff who are mostly

involve with research in the laboratories and cocoa farms.

With reference to the objectives, and specifically to objective number one, the study indicated that indeed strategic planning is practiced at CSSVDCU; which practices include the existence of a corporate planning unit, and professional planning staff who are also members of the Executive Committee.

On objective number two (impact of strategic planning on CSSVDCU performance) the study's overall assessment of the Strategic thinking of CSSDVCU, indicated that CSSDVCU was 'not as good as most' units within the cocoa industry. But 'Implementation of Goals' of CSSVDCU is assessed as 'better than most' of the firms within the industry. The Administrative and Executive Decision Making within the CSSVDCU was classified with respect to better than most in the industry. Thus CSSVDCU thinks strategically, implements goals well and makes better administrative and executive decisions. Strategic planning has thus impacted positively, and its resultant improved performance has elevated the image within the industry and also caused the staff of the firm to remain focused; and well-coordinated operation activities of CSSVDCU as per the strategic plan.

5.4 Recommendation

In view of the findings of the research the following recommendations are made in order to sustain the strategic planning in CSSVDCU of the COCOBOD.

5.4.1 Information System

In spite of the computerization of the entire unit for efficiency and effectiveness of the operations of the mother company, management could only be assured of quality service

delivery by CSSVDCU if appropriate training of staff and farmers for their optimum usage. Management should do well not to make these facilities become white elephants within the shortest period of operation by ensuring regular maintenance.

5.4.2 Strategic Thinking

Management needs to be more innovative in the formulation of strategies to meet the expectations of farmers and other clients since the performance of the unit in assessing the assertions ‘Strategic Planning enables CSSVDCU to think of how the expectation of farmers and other clients affects its performance’, ‘Strategic Planning enables CSSVDCU to be more forward looking and think about the organization for the future’ revealed that the unit is not as good as most, and ‘Strategic Planning enables CSSVDCU to think of possible environmental, institutional and technological changes and hereby forestall crisis have shown that CSSVDCU is not too good as most in certain instances and most of the period poor. There should be more conscious effort to assess the industry and come out with the appropriate strategies to make the unit exceed the raison d’être CSSVDCU.

5.4.3 Implementation of Goals of CSSVDCU

Lack of implementation of strategic plans renders the entire exercise useless. CSSVDCU has been found wanting in the area of implementing strategies. Strategic plans are left on the shelves to collect dust while the unit struggles to perform its duties for which it was established; thereby causing negative multiplying effect on the production of cocoa and by extension hurting the revenue base of the country.

5.4.4 Administrative & Executive Decision Making

Management is advised to adopt the bottom-up system by involving all and sundry in the decision making process of the unit. Management should ensure the commitment of the non-technical staff to implement goals and objectives of CSSVDCU' for the Administrative and Executive decision.

5.4.5 Impact of Strategic Planning on performance of CSSVDCU

The review of the strategic planning should be linked to the performance of CSSVDCU. Even though the Unit seems to be doing well, the research has shown that they could have better. They are therefore being advised adopt a strong and well thought-out strategy as the most important factor to make the unit promising in the future.

5.5 Suggestion for further Research

The research is a case study of a particular Unit of the COCOBOD, however, every aspect of strategic plan could not be studied let alone taking some of the core variables of the firm and subjecting them to a more analytical study to determine the extent to which they can withstand challenges of the cocoa industry using quantitative methods. As a result this other appropriate variables such as profit of the COCOBOD and viability should be taken into consideration to determine the exact effect of the organizational development on them. A further study can thus be done in this regard.

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APPENDIX 1

The researcher is a Master of Business Administration student of the Kwame Nkrumah University of Science and Technology, Kumasi who is undertaking a research into **“The effects of Strategic Planning on Corporate Performance in the Cocoa Industry, A case study of CSSVDCU of Ghana Cocoa Board”** for purely academic purposes. All information furnished will therefore be treated with strict confidentiality.

QUESTIONNAIRE

Kindly answer with a tick [] the extent to which you agree with the following statements where applicable to you.

The scale is from 1 – 5; 1 is the lowest mark whilst 5 is the highest.

Note well:

For purposes of this study, Strategic planning is defined as “the process whereby an organization determines its basic mission and future or long-term objectives through an analysis of its internal and external environments; and then selects and implements an appropriate strategy for accomplishing the mission and the objectives (Dubrin, 1998).”

PERSONAL DATA

- 1) **Age Group:** a) 20 – 29 [] b) 30 – 39 [] c) 40 -49 [] d) 50 – 59 [] e) 60 and above []
- 2) **Gender (Sex)** (a) Male [] (b) Female []
- 3) **Level of Education** a) JHS/SHS [] b) Commercial/Technical [] c) Tertiary []
d) Professional []..... e) Others [] please specify.....
- 4) Please indicate your status with CSSVDCU
a) Manager [] b) staff [] c) Farmer [] d) other (specify).....
- 5) How long have you been with CSSVDCU (COCOBOD)?
a) Less than 5 years [] b) 6 – 10 years [] c) 11 – 20 years [] d) More than 20 years []

SECTION A (FOR FARMERS/ CLIENTS ONLY)

SERVICE DELIVERY

For customers/ Farmers only; 1 is lowest mark and 5 the highest.

1. CSSVD staff are better willing and ready to offer assistance to their farmers.
1). [Strongly Disagree] 2). [Disagree] 3). [Neutral] 4). [Agree] 5).[Strongly Agree]
2. CSSVD staff are more courteous and pleasant to clients/ farmers.
1). [Strongly Disagree] 2). [Disagree] 3). [Neutral] 4). [Agree] 5).[Strongly Agree]
3. When I make a complain to CSSVD, my problem is quickly resolved satisfactorily.
1). [Strongly Disagree] 2). [Disagree] 3). [Neutral] 4). [Agree] 5).[Strongly Agree]
4. Service delivery time at CSSVD offices has improved substantially.
1). [Strongly Disagree] 2). [Disagree] 3). [Neutral] 4). [Agree] 5).[Strongly Agree]
5. At CSSVD I am served by staff that is technically competent. (They know their work).
1). [Strongly Disagree] 2). [Disagree] 3). [Neutral] 4). [Agree] 5).[Strongly Agree]
6. I get quality and timely services from CSSVD staff on my farm or project.
1). [Strongly Disagree] 2). [Disagree] 3). [Neutral] 4). [Agree] 5).[Strongly Agree]

SECTION B: (FOR MANAGERIAL STAFF ONLY)

INFORMATION SYSTEMS DEPARTMENT

1) COCOBOD and for that matter CSSVD has computerized all its operations in all its offices countrywide over the last decade. What informed this decision?

.....

2) CSSVDU has state of the art equipments for research purposes.

Yes []

No []

State reasons if answer is No

.....

3) How has this affected the interests of various stakeholders of the company over the period; farmers, employees, government and the public?

.....

4) What is your recommendation for the future improvement of technology management in the company?

.....

SECTION C: (FOR BOTH MANAGERIAL AND NON-MANAGERIAL STAFF)

STRATEGIC PLANNING

1. Does CSSVD have a Corporate Planning Department? Yes [] No []

2. Does the Department have professional planning staff? Yes [] No []

3. Is the Corporate Planner a member of the CSSVD Executive Management Committee? Yes [] No []

4. How many Strategic Plans have CSSVD implemented?

Please tick. 1 [] 2 [] 3 [] 4 [] 5 []

5. How often does CSSVD review its Strategic Plans?

Weekly [] Monthly [] Quarterly [] Half Yearly [] Annually []

Strategic Thinking of CSSVD Control Unit

6 Strategic Planning enables CSSVDCU to think of how the expectation of farmers and other clients affects its performance

1). [Poor] 2). [Not as good as most] 3). [Same as most] 4). [Better than most] 5). [The Best]

7. Strategic Planning enables CSSVDCU to be more forward looking and think about the organization for the future

1). [Poor] 2). [Not as good as most] 3). [Same as most] 4). [Better than most] 5). [The Best]

8. Strategic Planning enables CSSVDCU to think of possible environmental, institutional and technological changes and thereby forestall crisis

1). [Poor] 2). [Not as good as most] 3). [Same as most] 4). [Better than most] 5). [The Best]

Implementation of Goals of CSSVD Control Unit

9. Strategic Planning clarifies the various roles of individuals and groups and thus reduce the conflict in the implementation of CSSVDCU corporate objectives

1). [Poor] 2). [Not as good as most] 3). [Same as most] 4). [Better than most] 5).[The Best]

10. Strategic planning encourage CSSVDCU management to be creative in the implementation of its goals and objective

1). [Poor] 2). [Not as good as most] 3). [Same as most] 4). [Better than most] 5).[The Best]

11. Strategic planning ensures the commitment of the non-technical staff to the implementation of the goals and objectives of CSSVDCU

1). [Poor] 2). [Not as good as most] 3). [Same as most] 4). [Better than most] 5).[The Best]

Administrative & Executive Decision Making

12. Strategic planning provides a framework for administrative decision making in CSSVDCU

1). [Poor] 2). [Not as good as most] 3). [Same as most] 4). [Better than most] 5).[The Best]

13. Strategic planning result in better decisions, as group interaction results in a number of strategies which enable CSSVDCU to select the best strategic option.

1). [Poor] 2). [Not as good as most] 3). [Same as most] 4). [Better than most] 5).[The Best]

14. Strategic planning provides the needed information base that helps CSSVDCU to identify and decide on its strategic opportunities

1). [Poor] 2). [Not as good as most] 3). [Same as most] 4). [Better than most] 5).[The Best]

15. How has CSSVD's Strategic Planning impacted on its performance?

Very positively [] positively [] Neutral [] negatively [] Very Negatively []

b) Please explain

(NB: Questions 6 – 14 of Strategic Planning Section (C) were adapted from Asamoah Ofori Ernest in his work on Impact of strategic planning on performance of District Assemblies in Ghana)

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SECTION D: CSSVD –PROFITABILITY (BOTH MANAGERS & NON-MANAGERS)

	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1
COCOBOD accounts shows increasing profit year after year.					
CSSVD is a viable unit of COCOBOD					
CSSVDCU has a good investment portfolio.					
CSSVD's services yield good dividends to clients.					
CSSVDU services to client are consistent.					
CSSDVU's growth rate is slow but consistent					

In your own view suggest how best to improve the strategic planning practice at CSSVDCU

.....

What are the major difficulties impeding the implementation of Strategic Planning at CSSVDCU?

.....

