

**KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY**

**COLLEGE OF ARTS AND SOCIAL SCIENCES**

**SCHOOL OF BUSINESS**

**ASSESSING STRATEGIC PLANNING IMPLEMENTATION ON THE  
ADMINISTRATIVE PERFORMANCE OF HOSPITALS IN GHANA**

**A CASE OF TAMALE TEACHING HOSPITAL**

**BY**

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## DECLARATION

I hereby declare that this submission is my own work towards the degree Master of Business Administration and that to the best of my knowledge contains neither material previously published by another person nor material which has been accepted for the award of any other degree by the University. Due acknowledgement has been made in the text where this has been so.

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## ABSTRACT

Strategic planning is a set of managerial decisions and actions that determine the long-term direction and survival of an organisation. It is the activities that lead to the statement of goals & objectives and the choice of strategies to achieve them. Government Hospitals are by laws mandated to have written strategic plans but there has been little or no concern on measuring the impact of the strategic planning and the planning implementation process.

It is due to the significant nature of strategic planning implementation on the administrative performance of hospitals that informs the study; to investigate how strategic plans are implemented, examine the possible factors that affect the implementation and assess the effects of strategic planning implementation on the general performance of the hospital. Both quantitative techniques were used to analyze the data obtained. The respondents included the Management, and Staff of the Tamale Teaching Hospital. In all 120 respondents were used for the study through administration of questionnaires.

Findings revealed that a lot of issues affected strategic implementation in the hospital which was very deep. This means that implementation will require major transformation. An examination of the role played by members during implementation revealed that individuals at different organizational levels play different roles. Moreover numerous challenges were outlined, some of which include lack of funding, motivation, coordination and interest among others which when well formulated could lead to success in implementation. It was thus recommended that monitoring and purposeful implementation coupled with improved capacity for planning will strengthen implementation. The chosen strategy for implementation should be compatible with the internal structures, policies, procedures, and resources availability.

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### LIST OF ACRONYMS

FGCP	Fellow of Ghana College of Physicians & Surgeons
FGDC	Federal Geography Data Committee
GHS	Ghana Health Service
HND	Higher National Diploma
IT	Information Technology
KNUST	Kwame Nkrumah University of Science and Technology
MOH	Ministry of Health

NSDI	National Spatial Data Information
NSGIC	National State Geographic Information Council
PEST	Political, Economic, Social & Technological
PPME	Planned Preventive Monitoring and Evaluation
SWOT	Strength Weakness Opportunity and Treat
TTH	Tamale Teaching Hospital
USA	United States of America



## CHAPTER ONE

### GENERAL INTRODUCTION

#### 1.1 Background to the Study

In order to determine the direction of an organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. Generally, strategic planning deals with at least one of the key questions that affect organizational management. Strategic Planning is a management tool that helps an organization focus its energy. It is to ensure that members of the organization are working toward the same goals and it assesses and adjusts the organization's direction in response to a changing environment. In short, strategic planning 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 it, with a focus on the future.

The process is termed strategic because it involves preparing the best way to respond to the circumstances of the organization's environment, whether or not its circumstances are known in advance. Being strategic, then, means that the organization is being clear about its objectives, being aware of the organization's resources, and incorporating both into being consciously responsive to a dynamic environment. The process is about planning because it involves intentionally setting goals (i.e., choosing a desired future) and developing an approach to achieving those goals. Finally, the process is about fundamental decisions and actions because choices must be made in order to answer some sequence of questions. The plan is ultimately no more, and no less, than a set of decisions about what to do, why to do it, and how to do it. Because it is impossible to do everything that needs to be done in this

world, strategic planning implies that some organizational decisions and actions are more important than others - and that much of the strategy lies in making the tough decisions about what is most important to achieving organizational success. (J. Scott Armstrong 1986).

The key components of 'strategic planning' include an understanding of the firm's vision, mission, values and strategies. The vision and mission are often captured in Vision and Mission Statement. Organizations sometimes summarize goals and objectives into a mission statement and a vision statement. Others begin with a vision and mission and use them to formulate goals and objectives. For an organisation's vision and mission to be effective, they must become assimilated into the organization's culture. They should also be assessed internally and externally. The internal assessment should focus on how members inside the organization interpret their mission statement. The external assessment, which includes all of the businesses stakeholders, is valuable since it offers a different perspective.

Strategic planning has long been used as a tool for transforming and revitalizing corporations, government agencies and nonprofit organizations. For effective implementation, it needs to be translated into more detailed policies that can be understood at the functional level of the organization. The expression of the strategy in terms of functional policies also serves to highlight any practical issues that might not have been visible at a higher level. The strategy should be translated into specific policies for functional areas. Planning strategically is a time consuming process that requires time, effort and energy of the leadership team, with input from management and employees. In fact, it is sometimes viewed as a cost center in organizations and some companies have recently decided to forgo

the process. Organizations that do not plan strategically are often forced to stop the implementation process of what? If they have not planned, analyze situations and react to situations as they occur (as opposed to being proactive). This slows down the implementation process and reduces productivity, which often results in lower revenue generation. (Renger, & Titcomb, 2002)

Ghana's Health System is established by law– (Ghana Health Service and Teaching Hospital Act, Act 525, 1996). Hospitals are mandated to provide quality and affordable health care to all citizens of the country. Health being a prime political agenda for every government was reinforced with a populist slogan in 2005 'Health for all'. The law provides a framework for decentralization of decision making and development at all levels. The MOH/GHS consider planning as the tool of delivering on the National and Sector goals and objectives. To this effect, the MOH monitors its plans and activities through Plan Preventive Monitoring and Evaluation (PPME) Division charged mainly to deliver on the sector's agenda for providing quality health to all.

Apart from the Board of Directors, Administrators, Heads of departments and In-charges, the institutions also need to account for the interests of its clients, government agencies, benefactors and the community. Each of these stakeholders makes demands upon the institution, hence implementation of strategic planning must bring these stakeholders into the strategic plan implementation process to maximize "organizational satisfaction." The choice of a method for strategic plan implementation will depend upon situational factors such as size of the institution, complexity of management, institutional culture and the style

of the entire management. In view of the complex characteristics of these institutions, the implementation approach should be based upon high participation.

The study focuses on Tamale Teaching Hospital in the Northern Region of Ghana. It is the latest of the three (3) Teaching Hospitals in Ghana and has a current bed capacity of 380 though is undergoing a major rehabilitation and expansion. The choice of Tamale Teaching Hospital is representative of the entire hospitals totality of as they all have the same administrative structure and the same planning cycle as per the Act establishing them in

Ghana. The hospital was transformed from the then Northern Regional Hospital of the Ghana Health Service to its current status in 2002. The hospital is located in the Eastern part of the Tamale Metropolis and has a total land surface of 490,000 square meters, out of which 122,500 square meters have been developed. It is located in a catchment area which has a population of approximately 2.1 million.

Business environment is increasingly and constantly changing. There is therefore uncertainty about the future as new situations such as technological advancement, new societal trends, new economic forces or newly enacted government regulations emerge. A lot of institutions (both private and public) in Ghana are also operating in markets where competition is keen and many large competitors are present. Among these Institutions, the Ghana Health Service and for that matter the Tamale Teaching Hospital is no exception. It is typically concerned with fundamental decisions about the future of the organization or the Institution whose Administration is in question. The core of strategic planning is monitoring and evaluating

environmental threats and opportunities in the context of the Administration performance. The outcome is an action plan of how the organization in question will capitalize on its strengths and weaknesses to achieve its objective or mission. In order to survive in a dynamic and fast changing turbulent environment and therefore succeed in competitive markets, an autonomous Hospital administration must diagnose the changing situation or circumstances and accordingly put in place strategic measures to curtail them. However, formulating and implementing a strategic plan should not be the end of strategic planning. Hospital administrators and health workers as well as other stakeholders need to know the impact of strategic planning on the Administration's performance.

The impact of strategic planning should be measured not only in terms of typical output-oriented quantitative indicators, but also in terms of qualitative impacts of the strategic planning process or activity itself. Measuring the impact of strategic planning in this direction will enable management to know whether the resources devoted to strategic planning are worth their value or not. The present study is stimulated by the numerous problems associated with strategic planning and its impacts on the administrative performance of public hospitals, especially at the Tamale teaching hospital.

## **1.2 Statement of the Problem**

Strategic planning is a set of managerial decisions and actions that determine the long-term direction and survival of an organisation. Strategic planning is also the activities that lead to the statement of goals and objectives and the choice of strategies to achieve them (Dubrin, 1998).

Every organisation has a strategic plan even if that strategy has never been explicitly formulated. Government Hospitals are by laws mandated to have written strategic plans in the form of medium term or long term plans for the Hospitals. The literature on appraising of strategic planning has increasingly and exclusively dealt mostly with profit or financial payoffs (Ramanujam and Venkatraman, 1987). Indeed, there has been little or no concern on measuring other qualitative aspects of the impact of the strategic planning and the planning implementation process.

The act of engaging in strategic planning is as valuable as the ultimate strategic document and does not need only to be measured by focusing exclusively on profits and economic indicators. There is, therefore a gap in knowledge on appraising of strategic planning in terms of financial performance on one hand, and the implementation of the planning process on the other. Experiences in some Ghanaian Hospitals have revealed that most managers of the facilities have difficulty in formulating and implementing their strategic plans as well as appraise how their implementation effect on administrative and general performance of their Hospitals.

It is as a result of these experiences and more questions that prompted the study to assess how strategic plans are implemented at the Tamale Teaching Hospital and the factors that may possibly affect the implementation process as well as assessing the general effect of strategic plan implementation on the performance of the hospital.

### **1.3 Objectives of the Study**

This study primarily aims at appraising strategic planning implementation on administrative performance of the Hospital and the general input of its management. Specific objectives of the study are as follows:

- Investigate how strategic plans are implemented at the Tamale Teaching Hospital.
- Examine the possible factors that affect the implementation process in the hospital.
- Assess the effect of strategic planning implementation on the general performance of Tamale Teaching Hospital.

### **1.4 Key Research Questions**

The main research questions for this study are:

- What structures are put in place towards the implementation of strategic plan at the Tamale Teaching Hospital?
- What are the factors affecting the strategic planning implementation process in Tamale Teaching Hospital?
- What are the possible effects of strategic planning implementation on the general performance of the Tamale Teaching Hospitals?

### **1.5 Rationale / Significance of the Study**

Most studies on the impact of strategic planning on organizational performance have concerned themselves with the typical business or profit-making organizations. Little or no attention has been paid to Local Health Institutions or organizations such as the Tamale Teaching Hospital. This gap in studies on strategic plan implementation in not-for-profit organizations is mentioned by some authors such as (Stone and Crittenden 1993) in their work.

Again, most measures of organizational performance have put too much stress on economic and financial indicators alone leaving the other aspects. This study attempts to contribute in filling the gap by developing non-financial indicators to measure the impact of strategic plan implementation on the performance of Health Administrations and institutions in general.

Most Public Hospitals in Ghana commit a large amount of resources in terms of people, time, energy and money to the development, preparation and implementation of strategic plans and the Tamale Teaching Hospital is not an exception. The effects of these strategic plans and their implementation process on the performance of the Health Staff and their Administrators as well as beneficiaries are not yet known. Developing, preparing and implementing strategic plans should not be the end of the strategic planning process. There should be an equal assessment of the impact of implementation on Administrators, workers and beneficiaries as well.

## **1.6 Scope**

The study focuses primarily on strategic planning and highlights the administrative performance role of management in the implementation of the plans in hospitals. After serving for thirty (30) years as a Regional Referral Hospital, plans towards obtaining accreditation for it to be used as a Teaching Facility to serve the School of Medicine and Health Sciences of the University for Development Studies and other allied Health training institutions started in the latter part of 2004. The Ghana Health Service and Teaching

Hospital Act, Act 525, 1996 mandates the Tamale Teaching Hospital;

- To provide advanced clinical health services to support tertiary care.
- To serve as training ground for undergraduate and postgraduate training for medical and allied health professionals.
- Undertake research into health issues for the purpose of improving the condition of people's health

The vision of the Hospital is to be a centre of excellence for quality tertiary health care, medical education and research as defined by the Hospital's mission.

### **1.7 Limitation of the Study**

This study will focus on determining qualitative impact of strategic planning on administrative performance of Public Health Institutions. It is this view that has guided the approach of the present study. The study is limited by difficulty in assessing secondary data from relevant institutions, offices and internet websites, especially for the most recent period. Finally, financing of the project, time frame for the research work as well as incomplete information as provided by respondents are also a problem.

## 1.8 Organization of the study

The present study is structured into five chapters. Chapter one presents a general introduction to the study, and covers an overview of the problem for the study, statement of the problem, objectives of the study and key research questions, the rationale, significance, scope, and ends with the limitations of the study.

Chapter two provides the conceptual framework and literature review. It presents the concepts and issues of strategic planning and a brief review of previous studies in the area of administrative performance of Hospitals.

Chapter three deals with the study area and research methodology while chapter four presents the major findings of the study from an empirical point of view.

The final chapter, five presents the conclusion, summary of the major findings of the study and recommendations for further study on strategic planning and administrative performance of Hospitals

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

This chapter aims to review existing literature on strategic planning implementation by drawing on literature in this area, provide readers with the background to this research, this chapter provides insights into strategic planning, process and implementation. The chapter concludes with research framework for the thesis.

#### 2.1 Define strategic planning

Strategic planning is defined as “the process by which an organisation envisions its future and develops the necessary procedures and operations to achieve the future... it requires the clear setting of goals and objectives which provide the organisation with its core priorities and a set of guidelines for virtually all day-to-day managerial decisions” (Cap Gemini Ernst & Young 2001).

According to Scott A. Romeo (2008) it is a process where the leader of an organization reviews the values and vision of the organization and designs a strategic path in order to achieve certain objectives while mitigating risks. He further went on to state that it is an exercise in “what if” analysis, and requires the leadership team to evaluate the past, understand the present and predict the future. Notice the term “leadership team” is used.

Strategic plans often begin with the vision as set forth by the leader of the organization. Some twenty odd years ago, Alexander (1985) claimed that the overwhelming majority of the literature has been on the formulation side of the strategy and only “lip service has been

given to the other side of the coin, namely strategy implementation”. These studies, though increasing in numbers, are few and considered less “glamorous” than those on strategy formulation (Atkinson, 2006). On the other hand, problems with implementation continue unabated.

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The National Institute of Health USA, in a presentation to the Acquisition Management Committee (2008) also define it in their presentation as “a management tool/roadmap to the future used to help an organization do a better job”

- To set priorities
- To focus its energy and resources
- To ensure management and staff are working toward common goals with clear expectations and accountability
- To ensure agreement with the intended outcomes/results of their efforts
- To assess and adjust the organization’s direction in response to a changing environment

They concluded by stating that it is a disciplined effort that produces fundamental decisions and actions that shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future while Thompson and Strickland, Jauch and Glueck (1988) report that executive investment in implementation has been insufficient, a recent study examined a large number of corporate strategy articles appearing in leading business

periodicals and found that only 14 of 33 strategies detailed in those articles succeeded (Business Week 1999).

Poor implementation of an appropriate strategy can result in the failure of that strategy. A good implementation plan, however, will not only ensure the success of an appropriate strategy, it can also redeem a less appropriate strategy (Wheelan and Hunger 1991). This is why an increasing number of chief executives are turning their attention to the problems of implementation. Among other things, they now realize that a successful strategy depends on having in place the right organizational structures, well-designed compensation programs, and effective resource allocations, information systems, and corporate cultures. Support for this trend has come from a recent study of companies in 31 U.S. manufacturing industries in which it was revealed that firm performance is not so much a result of a company's strategy, but of its capacity to implement that strategy effectively.

### **2.1.1 Concept of strategy**

Obviously, speaking about military aspects of strategy is the most ancient definition in the world. In fact the root of 'strategy' goes back before Macedonia eras, when Greeks were compelled by Alexander and his father. From Henry Mintzberg's point of view, strategy has a different meaning. He presents a definition of the word initially and says while people seek essentially a unique meaning for its concept; they actually apply it in different meanings. As they accept all the existing definitions, they tend to choose one of them for discussions. He declares that a few terms such as 'perspective', 'plan', 'poly', 'pattern' and

'position' are used instead of 'strategy' Mintzberg believes that one meaning should not be preferred to other ones, though from some aspects they are competitors, they complete each other as elements of discussion too.

Strategy is a pattern or a plan which integrates goals, policies and operation activities chain of an organization as a whole. If it has been formulated accurately, and considered unified allocation and direction of resources, on the basis of capabilities and even relative inner shortcomings of organization and also environmental foreseen evolutions and intellectual contingency movements of competitors , it would be more effective (James Brian Quinn 1978) ).

Strategy refers to all decisions related to business objectives and the courses of actions to achieve them. (Peter F. Drucker 2008). Strategy consists of corporate decisions planning which clarifies and determines vision, mission, and objectives, defining policies and basic plans for achieving to those goals, defining scope of company's activities and specifying the kinds of economic and human type of the organization. (Kenneth R. Andrews 1971).

Strategy is an attitude or means that an organization selects for achieving long and short run goals facing present and future situations. (Lester A. Digman 1999) Strategy is a macro future oriented plan for responding to competitive environment aiming at optimization of goal attainment. (John P. Pres & Richard B. Robinson 2010).A pattern for organizational movements and managerial contacts in order to gain operational and ideal objectives and to follow mission of organization (Arthur Thompson& Lane Strickland 2001).

### **2.1.2 Basis of Strategic Planning**

The objectives of strategic planning include understanding the benefits of strategic planning; understanding the products of strategic planning; and learning the keys to successful planning and implementation. Many organizations spend most of their time reacting to unexpected changes instead of anticipating and preparing for them. This is called crisis management. Organizations caught off guard may spend a great deal of time and energy "playing catch up". They use up their energy coping with immediate problems with little energy left to anticipate and prepare for the next challenges. This vicious cycle locks many organizations into a reactive posture. It does not have to be that way. A sensible alternative is a well tested process called strategic planning which provides a viable alternative to crisis management.

Strategic planning as defined in Chris Ahoy (1998) in a publication in Facilities News is a step by step process with definite objectives and end products that can be implemented and evaluated. Very simply, it is a process by which we look into the future, paint a picture of that future based on current trends, and influence the forces that will affect us. It looks three to five years ahead and charts a definite course based on strong indicators of what the business environment will be like in those years.

Indicators include census demographic statistics, economic indicators, government policies, and technological advances. They reveal strong trends regarding changes in lifestyles and the economic and political climates, which are important factors influencing the facilities planning and management industry. Some of these trends are potential opportunities, some potential threats, and some are both. Examining the possibilities and formulating strategies to

meet the challenges can help the organization take full advantage of opportunities and minimize threats. In short, we can take control of the future. We can use our energies and resources more effectively and conduct our business more successfully, despite changes in the environment.

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### **2.1.3 Why Strategic Planning?**

Chris Ahoy in a publication in Facilities News, September 1998 indicates that besides the personal satisfaction of taking charge of the organization's future, strategic planning offers at least five compelling reasons for its use:

- 1 Forces a look into the future and therefore provides an opportunity to influence the future, or assume a proactive posture.
- 2 Provides better awareness of needs and of the facilities related to issues and environment.
- 3 Helps define the overall mission of the organization and focuses on the objectives.
- 4 Provides a sense of direction, continuity, and effective staffing and leadership.
- 5 Plugs everyone into the system and provides standards of accountability for people, programs, and allocated resources.

In summary, strategic planning is the key to helping us collectively and cooperatively gain control of the future and the destiny of our organization. McKay (2001), emphasises that there is broad agreement among nonprofit leaders and experts that planning is a critical component of good management and governance. Planning helps assure that an organization

remains relevant and responsive to the needs of its community and contributes to organizational stability and growth. It provides a basis for monitoring progress, and for assessing results and impact. It facilitates new program development. It enables an organization to look into the future in an orderly and systematic way. From a governance perspective, it enables the Board to set policies and goals to guide the organization, and provides a clear focus to the Executive Director and staff for program implementation and agency management.

She further stated that most organizations understand the need for annual program objectives and a program-focused work plan. Funders require them, and they provide a basis for setting priorities, organizing work, and assessing progress. A growing number of Hispanic community-based organizations in the USA go beyond funder requirements to develop annual objectives and operating plans which also include a systematic plan for resource development, organizational development, and in some cases Board development. Most groups find it practical to define objectives for a 12-month period, and to design strategies and programs to meet them.

In fact, planning is no less important in a changing environment; it may well be more important. Most Hispanic community-based organizations exist to serve a specific community. To do that, they need to be very clear on community needs and then work to address them through similarly clear organizational missions, priorities, target groups, and objectives. If the external environment – funding, the economy in general, government enforcement of civil rights laws, etc. – is changing or hostile, then our organizations must

be that much more effective in defining needs and marshaling internal and external resources to meet them. The community's needs will change over time, but the most basic ones – such as access to high quality educational services, job training, employment opportunities, safe and affordable housing, sufficient financial resources to meet basic needs, human services directed at various age groups and special needs populations, and a secure environment – remain fairly constant. The challenge of meeting them can become greater with changes in the local or national (McKay 2001).

#### **2.1.4 Five Products of Strategic Planning**

The overall goal of strategic planning is to produce a workable plan. Along the way, we will develop, evaluate, and refine these five products. Pearson 2008 in her presentation further goes on to enumerate these products as follows;

1. **Environmental issues and trends:** Factors that may impact the organization and the way it conducts business. Internal issues include staff, services, skills, resources, and needs. External factors include such things as threats of outsourcing. A strategic planning committee compiles an environmental scan, a body of information about the environment. Broad issues, singled out as potentially having significant effect on the facilities planning and management industry, are referred to as mega issues.
2. **Needs Survey:** Provides information from clients and peer institutions. The prioritized needs and expectations resulting from the survey are crucial as a basis for setting objectives.

3. **Mission Statement:** Defines the organization's fundamental reason for existence and establishes the scope of its business.
4. **General Objectives:** Broadly describe the results of what the organization wants to achieve in light of needs and relevant issues.
5. **Strategies:** Specific, measurable actions and directions designed to reach the objectives established. Strategies are fulfilled through creation, continuation, change, or elimination of programs.

The mission statement, general objectives, and strategies are the meat of the plan. The issues and results of the needs survey are the input into the plan, and they provide the basic assumptions for developing a realistic and feasible plan. The Strategic management discipline originated in the 1950s and 60s. Although there were numerous early contributors to the literature, the most influential pioneers were Alfred D. Chandler, Philip Selznick, Igor Ansoff, and Peter Drucker. The discipline draws from earlier thinking and texts on 'strategy' dating back thousands of years.

Peter Drucker was a prolific strategy theorist, author of dozens of management books, with a career spanning five decades. His contributions to strategic management were many but two are most important. Firstly, he stressed the importance of objectives. An organization without clear objectives is like a ship without a rudder. As early as 1954 he was developing

a theory of management based on objectives. This evolved into his theory of management by objectives.

According to Drucker (1969), the procedure of setting objectives and monitoring your progress towards them should permeate the entire organization, top to bottom. His other seminal contribution was in predicting the importance of what today we would call intellectual capital. He predicted the rise of what he called the “knowledge worker” and explained the consequences of this for management. He said that knowledge work is nonhierarchical. Work would be carried out in teams with the person most knowledgeable in the task at hand being the temporary leader.

Alfred Chandler, (1962) recognised the importance of coordinating the various aspects of management under one all-encompassing strategy. Prior to this time the various functions of management were separate with little overall coordination or strategy. Interactions between functions or between departments were typically handled by a boundary position, that is, there were one or two managers that relayed information back and forth between two departments. Chandler also stressed the importance of taking a long term perspective when looking to the future. In his 1962 ground breaking work *Strategy and Structure*, Chandler showed that a long-term coordinated strategy was necessary to give a company structure, direction, and focus.

Igor Ansoff (1965) also built on Chandler's work by adding a range of strategic concepts and inventing a whole new vocabulary. He developed a strategy grid that compared market penetration strategies, product development strategies, market development strategies and

horizontal and vertical integration and diversification strategies. He felt that management could use these strategies to systematically prepare for future opportunities and challenges. In his 1965 classic *Corporate Strategy*, he developed the gap analysis still used today in which we must understand the gap between where we are currently and where we would like to be, then develop what he called “gap reducing actions”.

### **2.1.5 Changes in Strategic Planning**

In 1969, Peter Drucker (1969) coined the phrase Age of Discontinuity to describe the way change forces disruptions into the continuity of our lives. In an age of continuity, attempts to predict the future by extrapolating from the past can be somewhat accurate. But according to Drucker, we are now in an age of discontinuity and extrapolating from the past is hopelessly ineffective. We cannot assume that trends that exist today will continue into the future.

In 1990, Richard Pascale wrote that relentless change requires that businesses continuously reinvent themselves. His famous maxim is “Nothing fails like success” by which he means that what was a strength yesterday becomes the root of weakness today, We tend to depend on what worked yesterday and refuse to let go of what worked so well for the past. Prevailing strategies become self-confirming. To avoid this trap, businesses must stimulate a spirit of inquiry and healthy debate. They must encourage a creative process of selfrenewal based on constructive conflict.

In 1999, Constantinos Markides also wanted to reexamine the nature of strategic planning itself. He describes strategy formation and implementation as an on-going, never-ending, integrated process requiring continuous reassessment and reformation and recognized that strategy is partially deliberate and partially unplanned. The unplanned element comes from two sources: emergent strategies (result from the emergence of opportunities and threats in the environment) and Strategies in action (ad hoc actions by many people from all parts of the organization).

In 1983, Noel Tichy wrote that because we are all beings of habit we tend to repeat what we are comfortable with. He wrote that this is a trap that constrains our creativity, prevents us from exploring new ideas, and hampers our dealing with the full complexity of new issues. He developed a systematic method of dealing with change that involved looking at any new issue from three angles: technical and production, political and resource allocation, and corporate culture.

Peters and Austin (1985) stressed the importance of nurturing champions and heroes. They said we have a tendency to dismiss new ideas, so to overcome this, we should support those few people in the organization that have the courage to put their career and reputation on the line for an unproven idea.

In 1996, Adrian Slywotzky showed how changes in the business environment are reflected in value migrations between industries, between companies, and within companies He

claimed that recognizing the patterns behind these value migrations is necessary if we wish to understand the world of chaotic change. In “Profit Patterns” (1999) he described businesses as being in a state of strategic anticipation as they try to spot emerging patterns.

## 2.2 Strategic Planning Process

In today's highly competitive business environment, budget-oriented planning or forecastbased planning methods are insufficient for a large corporation to survive and prosper. The firm must engage in **strategic planning** that clearly defines objectives and assesses both the internal and external situation to formulate strategy, implement the strategy, evaluate the progress, and make adjustments as necessary to stay on track. A simplified view of the strategic planning process is shown by the following diagram.



### 2.2.1 Mission and Objectives

The mission statement describes the company's business vision, including the unchanging values and purpose of the firm and forward-looking visionary goals that guide the pursuit of future opportunities.

Guided by the business vision, the firm's leaders can define measurable financial and strategic objectives. Financial objectives involve measures such as sales targets and earnings growth. Strategic objectives are related to the firm's business position, and may include measures such as market share and reputation.

### **2.2.2 Environmental Scan**

The environmental scan includes the following components:

- Internal analysis of the firm
- Analysis of the firm's industry (task environment)
- External macro environment (PEST analysis)

The internal analysis can identify the firm's strengths and weaknesses and the external analysis reveals opportunities and threats. A profile of the strengths, weaknesses, opportunities, and threats is generated by means of a SWOT analysis. An industry analysis can be performed using a framework developed by Michael Porter known as Porter's five forces. This framework evaluates entry barriers, suppliers, customers, substitute products, and industry rivalry.

### **2.2.3 Strategy Formulation**

Given the information from the environmental scan, the firm should match its strengths to the opportunities that it has identified, while addressing its weaknesses and external threats.

To attain superior profitability, the firm seeks to develop a competitive advantage over its rivals. A competitive advantage can be based on cost or differentiation. Porter (1980) identified three industry-independent generic strategies from which the firm can choose.

#### **2.2.4. Strategy Implementation**

The selected strategy is implemented by means of programs, budgets, and procedures. Implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The way in which the strategy is implemented can have a significant impact on whether it will be successful. In a large company, those who implement the strategy likely will be different people from those who formulated it. For this reason, care must be taken to communicate the strategy and the reasoning behind it. Otherwise, the implementation might not succeed if the strategy is misunderstood or if lower level managers resist its implementation because they do not understand why the particular strategy was selected.

#### **2.2.5 Evaluation & Control**

The implementation of the strategy must be monitored and adjustments made as needed.

Evaluation and control consist of the following steps:

1.1.3.1 Define parameters to be measured

1.1.3.2 Define target values for those parameters

#### 1.1.3.3 Perform measurements

#### 1.1.3.4 Compare measured results to the pre-defined standard

#### 1.1.3.5 Make necessary changes

In an article published by Dix & Mathews (2002) it was stated that there was no one formula or process for strategic planning, but there are however, principles and required steps that optimize the value of strategic planning. The steps in the process described in the articles on strategic planning are presented below:

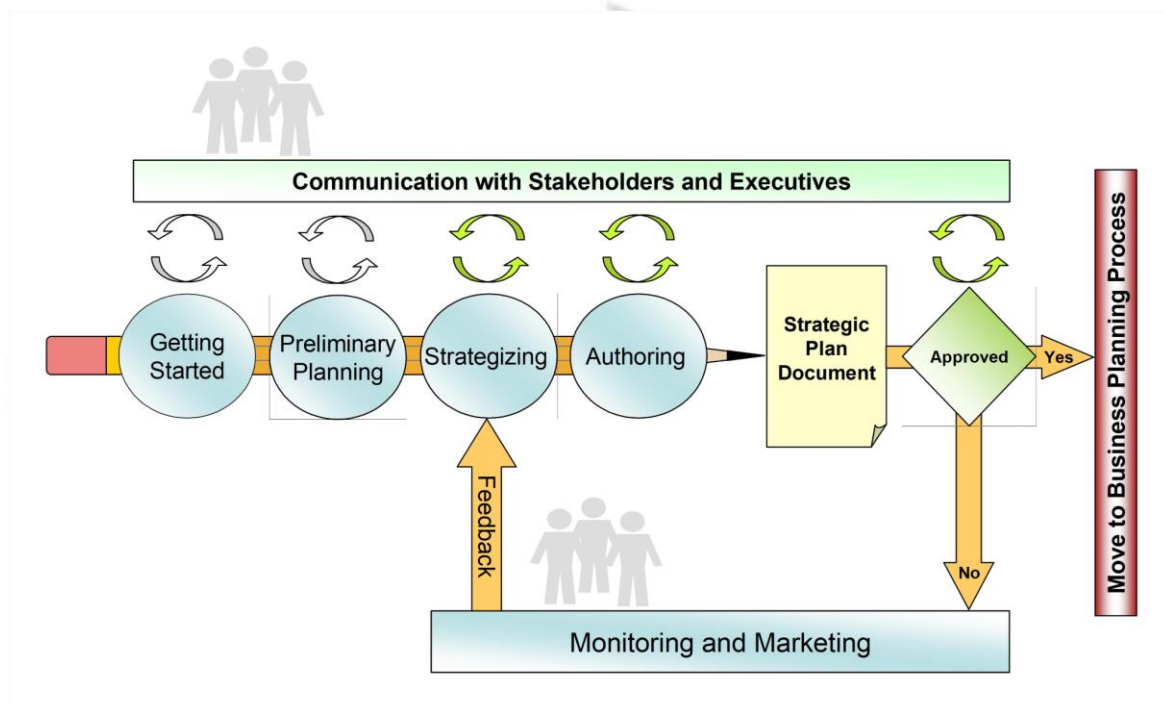
- Current Situation Analysis
- Segmentation Analysis
- Strength, Weakness, Opportunities, and Threat Analysis
- Core Competencies Analysis
- Key Success Factors
- Business Unit Strategy / Business Plan
- Balanced Score Card
- Evaluation

#### **2.2.5 Phases in Strategic planning Process**

According to NSGIC (2006), the Figure below shows the five phases of creating a strategic plan and managing the process. The phases are getting started, preliminary planning, strategizing authoring, strategic plan document approval and finally a working strategic plan. A feedback loop ensures that progress towards achieving plan goals is being monitored and that appropriate strategy adjustments are made to account for changing conditions. The diagram is intentionally meant to be a simplified view of the process. It is essential that one

seeks and incorporates management and stakeholder feedback during every phase of the planning process. Working through the planning process with all of the stakeholders can be a valuable bonding experience that leads to trust and improved cooperation.

**Figure 2.1 Phases in strategic Planning Process**



Source NSGIC 200

According to NSGIC (2006) publication, Phase 1 which involves Getting Started includes; Identify likely Planning Committee participants and determine their willingness to participate, establish a Strategic Planning Committee that is able to effectively identify the issues, develop practical solutions, and create clear objectives. Defining roles and responsibilities for completing the strategic planning process, assigning the role to a facilitator for the planning process, nominating a Committee Chair, specify the target

audience for the Strategic Plan and finally determine the plan approval process will end this phase.

The second phase is the Preliminary Planning stage; here logistics, resource planning, scheduling and organization in general are done.

- I. **Logistics:** - Kick-off meeting is schedule future meeting frequency and dates are determined. The venue(s) for meetings and if there is an appropriate budget for amenities such as food service are determined as well. Strategic Planning Committee tools for communication exchange are then established
- II. **Resource Planning:** - Resources that are needed to complete the effort are identified and how any existing gaps can be bridged are determined. Document and understand the impact of any relevant constraints to the planning process is outlined (time, money, people availability)
- III. **Schedule:** - Timing considerations are identified, such as grant application deadlines, or other planning efforts (such as statewide IT plans). Schedules are developed and milestone dates for completing the plan are established
- IV. **Organization:** - Strategic Planning Committee Charter and sub-committees as are necessary are established. One must ensure that subcommittee chairs understand what is expected of them, and finally identifying factors that will ensure a successful planning process

The third phase is the Strategizing phase. Here also three steps involved; scoping, goal assessment and generation support are done.

I. **Scoping:** - At this level one reviews any existing Strategic Plan(s), primary Strategic Goals, other intra-organizational mandates and mission statements that impact the current activity and other documents and materials that are relevant to this effort. Also one may need to understand the breadth and scope of the strategic plan, determine period covered by new Strategic Plan and finally review Strategic Template Questions and tailor as appropriate (Facilitator)

II. **Goal Assessment:** At this stage one develops templates for capturing information in a structured manner, for example, develop a form for the Planning Committee to list strengths and weaknesses, Identify preliminary programmatic sub-goals, Itemize, prioritize, refine, and validate programmatic sub-goals.

Validation of objectives is done with stakeholders, management, and executives and then identify programmatic goals with a 'quick win' potential and use them to show early progress. Develop strategies for realizing each programmatic sub-goal and identify any roadblocks or barriers and tactics for overcoming them. Finally analyze Strengths, Weaknesses, Opportunities, and Threats (SWOT) and iterate with stakeholders to establish consensus view

III. **Generating Support:** - At this stage one enlists political champion(s), Identify and generate consensus among involved stakeholders and executives to become advocates for the plan objectives and develop a marketing strategy to promote the plan's objectives

The fourth phase is the Authoring phase where one develops content aimed at the target readership in terms of style and presentation. One then drafts a preliminary plan, identifies external reviewers, solicits feedback from external reviewers, parse and incorporates feedback as appropriate, complete further review iterations as necessary and finally publish the Strategic Plan

The final phase which is the monitoring and marketing phase determines the level of progress required for monitoring this planning activity and how feedback will be incorporated into the process. One develops metrics to assess progress over time, identifies those responsible for overseeing the status review process, determines the frequency of status review meetings, reviews emerging Opportunities and Threats and applies course corrections as necessary

Also one identifies and markets to specific individuals whose support can further guarantee a successful planning outcome, identify appropriate forums for the active and broad marketing of the strategic plan goals and objectives, (these could be conferences, user group meetings or other similar gatherings) and finally determine how feedback from marketing efforts will be incorporated into the process.

Implementation is *the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals*. Implementing your strategic plan is as important, or even more important, than your strategy (Pearson2008). The critical actions move a

strategic plan from a document that sits on the shelf to actions that drive business growth. Sadly, the majority of companies who have strategic plans fail to implement them.

According to a Fortune cover story in 1999, nine out of ten organizations fail to implement their strategic plan for many reasons:

- 60% of organizations don't link strategy to budgeting
- 75% of organizations don't link employee incentives to strategy
- 86% of business owners and managers spend less than one hour per month discussing strategy
- 95% of a typical workforce doesn't understand their organization's strategy.

A strategic plan provides a business with the roadmap it needs to pursue a specific strategic direction and set of performance goals, deliver customer value, and be successful. However, this is just a plan; it doesn't guarantee that the desired performance is reached any more than having a roadmap guarantees the traveler arrives at the desired destination. According to Pearson (2008), for those businesses that have a plan in place, wasting time and energy on the planning process and then not implementing the plan is very discouraging. Although the topic of implementation may not be the most exciting thing to talk about, it is a fundamental business practice that is critical for any strategy to take hold. The strategic plan addresses, the **what** and **why** of activities, but implementation addresses the **who, where, when,** and **how**. The fact is that both are critical to success. In fact, companies can gain competitive advantage through implementation if done effectively. In the following sections, one

discovers how to get support for one's complete implementation plan and how to avoid some common mistakes.

Nevertheless Pearson (2008) put across some pitfalls that one can observe to enable a plan to succeed. This she cited as a common phenomenon in the implementation process. They are;

- **Lack of ownership:** The most common reason a plan fails is lack of ownership. If people don't have a stake and responsibility in the plan, it will be business as usual for all but a frustrated few.
- **Lack of communication:** The plan doesn't get communicated to employees, and they don't understand how they contribute.
- **Getting mired in the day-to-day activity:** Owners and managers, consumed by daily operating problems, lose sight of long-term goals.
- **Out of the ordinary:** The plan is treated as something separate and removed from the management process.
- **An overwhelming plan:** The goals and actions generated in the strategic planning session are too numerous because the team failed to make tough choices to eliminate non-critical actions. Employees do not know where to begin.
- **A meaningless plan:** The vision, mission, and value statements are viewed as fluff and not supported by actions or don't have employee buy-in.
- **Annual strategy:** Strategy is only discussed at yearly weekend retreats.

- Not considering implementation: Implementation is not discussed in the strategic planning process. The planning document is seen as an end in itself.
- **No progress report:** There is no method to track progress, and the plan only measures what is easy, not what is important. No one feels any forward momentum.
- **No accountability:** Accountability and high visibility help drive change. This means that each measure, objective, data source, and initiative must have an owner.
- **Lack of empowerment:** Although accountability may provide strong motivation for improving performance, employees must also have the authority, responsibility, and tools necessary to impact relevant measures. Otherwise, they may resist involvement and ownership. It is easier to avoid pitfalls when they are clearly identified. Now that you know what they are, you're more likely to jump right over them!

“As a business owner, executive, or department manager, your job entails making sure you're set up for a successful implementation, but before you start this process, you must evaluate your strategic plan and how you may implement it by answering a few questions to keep yourself in check.” (Melinda Pearson 2008). The following have been outlined as the questions to help check;

- I. How committed you are to implementing the plan to move your company forward?
- II. How do you plan to communicate the plan throughout the company?
- III. Are there sufficient people who have a buy-in to drive the plan forward?
- IV. How are you going to motivate your people?
- V. Have you identified internal processes that are key to driving the plan forward?

- VI. Are you going to commit money, resources and time to support the plan?
- VII. What are the roadblocks to implementing and supporting the plan?
- VIII. How will you take available resources and achieve maximum results with them?

### **2.3. Strategic Planning Implementation and significance**

Planning strategically is a time consuming process that requires time, effort and energy of the leadership team, with input from management and employees. In fact, it is sometimes viewed as a cost center in organizations and some companies have recently decided to forgo the process. This is often a mistake for many reasons but from a macro perspective, organizations that plan strategically are able to be proactive and have better communication and can more easily adapt to change. It is also easier to control and monitor the implementation process and conduct a gap analysis when extensive planning has been completed. On the other hand, organizations that do not plan strategically are often forced to stop the implementation process, analyze situations and react to situations as they occur (as opposed to being proactive). This slows down the implementation process and reduces productivity, which often results in lower revenue generation.

For many years strategic management or business policy researchers have attempted to learn why some small enterprises achieve higher levels of performance than others. Much of the empirical research concerning strategic management in small firms has emphasized strategic planning (Bahaee 1987; Bracker, Keats, and Pearson 1988). What these researchers failed to recognize is that planning is only one aspect of the strategic management process. Another aspect, which is seldom studied, even in large businesses, is the implementation of the strategic plans.

The development and selection of strategies to pursue is considered easier and less time-consuming than implementing those strategies once they have been chosen. While Thompson and Strickland 1987 suggest that strategy implementation is probably five to ten times more time consuming than formulating the strategic plan, (Jauch and Glueck 1988) report that executive investment in implementation has been insufficient. A recent study examined a large number of corporate strategy articles, which appeared in a leading business periodical and found that only 14 of 33 strategies detailed in those articles succeeded (Business Week 1999).

Several previous studies have also reported implementation failures (Jocumsen, 1999). Poor implementation of an appropriate strategy can result in the failure of that strategy. A good implementation plan, however, will not only ensure the success of an appropriate strategy, it can also redeem a less appropriate strategy (Wheelan and Hunger 1991).

This is why an increasing number of chief executives are turning their attention to the problems of implementation. Among other things, they now realize that a successful strategy depends on having in place the right organizational structures, well-designed compensation programs, effective resource allocations, information systems, and corporate cultures. Support for this trend has come from a recent study of companies in 31 U.S.A. manufacturing industries in which it was revealed that firm performance is not so much a result of a company's strategy, but of its capacity to implement that strategy effectively.

(Stace&Dunphy1994)

### **2.3.1 Definitions of Strategy Implementation**

There is little controversy regarding the labeling of the strategy implementation topic in the sixty articles that we have reviewed. (Sashittal&Wilemon1996) have pointed out that some terms synonymous with “implementation”, such as “execution”, and “actualization of goals” are often employed in the management literature, but are not frequently used by managers themselves. As far as the terms „execution ” or „executing ” in the strategy context are concerned, most of the 60 articles in our literature review, use strategy implementation as a key word or as a part of the title and only very few use the term strategy execution. There are no articles differentiating strategy implementation from strategy execution in the 60 articles that we have reviewed, while some authors take strategy execution as an exact synonym of strategy implementation.

Hrebiniak (2006) notes for example: “Formulating strategy is difficult. Making strategy work – executing or implementing it throughout the organization – is even more difficult”. (Thompson & Strickland 2003) have stressed that the strategy-implementing / strategyexecuting task is the most complicated and time-consuming part of strategic management (cited in Schaap, 2006). Consequently, we will not distinguish strategy implementation from execution.

### **2.3.2 Implementing a Strategic Plan**

One of the most challenging aspects of strategic planning is implementing the plan – getting what is on paper to come to life and achieving the goals and strategies included in the plan. Work for successful implementation of a plan needs to begin when work on the plan begins,

and continues through the implementation. In a publication about implementing a strategic plan in Innovation Insights No. 21, 2009, the paper stated that while developing the strategic plan the following issues should be greatly considered which will in turn lead to a smooth implementation;

- **Communicate:** Organizational communication about the plan and the planning process needs to start as soon as the planning process is determined. While you won't be able to share a detailed planning process right at the start, you will be able to let people know the reasons why the organization is beginning the process to develop a plan, how the plan will be used within the organization, and what the impact of having a longer-term plan will be on the organization.
- **Engage:** Include all or representative groups of constituents within and outside the organization during the planning process. Get their input. There are many ways to do this - face to face town meetings or focus groups, surveys, task forces on specific issues or topics, or involving a large group in the actual drafting of the plan. The best fit will be determined by the culture and size of the organization.
- **Align:** An effective plan cannot be developed in a vacuum. Be aware of trends in your field, the environment you work in, and the direction of any larger organization your unit belongs to. Ensure the resulting strategies and goals of your plan are aligned with any higher level organizational goals.

Hence once the strategic plan is well written and taken through these three steps, (Innovation Insights No. 21, 2009) outline the following as a key process for good

implementation.

- **Keep it moving:** Get senior leadership visibly involvement
- **Have a point person or leader for each goal or initiative:** One designated point of contact for an initiative will make it easier to share information, monitor the status, and coordinate work across all components of the plan.
- **Identify measures:** Measures and clear expectations make it possible to see how you are doing, what progress you have made on a strategy, what successes you have had, and when you have accomplished a goal. The plan should be data informed, not data driven - data is a means to an end, not an end in itself.
- **Link the plan to daily activities:** Keep the plan visible by integrating it into regular activities such as staff meetings and professional development plans. Drill down from strategies to show how they are related to daily activities.
- **Set milestones within the plan:** Like project management, develop action plans for individual initiatives within the plan. Determine who is responsible for what, when it will be started and completed, and what intermediate accomplishments are needed to achieve final results. This will help to determine when adjustments need to be made and make progress more apparent.
- **Have an easy way to track and summarize progress:** Being able to recognize even partial accomplishments and progress can be rewarding and motivating. But keep resources focused on implementing the initiatives, not on tracking progress.
- **Recognize accomplishments:** Recognizing what has been done can generate energy to do more. Don't wait until a project or plan is completed to recognize and celebrate.

Recognize past accomplishments, and recognize milestones during the implementation of an initiative.

- **Learn from the past:** Plans are not written in stone. As you implement your plan or initiatives, monitor trends and the environment. Track the implementation approaches that work well and which need refinement, and then adapt future implementation approaches. Remember that strategic planning is not about producing a plan; it is about leadership engaging others to achieve the organization's vision.

Planning falls short when the course is charted, the direction set and nothing more happens. Strategic planning is a process that includes charting a direction, determining the course, and reaching a destination. You need a plan for implementing goals and strategies in addition to identifying them, in order to reach your destination.

### 2.3.3. Component of Strategic Implementation

In her report as well Melinda Pearson cited five key components necessary to support implementation: people, resources, structure, systems, and culture.

- **People:** The first stage of implementing your plan is to make sure to have the right people on board. The right people include those folks with required competencies and skills that are needed to support the plan. In the months following the planning

process, expand employee skills through training, recruitment, or new hires to include new competencies required by the strategic plan.

- **Resources** You need to have sufficient funds and enough time to support implementation. Often, true costs are underestimated or not identified. True costs can include a realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns by a vendor. Additionally, employees must have enough time to implement what may be additional activities that they aren't currently performing.
- **Structure:** Set your structure of management and appropriate lines of authority, and have clear, open lines of communication with your employees. A plan owner and regular strategy meetings are the two easiest ways to put a structure in place. Meetings to review the progress should be scheduled monthly or quarterly, depending on the level of activity and time frame of the plan.
- **Systems:** Both management and technology systems help track the progress of the plan and make it faster to adapt to changes. As part of the system, build milestones into the plan that must be achieved within a specific time frame. A scorecard is one tool used by many organizations that incorporates progress tracking and milestones. See the section "Keeping Score of Your Progress" later in this chapter for information on how to create a scorecard for your company.
- **Culture:** Create an environment that connects employees to the organization's mission and which makes them feel comfortable. To reinforce the importance of focusing on strategy and vision, reward success. Develop some creative positive and

negative consequences for achieving or not achieving the strategy. The rewards may be big or small, as long as they lift the strategy above the day-to-day process so people make it a priority.

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Finally Pearson (2008) concluded her outline on the Implementing process by determining the plan of attack. Implementing a plan can sometimes feel like it needs another plan of its own. But one does not need to go to that extent because that process can be obtained by following those comprehensive implementation steps:

- Finalize your strategic plan after obtaining input from all invested parties.
- Align your budget to annual goals based on your financial assessment.
- Produce the various versions of your plan for each group.
- Establish your scorecard system for tracking and monitoring your plan.
- Establish your performance management and reward system.
- Roll out your plan to the whole organization
- Build all department annual plans around the corporate plan
- Set up monthly strategy meetings with established reporting to monitor your progress.
- Set up annual strategic review dates, including new assessments and a large group meeting for an annual plan review.

#### **2.3.4. Tool for Implementation**

Only when actual outcomes meet or exceed strategic goals do you know that your plan is on target and that it is being implemented effectively. If the outcomes don't match the plan, you have a problem. And likely it is bigger than you might think. And if you do not have or are not effectively using the tools for implementation, you are likely missing out on more than a few stretch goals. The tools used for implementation are the same tools used to make good companies great, and great companies stars. These tools will help make good things happen and better things to happen consistently in organizations.

Implementation is all about making good things – no, great things – happen and that is the essence of the strategic plan – to mould a vision and watch it unfold. The process (not the outcome) is somewhat formulaic. Several events must occur before a full plan can be realized. They may fall in different orders, but generally a good and well implemented strategic plan has the following;

- A SWOT (strengths, weaknesses, opportunities, threats) analysis for your firm's true strength and real world weaknesses. It is also important to look on the horizon of change and think through the opportunities and competitive threats in the markets.
- An analysis of your personnel's strength and weaknesses. Greenway's LEAP analysis efficiently identifies the core competencies and the challenges of leadership. Some firms also use Greenway's leap meritocracy program that measures not only a firm's cultural performance but each leader's performance as well.

- Analyses of the forces that come from the outside. Michael Porter's five forces framework helps identify competition and the underlying economies.
- Identifying and stating clearly the vision, mission and values of the organization. Harper and Orville (1990) also claim that an organization's strategy should be competitive with the internal structure of the business and its policies, procedures and resources. The corporate strategies must be compatible with its internal structure; otherwise implementation and performance are constrained. Therefore, the strategy implementation must be carefully monitored to ensure that the project is completed according to specifications or schedule and within budget.

### **2.3.5 Level of Management Involvement**

Before developing any strategic plan for an organisation, it is essential to be thoroughly familiar with the context of the organisation, such as resources, structure, systems, people and history. (*Miles and Snow, 1984 cited in Viljoen, 1994*) With this understanding, top managers can develop strategy content in terms of internal logic, and not just possess some external logic like market opportunities.

Strategy implementation is more likely to be effective with a participative style of managerial behaviour. If staffs are kept fully informed of change proposals, they will be encouraged to adopt a positive attitude and have personal involvement in the implementation of the change. Therefore there is a greater likelihood of their acceptance of the change so that once the change is accepted; it tends to be long lasting because each person

tends to be more highly committed to its implementation. It encourages all level of managers to transform their own units in a way that is consistent with the vision and

strategy.

Bass (1985) and Burns (1978) suggest the concept of transformational change in organisations is usually identified with leadership. Mullins, (1996) also claimed that leadership is, “a relationship through which one person influences the behaviour or action of other people”. With a shared strategic vision and commitment to that vision, people will motivate themselves to learn.

Mintzberg (1989) claims that an understanding of the context of an organisation and the forces it is experiencing can lead to a greatly improved change in management. It is critical that everyone on the team understands and agrees upon the details of the plan and that management must make the commitment to stay focused on the agreed upon plans and should only make significant changes to the plan after careful consideration on the overall implications and consequences of the change.

Like reengineering, plan implementation involves results in changes in organizational processes. The major challenges in this area have been the corresponding change of employee mindset and the acceptance of those plans that have to be implemented. Organizational change or reengineering begins always with change in employee attitudes before it transcends to the processes and activities of the organization. In analysing strategic management, the functions of managers as organisational leaders need to be understood.

*Braham, (1995)* also helps to identify the strategic objective to be accomplished by the organisation. According to him, strategic leadership, to maintain the balance of the socio technical system, will influence employees' attitudes of behaviour and motivation, and thereby the level of organizational performance and strategy effectiveness.

Leadership is one of the many factors which can impact upon the development and implementation of strategy. The organization should maintain a balance between ongoing business activities and working on new strategic initiatives. That is, problems with implementation often occur when companies concentrate on new strategy development and in the process forget their main line of business that underline previously formulated business strategies.

Nickols (2000) posits that strategy is execution. He discussed four cases of strategy execution and concluded that it is only when the strategy and the execution are sound that the organization has a pretty good chance for success, barring outside environmental and competitive influences. Further, he contends that executing the wrong strategy is one of the major problems leading to unsuccessful implementation of strategies.

#### **2.4 Obstacles to Strategic Plan Implementation**

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the process by which

strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999b). It is thus not surprising that, after a comprehensive strategy or single strategic plan has been formulated, significant difficulties usually arise during the subsequent implementation process.

The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented, as Noble (1999b) notes. Results from several surveys have confirmed this view: An Economist survey found that a discouraging 57 percent of firms were unsuccessful at executing strategic initiatives over the past three years, according to a survey of 276 senior operating executives in 2004 (Allio, 2005). According to the White Paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation has become “the most significant management challenge which all kinds of corporations face at the moment”. The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. It is thus obvious that strategy implementation is a key challenge for today’s organizations. There are many (soft, hard and mixed) factors that influence the success of strategy implementation, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for coordination and control.

Chris Ahoy (1998) outlined eight (8) threats for implementing strategy which should be considered positively as eight (8) opportunity areas, and can lead to success. Relative areas to successful implementation are:

- 1- Developing a model for directing decisions or implementing activities
- 2- Knowing how creating strategy can affect implementation
- 3- Effective change management such as change culture
- 4- Knowing that power and influence are essential for successful implementation
- 5- Developing structures, sharing information, coordinating and clarifying accounts
- 6- Developing control and feedback mechanisms
- 7- Knowing how a supportive culture for implementation should be created
- 8- Exercising implementation under leader's control

In a publication by Pathfinder International, Organisational Development Series 1 on Strategic planning also outlined four key *limitations of strategic planning*, namely;  Strategic planning can be costly. This is true in terms of staff time, costs of facilitation, venue, transportation, or materials, and “wear and tear” on interpersonal relationships as participants earnestly discusses differences in perspective. The costs may outweigh the benefits in some instances.

Not every organization is ready for strategic planning. Sometimes, especially with a new

(or emerging) organizations, it is better to focus on establishing efficient and effective systems, enhancing staff skills, consolidating the organizational image or good will, and acquiring resources needed for current operations before embarking on a future-oriented exercise.

❑ Sometimes, the plan itself becomes its own “raison d’etre” and a strait jacket on creativity or responsiveness; sometimes the plan is just a response to perceived or real donor requirements. In such an instance, participants are not really committed to the process and they do not feel “ownership” of the final plan.

❑ The language, terminology, and conceptual requirements associated with strategic planning are sometimes made too complex or difficult to be useful to staff or the organization as a whole. Sometimes, too, expertise to prepare, write or monitor the plan is lacking.

❑ Creating an “inclusive” process is sometimes interpreted as the need to close down the organization entirely during the process or to ask inappropriate staff to participate. This often creates confusion and resentment. A process can be representative and inclusive without 100 % involvement. Still, be sure that those who will have major responsibilities for plan implementation or review are fully involved throughout.

Notable literature on strategy implementation was examined in order to identify potential strategy implementation problems. Research by Alexander (1985) identified twenty-two major obstacles to strategy implementation, of which ten were cited by over 50% of firms sampled as major problems. Many theories of strategic management tend to undergo only brief periods of popularity. A summary of these theories thus inevitably exhibits survivorship bias. Many theories tend either to be too narrow in focus to build a complete corporate strategy on, or too general and abstract to be applicable to specific situations.

In 2000, Gary Hamel coined the term strategic convergence to explain the limited scope of the strategies being used by rivals in greatly differing circumstances. He lamented that strategies converge more than they should, because the more successful ones are imitated by firms that do not understand that the strategic process involves designing a custom strategy for the specifics of each situation.

It has been emphasised that implicit resistance efforts are more subtle and hence more difficult to recognize, such as loss of motivation to work. Employee's attitudes and motivation to organisational change should not be neglected. One of the major findings of strategic change is the resistance to change at both the individual and the organization level. Individual resistance to change resides in basic human characteristics, such as perceptions, personalities, needs, habit, security, fear and economic factors. (*Robbins, 1998; Mullins, 1996*)

Some empirical research has examined the effects of potential problems on the implementation of strategic planning. For example, Alexander's (1999) survey of 93 medium

and large company presidents and divisional managers, revealed that more than half of the group experienced the following problems when they attempted to implement a strategic plan; implementation required more time than was planned; unanticipated major problems, crises distracted attention away from implementation; uncontrollable external environmental factors, inadequate leadership and direction by departmental managers; inadequate definition of key implementation tasks, ineffective coordination of activities and insufficient capabilities.

Based on case studies, Hansen, Boyd and Kryder (1998) identified additional implementation problems as; failing to periodically alter the plan or adapt it to changes in the business environment, deviation from original objectives and lack of confidence about success. According to Rutan (1999), all implementation aspects during the planning phase are fundamental for execution as there is no time to do that during execution.

Downes (2001) states that the kinds of execution obstacles most companies run into fall into two categories: problems internal to the company and problems generated by outside forces in its industry. These internal and external issues are affected by the extent of flexibility companies have to launch strategic initiatives successfully.

DeLisi (2001) examined “the six strategy killers” of strategy execution, pinpointed by Bear and Eisenstat (2000). He found out that four of these factors particularly hamper or destroy strategy execution. These are: ineffective senior management, top-down or laissezfaire

senior management style, unclear strategies and conflicting priorities and poor coordination across functional boundaries.

Ram Charan (2003) in his research on implementation problems noted that “ignoring to anticipate future problems” hinders successful strategy execution whilst Hrebiniak (2005) recognized the difficulty of strategy execution and the reward from doing that correctly. He discussed various factors that can lead to incorrect implementation of any strategy similar to those already discussed. Additionally, his research survey of 400 managers contributed to the identification of additional factors that may cause obstacles to successful strategy implementation. These included:

- Lack feelings of "ownership" of a strategy or execution plans among key employees; not having guidelines or a model to guide strategy- execution efforts
- Lack of understanding of the role of organizational structure and design in the execution process; inability to generate "buy-in" or agreement on critical execution steps or actions
- Lack of incentives or inappropriate incentives to support execution objectives and insufficient financial resources to execute the strategy.

In his survey, Brannen, (2005), unearthed another significant obstacle to effective strategy implementation namely, “failing to empower or give people more freedom and authority to

execute.” These literature research studies and writings indicate a wide range of obstacles that could hamper strategy implementation.

However, Johnson, (2002) in his summary identified some reasons why strategic plans fail, and stressed especially on: Failure to execute by overcoming the four key organizational hurdles; cognitive hurdle, motivational hurdle, resource hurdle and political hurdle. Failure to understand the customer ,inability to predict environmental reaction, over-estimation of resource competence ,failure to coordinate ,failure to obtain senior management commitment, failure to obtain employee commitment ,under-estimation of time requirements ,failure to follow the plan, failure to manage change and poor communications.

Moreover, DeLisi’s research also revealed several other potential reasons for the failures in strategy execution. These included: Lack of knowledge of strategy and the strategy process, no commitment to the plan, especially, when the plan was not communicated effectively, refusal to measure or reward people for executing the plan, a plan which is too abstract and, people can’t relate it to their work, people are not held accountable for execution, insufficient attention by senior management , limited consideration of reinforces, such as culture, structure, processes, IT systems, management systems and human resource systems, as inhibitors and the drive of people by short-term results.

Johnson (2002) in his survey found that the five top reasons why strategic plans fail are related to motivation and personal ownership, communications, no plan behind the idea, passive management, and leadership.

## **2.5 Effects of Successful Implementation**

“Failing to plan...is a plan to fail!” If planning is so good for us, then why don't we all do it? Planning raises problems. It often drums up painful reminders of what we are doing wrong. It involves extra work for a lot of people. It calls upon planners to construct a vision of where they see their business heading, and it requires research and strategy and time to determine how to accomplish goals. The benefits of planning are numerous. Planning focuses vision and addresses what may ultimately be achieved. Priorities are established and timelines are identified. Opportunities are recognized, as well as correct moments to seize them. Progress may be monitored and quantified.

In the ideal world, with the Year ending all of us would have completed our annual plan, and communicated it to our organizations but the reality is that most of us don't have a plan and adding to that a large number of those that say they do, only have goals or objectives, and no idea on how they will reach their targets or even implement them. (John E. Lawlor)

Why is planning so important and for that matter effective implementation and why must it be done in concert with a strategy? According to Lawlor from a macro perspective, business today gets done in a global marketplace. Change is occurring at an unprecedented pace. Time and distance continue to become less and less relevant thanks in great part to the explosive

growth of technology and the Internet. He further stressed that, there was a time when strategic planning was done by the biggest companies, and those who lead change. Now it is a requirement just to survive. Leaders of business must be looking ahead, anticipating change, and developing a strategy to proactively and successfully navigate through the turbulence created by change.

Also looking at the micro point of view, the level of any individual company, strategic planning implementation provides a company purpose and direction. How are you going to get somewhere if you don't know where you are going? Everyone in an organization needs to know what you sell or do, who your target customers are, and how you compete. A good strategy implemented will balance revenue and productivity initiatives. Without strategic planning, businesses simply drift, and are always reacting to the pressure of the day. Companies that don't plan have exponentially higher rates of failure than those that plan and implement well.

According to Scott-Martinet (2006) four things are necessary for success; marketing, operations, finance, and professional services. If any of these are missing, a firm's performance will be marginalized. Next there are tools which can move from strategic goals to outcomes directly linked to goals.

A publication by Pathfinder International, Organisational Development Series 1 on Strategic planning also outlined some benefits that a manager should be able to outline to others. These include:

- ❑ ***Motivating staff and volunteers.*** Thinking about the future is a stimulating and energizing process. It can create a shared vision, with concrete ideas about how to surmount obstacles in order to achieve that vision.
  
- ❑ ***Building a planning team with a common vision.*** The strategic plan that emerges from the process is generally more realistic and achievable, and working or interdependent relationships within the organization are strengthened.
  
- ❑ ***Confronting key issues and solving problems.*** Strategic planning sets in motion a dynamic process that allows the organization to continually reassess, confront change, and grow within an agreed-upon framework.
  
- ❑ ***Defining roles and responsibilities.*** Measurable performance objectives are set and the person(s) who is responsible for specific activities is identified.
  
- ❑ ***Challenging the status quo.*** The process creates an open atmosphere, stressing the interests of the whole organization. It often answers the question “How can we do things better?” in a more systematic and thorough way.

❑ ***Allowing busy managers and policy makers to concentrate*** exclusively on the organization's future for a short period of time, meaning that they will be able to focus their expertise and insights on self-assessment and planning future directions.

❑ ***Explaining or exposing your organization to others, particularly donors.*** A thoughtful and clear strategic plan is often a good marketing tool and can encourage donor support for the organization and its future directions.

❑ ***Developing a renewed sense of organizational mission and consensus,*** so that individual perspectives, roles, and problems are subsumed by an overall plan that coordinates all staff members and volunteers so that agreed-upon goals and objectives are achieved in a timely manner.

Werff (1998) outlined the under listed as benefits of strategic planning;

- Asks and answers questions of key importance to the organization
- Provides a framework for decision making throughout the organization
- Reveals and clarifies future opportunities and threats
- Sets specific objectives for achievement
- Provides a basis for measuring performance
- Drafting and refining the plan
- Serves as a channel of communication
- Develops a team which is focused on the organization's future Provides
- managerial training

He further encapsulated the above benefits in a single statement: Strategic planning aligns the total organization – people, processes, and resources – with a clear, compelling, and desired future state.

For many business owners and leaders, creating a vision, company values, and a strategic plan can be a daunting task for reasons like time, energy, commitment and lack of experience. It requires business leaders to accept that yesterday's success does not ensure success in the future. It requires challenging the status quo, changing behaviors, implementing new procedures, hiring different people, and putting new systems in place in order to deliver on the strategy to ensure good implementation.

The best plans and ideas without great execution are just plans or ideas, they don't result in much of anything. Regardless of the size of a company, a strategic plan is the foundation on which all business activities can be connected and "aligned". Here are some key ingredients to successful planning and implementation. The fact is known from decades of research on the topic, that there are several factors that have been shown to be particularly important in successful innovation.

The first thing to note is that the higher the organisational level at which managers define a problem or a need, the greater the probability of successful implementation. At the same time, however, it should also be noted that the closer the definition and solution of problems are to end-users, the greater the probability of successful implementation. The style of change chosen should be consistent with the scope of the changes that are planned. For example, relatively minor, superficial changes take less time and can be done anticipatively,

relatively quickly. More radical, profound change, on the other hand, will be much more time consuming and difficult. Transformational change will require a distinctly different change strategy in order to be successful.

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McNamara (2010) in his publication also outlined the following as some of the purposes strategic planning offers an organization;

- Clearly define the purpose of the organization and to establish realistic goals and objectives consistent with that mission in a defined time frame within the organization's capacity for implementation.
- Communicate those goals and objectives to the organization's constituents.
- Develop a sense of ownership of the plan.
- Ensure the most effective use is made of the organization's resources by focusing the resources on the key priorities.
- Provide a base from which progress can be measured and establish a mechanism for informed change when needed.
- Bring together of everyone's best and most reasoned efforts have important value in building a consensus about where an organization is going.

In a publication, by Myran (2011) a couple of benefits in implementing a strategic plan were enumerated as follows;

- It builds true teamwork by developing consensus, commitment, and trust.

- It delivers dramatically higher results by establishing personal accountability, specific measures and action steps, a commitment of team members and company resources, and a stable investment platform.
- It reduces stress through a shared vision, mutual trust, and tools for effective delegation.
- It forces the leadership team to think about the big picture - look at the business through the eyes of the CEO
- It helps team members communicate with and listen to one another's fears, insights, and dreams.
- It makes everyone focus on what is truly important to the organization, prioritizing efforts and the use of resources.
- It gets the team on the same page - a shared visualization of where the organization wants to be.
- It results in proactively changing the status quo with an implementation process that keeps people on schedule.
- It provides regular "stakes in the ground" meetings that force the leadership team to reevaluate where they are relative to where they want to be and whether their action plans are changing the status quo quickly enough.
- It provides a quarterly forum for recognizing opportunities/threats and developing responses with appropriate urgency.

- It provides a forum for discussions and resolution of issues that don't lend themselves to operational meetings.
- Provides clearer focus of organization, producing more efficiency and effectiveness
- Bridges staff and board of directors (in the case of corporations)
- Builds strong teams in the board and the staff (in the case of corporations)
- Provides the glue that keeps the board together (in the case of corporations)
- Produces great satisfaction among planners around a common vision
- Increases productivity from increased efficiency and effectiveness
- Solves major problems

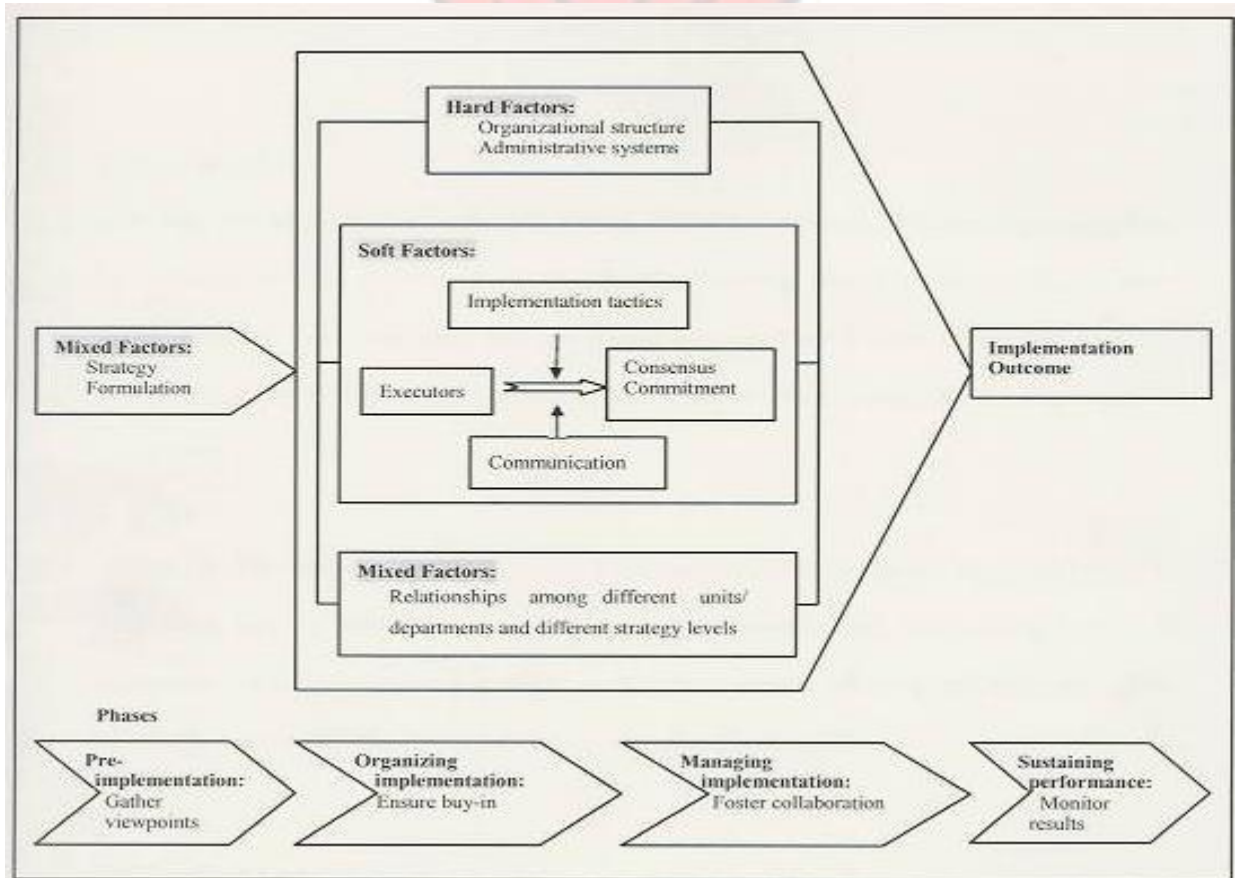
## 2.6 Conceptual Framework

As a mixed factor, strategy formulation is made up of institutional and an interpersonal process that collects data and viewpoints and finally results in strategic decisions. These strategic decisions and how they have been reached have a major impact on strategy implementation success. 'Hard institutional factors' Yang li et al 2008, believes comprise organizational structure and administrative systems. Soft factors include 'people-oriented factors (executors, communication, implementation tactics, consensus and commitment) influence implementation outcome dialectically'. (Yang Li et al, 2008)

It is clear that a poor or vague strategy can limit implementation efforts dramatically. Good execution cannot overcome the shortcomings of a bad strategy or a poor strategic planning effort (Hrebiniak, 2006). Several studies mention the fact that the kind of strategy that is

developed (Alexander, 1985; Allio, 2005) and the actual process of strategy formulation, namely, how a strategy is developed (Kim & Mauborgne, 1991, 1993; Singh, 1998) will influence the effect of implementation. Alexander (1985) believes that the need to start with a formulated strategy that involves a good idea or concept is mentioned most often in helping promote successful implementation. As Allio stated, good implementation naturally starts with good strategic input: the soup is only as good as the ingredients (Allio, 2005).

**Figure 2.2 A Framework of Strategy Implementation Research**



## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.0 Introduction**

The study was conducted to find out what is involved in strategic planning Implementation on the administrative performance of The Tamale Teaching Hospital, Tamale. This chapter gives details of how the study was conducted, using such tools as research design, population sample, and sampling techniques, data collection methods and organisation procedures.

Ethical clearance was sought to avoid any possible violation of ethical rules at the hospital. There was a familiarization talks and observation among the various levels of administration and management who are involved in strategic planning and implementation process in order to have a fair idea about their knowledge about the subject.

#### **3.1 Research Design**

The study is a descriptive one, and a descriptive study portrays an accurate profile of persons, events, or situations (Robson 2002:59). It will attempt to generalize from a sample to a population so that inferences can be made about some characteristics as attitudes, or behavior of the population. It is preferred because it facilitates rapid data collection and management of the design.

Case study is chosen as a preferred strategy for this study since it involves an empirical investigation of a particular phenomenon within its real context using multiple sources of evidence. The study used both qualitative and quantitative data techniques and analysis procedures. Qualitative is a data collection technique that is used predominantly for data analysis procedure that generates or uses non numeric data. On qualitative data, variables such as perception, communication and behavior will be considered to ascertaining their role in employee understanding of strategic decisions and how they serve as obstacles towards implementation.

Structured observation was used to have in-depth knowledge into situations of employees' attitudes and behaviour within various departments and organizational levels. However, quantitative, is a data collection technique that is used predominantly for data analysis procedure that generates or uses numeric data. Questionnaires were used to collect quantitative data in order to analyze the data and find out possible correspondence or reliability in the qualitative and quantitative data. Bryman, (2006)

### **3.2 Area of Study**

The area of study is the Tamale Teaching Hospital in Tamale. The hospital is a tertiary health institution which was commissioned as Regional Hospital in 1972 under Col. I K.

Acheampong's government. Nevertheless in 2002 it was transformed into a Teaching Hospital to serve as a Medical referral center for the Northern Region, the Upper Regions,

the Upper part of the Volta and Brong Ahafo Regions as well as part of Togo, Ivory Coast and Burkina Faso.

### 3.3 Population and Units of Study

The population is the full set of cases from which the sample is taken. Sampling is choosing a part of a population to represent the entire population with the view of obtaining information from a group that represents the whole and since the study cannot reach out to every individual within the population due to time and financial constraints, it is important to choose a samples.

But for this study the sample size selected was One Hundred and twenty (120) staffs representing the population for the study. Respondents for this population comprised the Management and other administrative staff purely involved in the strategic planning process in the hospital. The Management comprised the Chief Executive Officer, all Directors and their Deputies and Heads of Department. The other Administrative staff also comprised of the decentralized and non-Decentralized departmental management, House management committee members and the General Administrative and Support Staff. The breakdown in percentage of total population for the study is indicated below.

**Table 3.1 Population of Study**

POPULATION	NUMBER	PERCENTAGE %
Management	5	4.7
Deputy Directors	9	7.5
Heads of Department	6	5
Executive Management	1	0.3

BMC Management	28	23.3
General Administration	36	30
House Management Committee	15	12.5
Non Decentralized BMC Management	20	16.7
<b>TOTAL</b>	<b>120</b>	<b>100</b>

The decentralized Sub-Budget Management Center (departments) that were selected are Obstetric and Gynaecology department, Internal Medicine, Paediatric and Surgical Departments while the Diagnostic & Rehabilitation Department, Out Patients Departments comprised the non-decentralized department to be selected.

In all there were five (5) Management members, nine (9) Deputy Directors, and six (6) heads of Department. The Chief Executive Officer represents the Executive management body making, a total of Twenty (20).

Fifteen (15) member of the Hospital House Management committee were selected and seven (7) member each from the four main (4) decentralized BMC. One (1) staff each were also selected from the General Administration departments comprising Human Resource,

Supply Chain Management, Planning and Research, Finance, Health Insurance, Internal Audit, Estate, Catering, Domestic Service, Biomedical Engineering, Health Information Management, Social Welfare, ICT, Public Relation, Transport, Environmental Health, Centralized Supplies & Sterilizing and Nutrition units making a total of thirty-six (36) respondents. A total number of twenty (20) respondents were selected from the remaining non decentralized Departments BMC. Fourteen (14) staffs were selected from the

Diagnostic & Rehabilitation Department while the Remaining Six (6) went to the Out Patients Department.

The selection of the Executive Management means that they develop the strategic plans in most cases and can be in a better position to explained evaluate the issues to consider in the planning process and how they intend to implement them.

It is a well noted fact that strategic plans cannot be implemented without the General Administrative units such as HR, Finance, Procurement units etc. Their inclusion will also help to know which activities they also employ to have successful implementation with regards to resource acquisition and allocation and how finance is able to render their support for that achievement.

The Domestic, Catering, Biomedical Engineering and Estate units cannot be left and out since the hospital also renders some housekeeping and domestic activities to facilitate the delivery of quality health care. They also explain how their units are able to facilitate the implementation process.

The Directors and their Deputies, Heads of Departments and Sub BMC Management were in a better position to also express the various steps they had been taken towards implementation of strategic plans on daily basis. Moreover, they could give accurate record on previous activities they adopted towards achieving similar goals and recount the extent of success of their Departments.

The other non-decentralized Departmental members gave accounts of their own contribution daily towards strategic planning implementation as well as their individual perception of

strategic planning development and what seem to be obstacles to the attempt to achieve implementation success. Again they expressed how in their own opinions, strategic planning implementation has affected their attitudes towards work performance and organizational improvement.

Incidentally, selection from the Hospital House Committee becomes necessary because most of the strategic planning implementation in the hospital as a health institution borders on changes or improvements in quality health, staff attitudes towards, clients and work and the general public.

In all these, members play a vital role towards their achievement and they can as well recount their level of participation, as representatives of Unions and groups, how success can be achieved and the possible challenges likely to be associated with every strategic planning implementation.

### **3.4 Sampling Technique**

Representative sampling technique was used. This is because with probability samples the chances of each case or the probability of each case being selected from the population is known. Under this, stratified sampling which is a modification of random sampling was used to divide the population into relevant and significant strata based on one or a number of attributes. Here the sampling frame was divided into a number of subsets and a random sample was then be drawn from each strata

Purposive sampling technique was used to select the representatives of the Executive's Directors, their Deputies and Heads of Departments. This is because they can explain what informs their action and what they expect to achieve from the strategic planning. Besides the Heads of Departments, Deputy Directors and other Executive Management can also explain how they are able to align their strategic planning to reflect the approach for implementation and the necessary changes that have to be made towards success. They also monitor daily administrative performance of their respective work and keep records of their Departments performance and can again give detailed accounts of possible obstacles.

Simple random sampling was used in selecting other decentralized and non decentralized Departmental members including the Hospital House Committee. This allowed each unit in the population to have equal chance of being selected to constitute the sample size.

### **3.5 Method of collecting Data**

Data was collected using both primary and secondary sources. The primary sources include self-administered questionnaires, interview questionnaires and structured observation. The secondary sources of data include books, journals, archival records, reports, information from the internet and newspapers. The use of questionnaire is said to be stable, constant and has uniform measure without variation (Sarantokose, 1998). They are said to be effective in obtaining first hand information about practices and conditions and for enquiring into opinions and attitudes of subjects (Kerlinger, 1973). It again offers less opportunity for bias caused by the presence or attitude of the researcher.

The interview method was used alongside the questionnaires and it helped to achieve flexibility and control in the order in which the questions are presented. Again, personal contact increased respondents' full participation for the needed information. Self-administered questionnaires were given to House Committee and other administrative units within the hospital to help ascertain their involvement in the planning process. Interview questionnaires was used for the Chief Executive, all Directors and their Deputies, all Heads of Department, Sub-BMC management non decentralized departmental members. The reason was that these people usually do not have much time and it will seem an additional task if they are asked to answer self administered questionnaires. The use of interview questionnaires helped received accurate responses and to reduce call backs.

Observations were made on all respondents to ascertain how their views and perception of strategic planning implementation correspond to their attitudes and behavior and in which manner they are able to work in the organization. Non-verbal cues such as gestures, gazes and stares, postures and movements were also observed during the administration of questionnaires. This was because human beings are naturally unpredictable and therefore can pretend to distort the reality of the information about the situation.

The secondary sources of data included journals, archival records, articles, reports, information from the internet and newspapers. Relevant information from these sources were reviewed to ensure proper understanding of the subject under investigation.

## CHAPTER FOUR

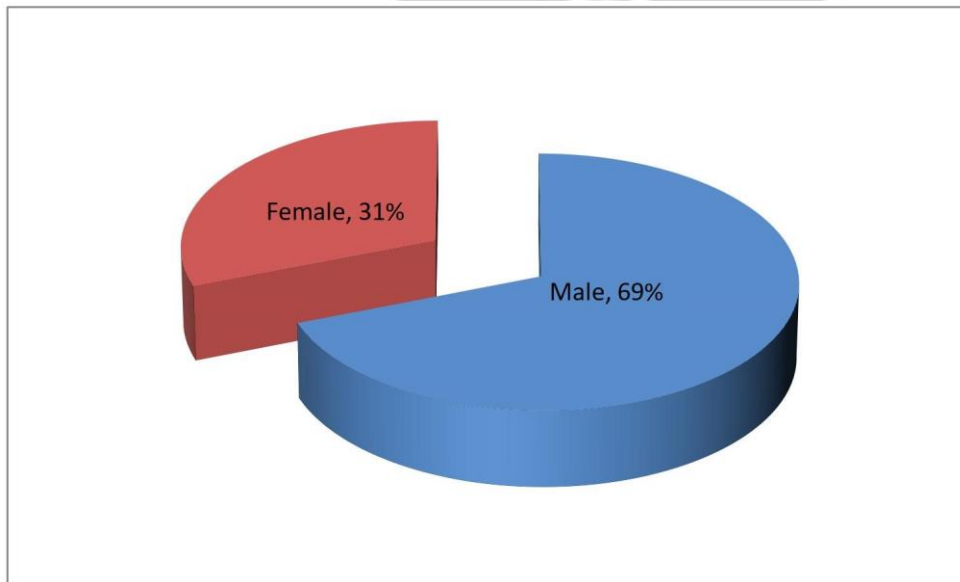
### DATA PRESENTATION AND DISCUSSION OF FINDINGS

#### 4.0 Introduction

This chapter interprets and discusses the findings of the study. Quantitative (structured questionnaire for Management and Staff of TTH were analyzed and discussed in this chapter.

In all one hundred and twenty (120) questionnaires were sent out but one hundred and seven (107) were retrieved for the analysis consisting a response rate of 89.2%.

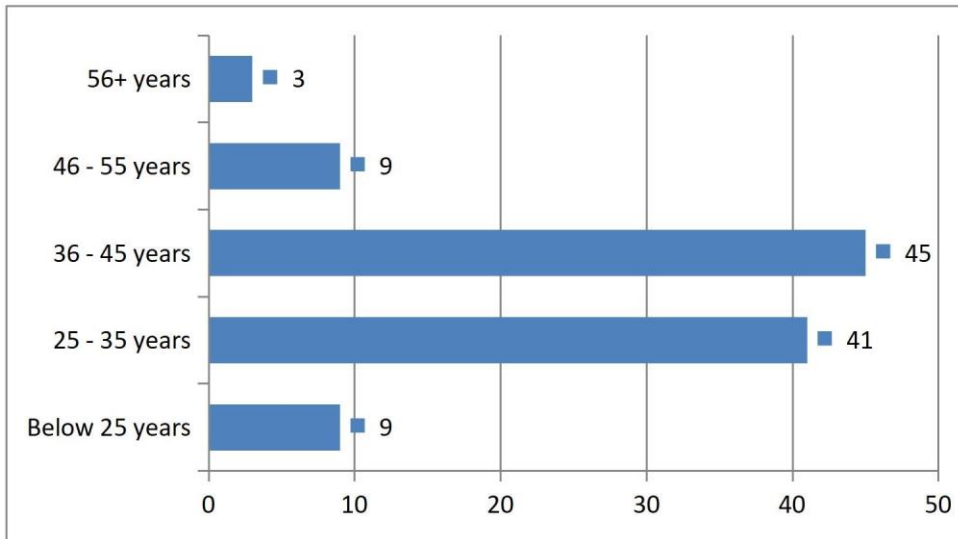
**Figure 4.1 Gender of respondents**



Source: Field survey, 2012

Figure 4.1 above reveals that seventy-four (74), 69% of the respondents were males while thirty-three (33), 31% of the respondents were females. This clearly indicates that, there are more males than females involved in the planning and budgeting process.

**Figure**  
**4.2 Demographic Background of Respondents (Age)**

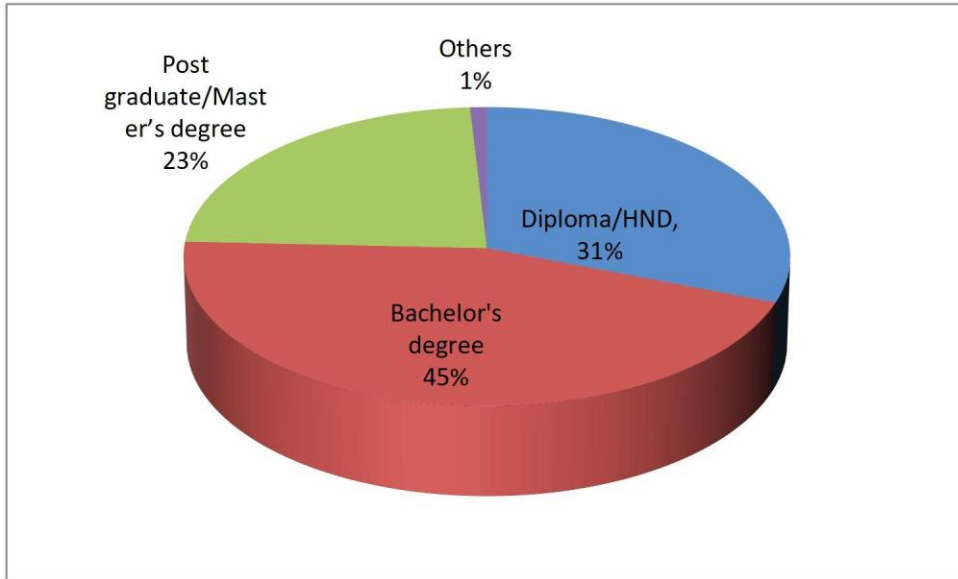


Source: Field survey, 2012

Figure 4.2 shows the age distribution of respondents, and from the chart above, out of 107 questionnaires that were received, nine (9) or 8.4% were below the age 25 years, forty-one (41), 38.3% were between the ages of 26-35, forty-five (45), 42.1% were between the ages of 36-45, nine (9) 8.4% were between the ages of 46-55 years and three (3) 2.8% were age 56 years and above. From the figure, the average ages of staff involved in the process are between 36-45 years.

### **4.3 Academic and professional qualification of Respondents**

**Figure**

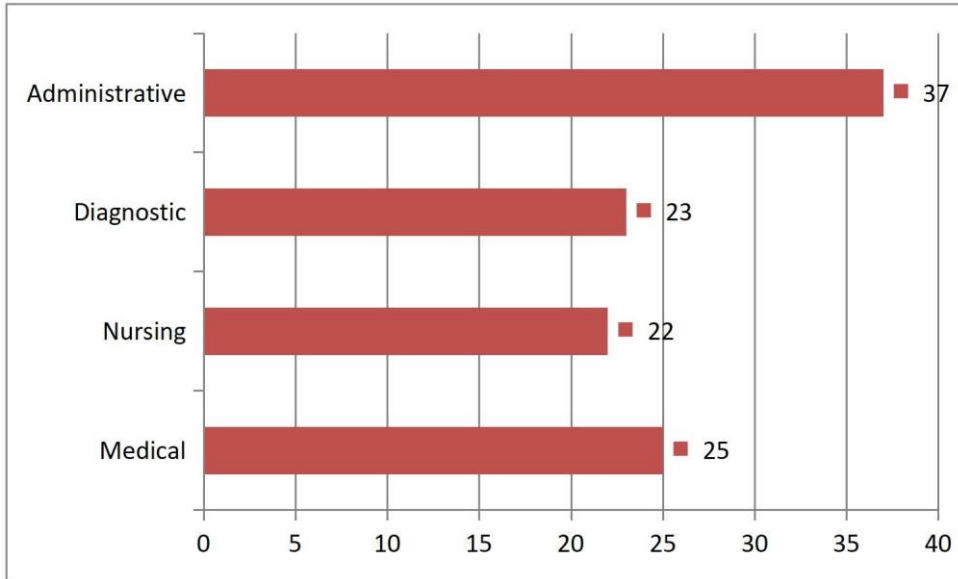


Source: Field Survey 2012

Figure 4.3 presents the educational background of respondents. In all, forty-eight (48) out of the total number of respondents representing 44.9% had bachelor's degree, thirty three (33), 30.8% have Diploma/HND, twenty-five (25), 23.4% have Post graduate / Master's degree, with only one (1) respondent representing 0.9% has FGCP. The results indicate that the majority of the respondents involved in the process are degree holders.

#### **4.4 Professional Groupings**

**Figure**



Source, Field Survey 2012

Figure 4.4 describes the type of working profession the respondents engaged in. The figure indicates that thirty-seven (37) of them representing 34.6% belong to the Administrative groupings, whereas twenty-five (25), forming 23.4% were in the Medical class, twentythree (23), 21.5% represent Diagnostic and Rehabilitative class and finally twenty-two (22), 20.6% are in the Nursing practice. The figure therefore shows that, those from the administrative class were in the majority whereas respondents from the other groups had approximately equal numbers since an equal number of staffs are always selected as such for the planning process.

**Table 4.1 Description of planning and budgeting beginning in TTH**

<b>Planning Process</b>	<b>Frequency</b>	<b>Percent</b>
Information Sent To Various Units/Departments	8	7.5
Scanning of Environment and Previous Year Budget for Guide	17	15.9
Formation of Budget Committees	22	20.6
Beginning from various levels in the Hospital	19	17.8
Strategic Plans and Indications from MOH	10	9.3
Organization of Budget Meeting	8	7.5
Organization of Training Workshops	9	8.4
No idea	14	13.1
Total	107	100.0

Source: Field survey, 2012

Table 4.1 describes how the various respondents begin budget and planning process in the hospital. Out of a total number of one hundred and seven (107) respondents, twenty-two (22), 20.6% indicated that the process starts by the formation of budget planning committees, nineteen (19), 17.8% indicated the process begins from the various levels in the hospital and finally seventeen (17), 15.9% by scanning the environment and analyzing previous year's budget plans, the top three responding rates. For the last three responding rates, nine (9), 8.4% indicated that the process starts by the organisation of budget training workshop while sending information to various units/departments as well as the organization of budget meeting had eight (8) people responding respectively representing 7.5%. The results indicate that averagely the respondents will scan the environment as well as previous year's budget

to guide the process. The responses agree with NSGIC (2006) publication whereby they outlined the process in five phases. It could be noted that out of the five phases outlined by NSGIC, the data above indicated that all respondents concentrated on the first phase either by setting up of committees, organizing meetings, identifying inputting units, logistics etc.

**Table 4.2 Descriptive Statistics about Strategic Planning and budgeting at TTH**

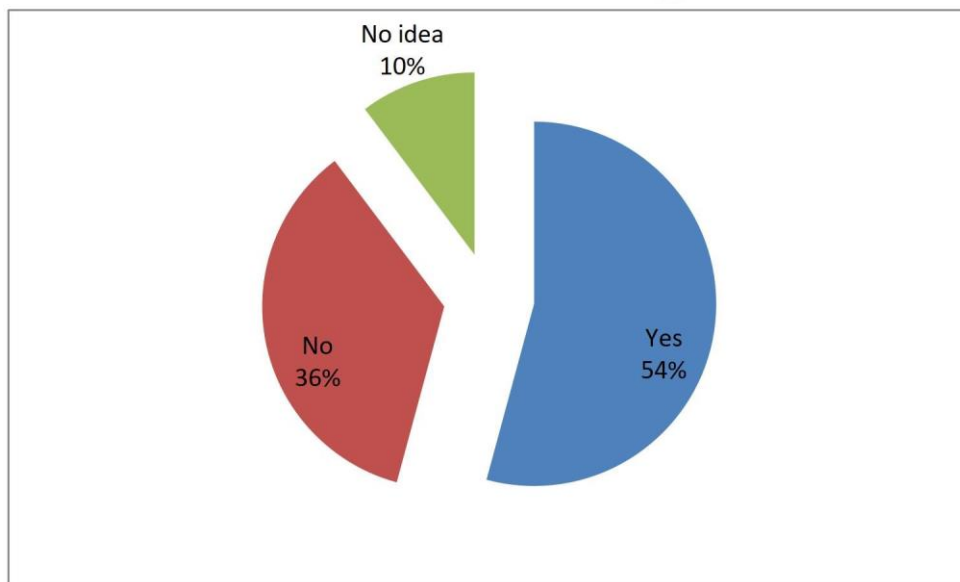
	N	Mean	Std. Deviation
Relevant Staff are involved in the planning, budgeting process.	107	3.74	1.003
There is always fair representation of departments in the planning cycle	107	3.53	1.003
TTH follows planning and budgeting cycle	107	3.32	.958
TTH has adequate human resource for the planning and budgeting process	107	3.28	.919
Budget hearing is not effectively done in TTH	106	3.11	1.098
All staff are included in the planning and budgeting activity	107	3.10	1.107
TTH has a working strategic plan	107	3.04	1.018
Strategic plans and budget are periodically monitored	106	2.83	.920
Approved plans and budget are communicated to staff	99	2.78	1.174
TTH staff are frequently trained on planning and budgeting	105	2.59	.987

*Source; Field Survey 2012*

Table 4.2 analyses the extent to which respondents agreed to statements about strategic planning and budgeting in TTH. Taking the average score of 5 – strongly agreeing to 1 – strongly disagreeing, out of a total number of one hundred and seven (107) respondents, an

average mean of 3.74 as highest respondents indicated that relevant staff were involved in the planning and budgeting process while 2.59 came out as the lowest, indicating that TTH staff were frequently trained in planning and budgeting

**Figure 4.5 Guide for Planning and Budgeting**



Source: Field survey, 2012

Figure 4.5 above reveals that fifty-four (58), 54.2% of the respondents indicated they had a guide for the planning process while thirty-six (36), 35.5% of the respondents indicated they did not. Nevertheless eleven (11), 10.3% indicated not to have any idea about the existence of any guide. This clearly indicates that there were more than half of the number of respondents who knew about the existence of a guide for planning and budgeting.

**Table 4.3 Using the Planning Process in the Guide**

Outlining process using guide	Freq.	%
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Scanning of environment	37	34.6
Strategic formulation	3	2.8
Strategic implementation	1	0.9
Planning process	3	2.8
No idea	18	16.8
<b>Total</b>	<b>62</b>	<b>57.9</b>

Source: Field Survey 2012

Table 4.3 reveals that thirty-seven (37), 34.4% of the total (107) respondents indicated scanning the environment as a process in the guide they used. Eighteen (18), 16.8% though who indicated to know of a guide hand no idea as to where to start from in the process. Table 4.4 below on the other had outlines respondents who do not know of any guide but indicated to scan the environment as the process they deploy in the planning and budgeting process. Twelve (12), representing 11.2% also indicated to have no knowledge about the guide and the process. The results attest to Dix & Mathews (2002) steps in the procession strategic planning and are presented as: current situation analysis (environmental scan),

Segmentation Analysis (strategic formulation), Strength, Weakness, Opportunities, and

Threat Analysis, Core Competencies Analysis, Key Success Factors, Business Unit

Strategy / Business Plan, Balanced Score Card, Evaluation.

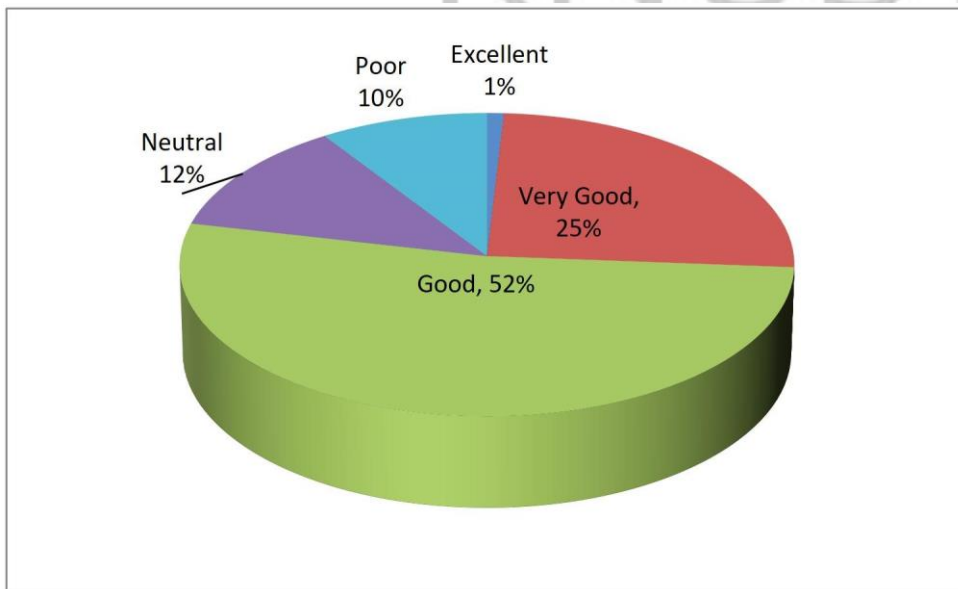
**Table 4.4 Process without the guide**

Outlining the process without knowledge or use of guide	Freq.	Qty
Environmental scan of activities	30	28.04
Mission and objectives	1	0.93
Strategic formulation	2	1.87
No idea	12	11.21

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Source: Field Survey 2012

**Figure 4.6 Relationship between one's department and planning unit.**

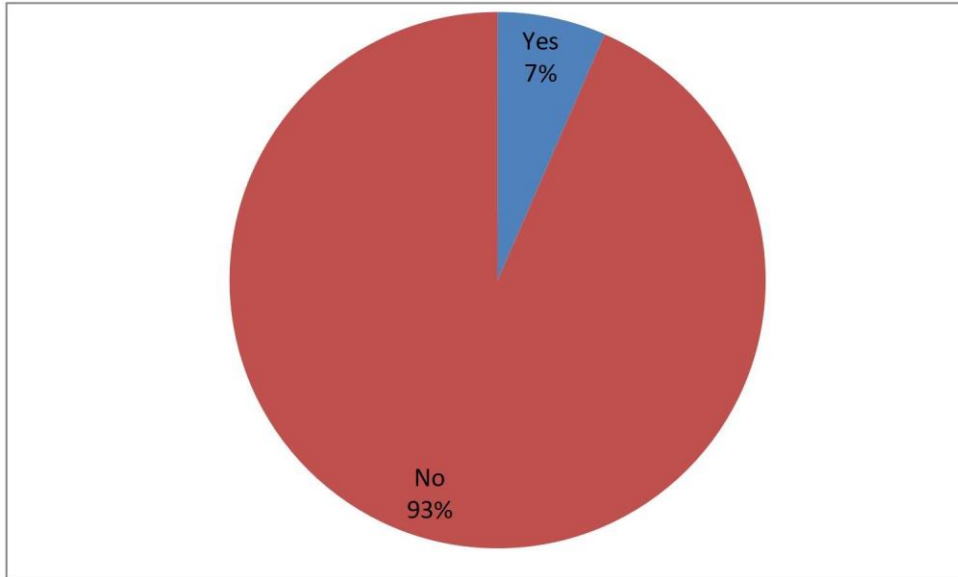


Source: Field Survey 2012

Figure 4.6 above reveals that fifty-six (56), 52.3% of the respondents indicated to have a good relationship with the planning unit, twenty-seven (27), 25.2% very good, thirteen

(13), 12.1% neutral, ten (10), 9.3% poor and finally one (1), 0.9% excellent. This clearly indicates that, there was a higher number of respondents who had good relationship with the planning unit.

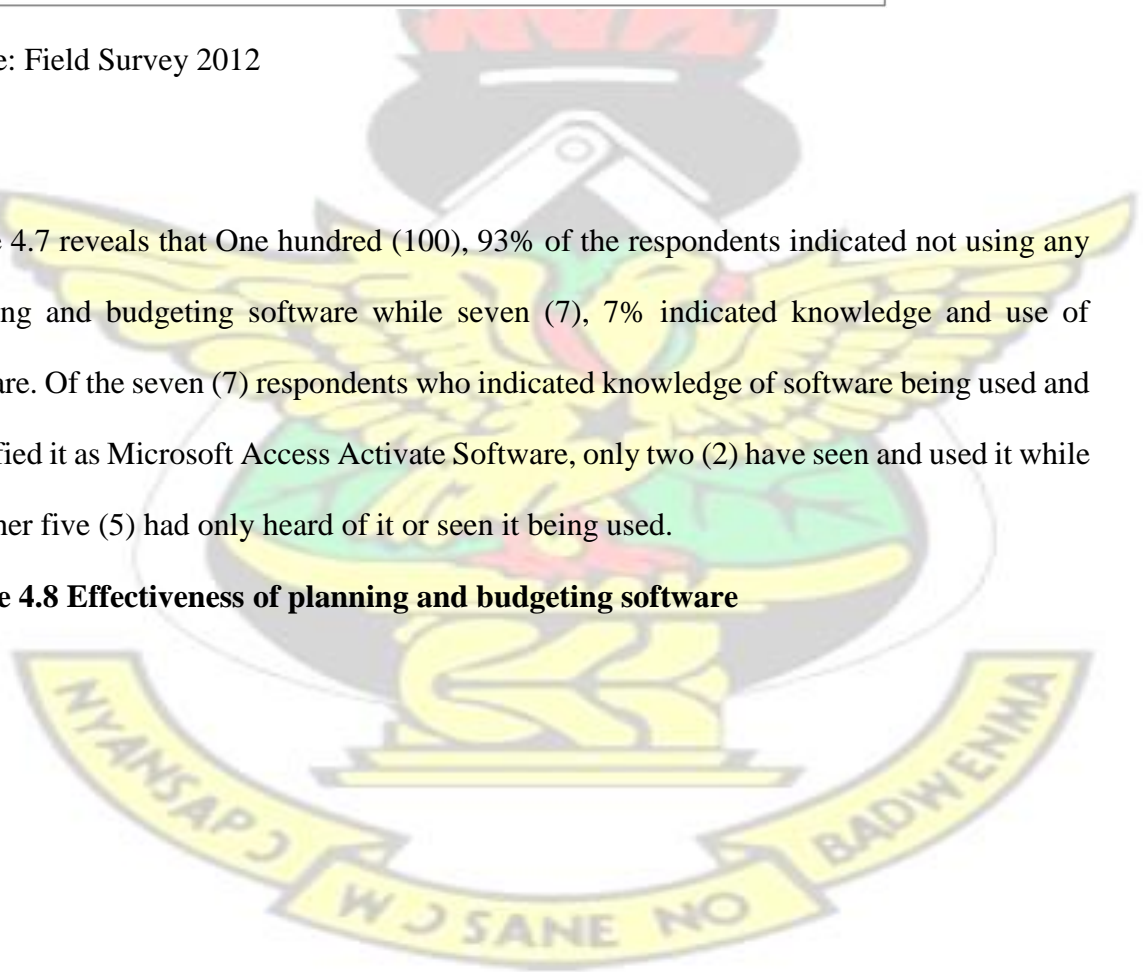
**Figure 4.7 Use of planning and budgeting software.**

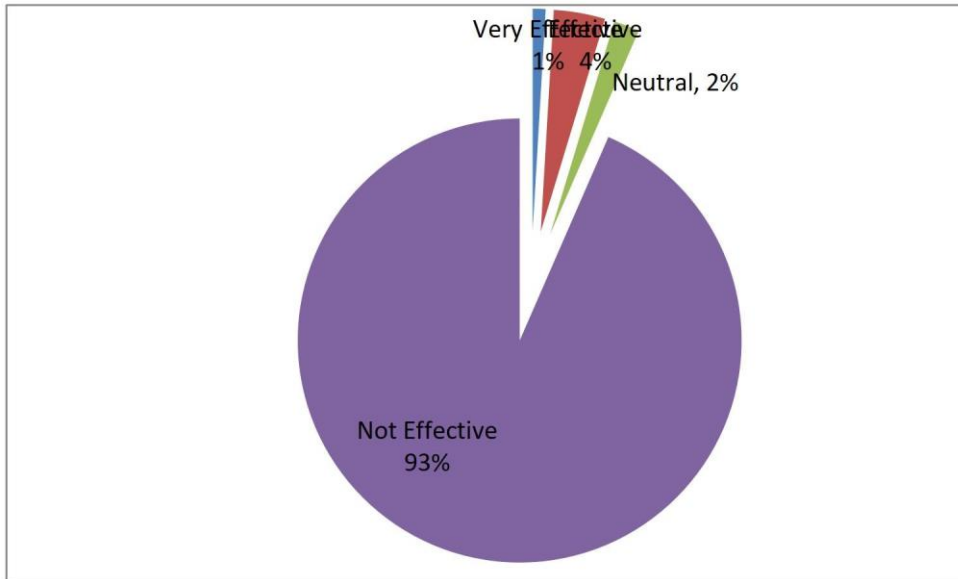


Source: Field Survey 2012

Figure 4.7 reveals that One hundred (100), 93% of the respondents indicated not using any planning and budgeting software while seven (7), 7% indicated knowledge and use of software. Of the seven (7) respondents who indicated knowledge of software being used and identified it as Microsoft Access Activate Software, only two (2) have seen and used it while the other five (5) had only heard of it or seen it being used.

**Figure 4.8 Effectiveness of planning and budgeting software**





Source: Field Survey 2012

Out of the seven (7) respondents who indicated they had heard or seen the Microsoft Access Based Activate software in Figure 4.7, four (4), 3.7% indicated it was effective, two (2), 1.9% had a neutral opinion and one (1), 0.9% found it very effective. One hundred (100), 93.5% respondents on the other hand could not indicate its effectiveness since they had no knowledge at all of the software. This clearly indicates that almost all respondents never new about the existence of a software and hence cannot ascertain its effectiveness.

**Table 4.5 Challenges in Planning and budgeting process**

Most important challenges in the process	Frequency	Percent
Lack of Management/Staff Commitment, Involvement Motivation & Coordination	63	22.40%
Lack of Education, Knowledge, Training and adequate information	52	18.50%

Lack of Logistics, Resource and Data	49	17.40%
Lack of adequate time	32	11.40%
Lack of Consistency, Co-ordination, Strategic Policy & Focus	24	8.60%
Lack of Communication & Feedback	22	7.80%
Inadequate Funding	20	7.10%
Lack of Competent and qualified staff	19	6.80%
Total	281	100.00%

*Source: Field survey, 2012*

Table 4.5 shows the most important challenges that affected the planning and budget process as indicated by the respondents. From the table, sixty-three (63), representing 22.4.0% of the respondents indicated that Lack of Management & Staff Commitment, Involvement Motivation and Collaboration were the factors that most affected the planning process. Lack of education, training, knowledge and information about the process also was recorded by fifty-two (52) respondents, representing 18.5% while for forty-nine (49), 17.4% Lack of logistics, resource and available data of came third. For the last three challenges, lack of communication and feedback represented 7.8%, Inadequate funding reported by 7.1% and Lack of competent and qualified staff crowned the most common noted challenges of the planning process. The results corroborate Pearsons' (2008) pitfalls against successful process. Among them are lack of ownership, lack of communication, lack of empowerment, no progress report, etc.

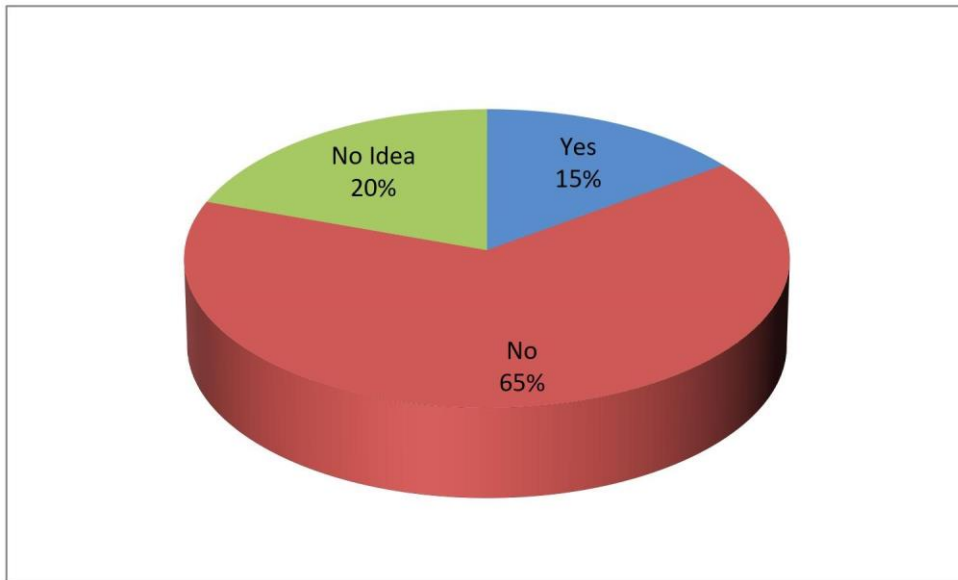
**Table 4.6 Benefits in Planning and budgeting process**

<b>Benefits of the process</b>	<b>Freq</b>	<b>Percent</b>
Clearly defined mission, Improved budget and effective communication	68	24.20%
Reduces cost and wastage	43	15.30%
Brings Transparency, Accountability and Good working environment	43	15.30%
Increases revenue generation	31	11.00%
Increases adequate resource generation	30	10.70%
Increases client numbers and productivity	24	8.50%
Motivation to staff	24	8.50%
Quality of Care	18	6.40%
Total	281	100%

*Source: Field survey, 2012*

Table 4.6 on the other hand shows the most important benefit that will be derived from the planning and budget process as indicated by the respondents. From the table, sixty-eight (68), representing 24.2% of the respondents indicated engaging in the process would lead to clear defined mission, improve budget which will enable effective communication. Forty-three (43) or 15.3% of respondents indicated reduction of cost and wastage and bringing about transparency, accountability and good working environment as a benefit to planning for the first three benefits. For the last three benefits indicated, increases adequate resource mobilization and increases in client's numbers and delivery of quality care ended the table with 8.5% and 6.4% respectively. The results allude to Ahoy (1998) publication that beside personal satisfaction engaging in strategic planning offers at least five comparing reasons for its use. This she enumerated as helping to define overall mission of the organization and focuses on the objective, provides standard of accountability for people, allocate resource among others.

**Figure 4.9 Guide for implementation of planning and budgeting**



*Source: Field survey, 2012*

Figure 4.9 above shows that seventy (70), representing 65.4% of the respondents indicated not to have any guide for implementation for planning and budgeting while sixteen (16), 15% indicated to have knowledge of a guide and twenty-one (21), 19.6% not having an idea at all of a guide. This clearly indicates that about half of the respondents never knew about the existence of a guide and for that matter having fair knowledge of its content.

**Table 4.7 Process of Implementation**

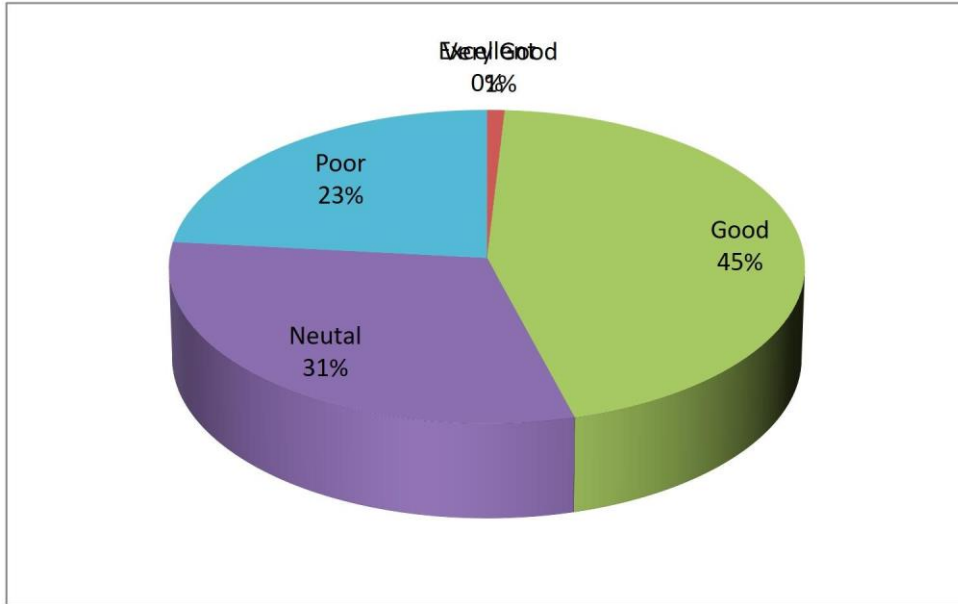
<b>Process as pertaining to the hospital</b>	<b>Freq</b>	<b>%</b>
Implementation starts from identification of staff and resource	12	11.2
Done when necessary	4	3.7
Carried out with the guide from MOH	10	9.4
Implementing by use of existing policies and agreed plans	5	4.7
Carried out with the guide from planning unit	5	4.7
No Idea	71	66.4

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Source: Field Survey 2012

Table 4.7 reveals that seventy-one (71), 66.4% of the total (107) respondents indicated not knowing how implementation was carried out in the hospital. But never-the-less twelve (12), 11.2% indicated it was done from the identification of necessary staff and resourced to be use, ten (10), 9.4% through the guide of MOH, five (5), representing 4.7% of respondent indicated implementation was through the use of existing policies and agreed plans as well as through the help of the planning unit in that order. Finally four (4), 3.7% indicated implementation was done when as it was deemed necessary by the organization. Hence from the table, it is clear that more than half of the respondents do not have any knowledge and idea about how implementation is carried out in the hospital. The result agrees with Innovation Insight (2009) assertion that determines who is responsible for what, when it should start and what intermediate accomplishments are needed to achieve final results as well as linking the plan to the past and finally getting a senior leadership involvement as in the case of the involvement of the planning unit.

**Figure 4.10 Description of planning and budget implementation in the Hospital**

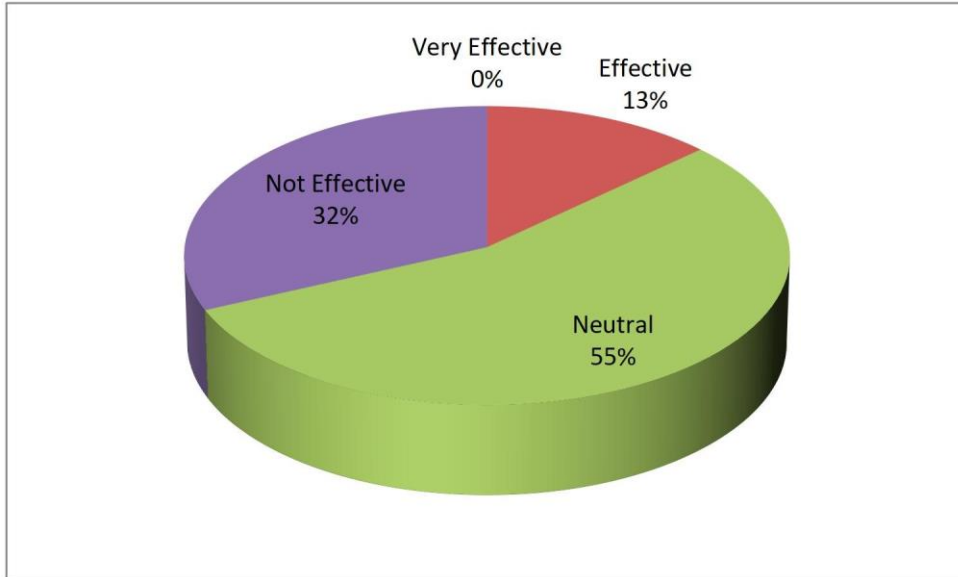


Source: Field Survey 2012

Figure 4.10 above describes the effectiveness of planning and budget implementation in the hospital. Out of the 107 respondent, forty-eight (48) representing 44.9% of respondents indicated the implementation to be good, thirty (33), 30.8% neutral, Poor 23.4% and Very good 0.9%. This clearly indicates that, averagely all respondents ranked implementation in the hospital to their opinion to be neutral.

**Figure 4.11 Effectiveness of implementation to delivery of quality health care**





Source: Field Survey 2012

Figure 4.11 above describes effectiveness planning and budget implementation to the delivery of quality health care in general and out of 107 respondent, 55% of the respondents indicated implementation to quality health care be neutral, 32% not effective and effective 13%. This clearly indicates that, about half of all respondents ranked implementation in to the delivery of quality health care to be neutral.

**Table 4.8 Challenges of implementation**

Most Challenges to implementation	Freq	%
Staff Involvement & Attitude, Management support, Motivation, Interest and Trust	111	103.7
Inadequate Funding	40	37.4
Inadequate resource, logistics, data and Good Working Environment	31	29.0
Poor Planning, Monitoring, Evaluation and Supervision	30	28.0
Awareness, Education, Knowledge and Information to staff	24	22.4
Lack of competent and qualified staff to aid implementation	13	12.2

Outrageous Targets and Unforeseen Circumstances 11 10.3  
 Non Existing Policies and Government Regulation 11 10.3  
 Inadequate Time Frame 6 5.6

*Source: Field survey, 2012*

Table 4.8 shows the most important challenges that affected the implementation process as indicated by the respondents. From the table one hundred and eleven (111) respondents representing 103% indicated that Staff Involvement, Attitude, Management support, Motivation, Interest and Trust were the most challenge affecting implementation. This is followed by Inadequate Funding by forty (40) representing 37.4% of the respondents and finally Inadequate resource, logistics, Data and Good Working Environment had thirty-one (31) representing 29% of respondents For the last three challenges that affected implementation, outrageous Targets and Unforeseen Circumstances and Existing Policies and Government Regulation had eleven respondents (11), 10.3% respectively holding them up as a challenge of implementation and finally inadequate time frame for implementation coming as the last challenge with six (6), 5.6% of respondents indicating it as a challenge.

The result agrees with Alexander (1999), who recounts problems associated to implementing strategic plan as lack of adequate time for implementation, lacks adequate definition to planning, sufficient capabilities and competences to planning as well as ineffective coordination of activities.

**Table 4.9 Benefits of Implementation**

<b>Most important benefit of implementation</b>	<b>Freq</b>	<b>%</b>
Good working environment and Achieving Goals	46	43
Deliver quality care, Good will and quality Customer Relation	43	40.2

Increase Revenue and Income	38	35.5
Motivation and Education	27	25.2
Accountability, Transparency & Development	27	25.2
Improvement in Strategic Plan	24	22.4
Reduce cost and expenditure	23	21.5
Availability of adequate Resource, Equipment and Tools	20	18.7
Increase in patient numbers	8	7.5

Source: Field Survey 2012

Table 4.9 shows the most important benefit that will be derived from implementing planning and budget. From the table, forty-six (46), representing 43% of all respondents indicated that implementing the process would lead to good working environment and for that matter achievement of goals. Forty-three (43) or 40.2% of respondent attest to delivery of quality health care, good will and quality customer relation, while 35.5% find an increase in revenue or income to climax the first three most important benefits for implementation. For the last three benefits indicated one could derived from implementation, reduction in cost and expenditure had 21.5% responding, availability of adequate resource equipment and tools 18.7% and finally Increase in patients numbers had 7.5% respondent in that order.

The results confirm Pathfinder International, publication, in “Organization Development series 1” that implementation brings about Motivation for staff, confront issues and help aid solve problems, allow managers to focus and make insight of the plans for future direction and finally develop a renewed sense of improved accomplishment of goals and objective as in improvement in strategic plan as cited by respondent.

The results agree with Myran (2011) acknowledgement of the fact that, several benefits can be derived if implementation is done probably thereby mentioning of a couple which include, providing clearer focus of organization, producing more efficiency and effectiveness, bridges staff and board of directors, provides the glue that keeps the board together, produces great satisfaction among planners around a common vision, Increases productivity from increased efficiency and effectiveness and finally solves major problems among others.



## **CHAPTER FIVE**

### **SUMMARY, RECOMMENDATIONS AND CONCLUSION**

#### **5.0 Introduction**

This chapter summarizes the findings of the study, offer recommendations and draws conclusion from findings to strategic planning implementation on the administrative performance of the Tamale Teaching Hospital and for future developments and studies.

#### **5.1 Summary of Findings**

The study was undertaken to assess strategic planning implementation on the administrative performance of hospitals in Ghana with respect to Tamale Teaching Hospital.

The study particularly investigated how strategic planning is implemented in the hospital, identified and evaluated the possible factors that affect the implementation process and the effects of the implementation process on the general performance of the hospital. Both quantitative and qualitative techniques were used to analyze the data obtained. The respondents were the planning and budgeting staff, management and a selected number of staff who are mainly involved in the process.

##### **5.1.1 Beginning of strategic planning**

On the issue of how strategic planning was started in the hospital, 20.6% of the respondents said that the process began from the formation of budget committees where various tasks and schedules are given for the budget year. 17.8% said that the process begins from various levels in the institution. To some, it is from top to down where management commenced the process by informing all staff to come out with their priorities, objectives and activities for that budget year. To others also, it starts from bottom up, that is; from the functional areas such as the wards and directorates / departments which engage in it as their day-to-day activity, hence a continuous process after which feedback is given to top management for implementation if accepted.

Scanning of environment and the previous year's budget document, annual performance report etc were indicated by 15.9% of the respondents while 13.1%, that is, 2% less that figure had no idea about how the process started. They argued that it was some one else's job and they need not be involved in that. 9.3% also indicated that they think the process starts from the strategic direction and indications from the Ministry of Health. Here their argument was that they feel the hospital is governed by the government and for that matter Ministry of Health, hence no action could be taken without their direction or guidance. Organization of meetings to sensitize staff and informing staff about the budgeting process through memos and correspondence as well as taking staff through what is at stake for the budgeting month, that is, a training workshop for staff had 7.5% and 8.4% respectively. On assessing the staff perception about their knowledge of the process and whether the hospital was on the right path in the process, implementation and evaluation, respondents were made

to agree or disagree to some statements, hence aggregating the scores of these respondents and finding the mean of aggregation the following was concluded upon.

3.74% agreed that relevant staffs are involved in the planning and budgeting process while

3.53% stating that there was always a fair representation of all departments in the process and finally 3.32% stating that the hospital follows the budgeting cycle. 3.28% indicated the hospital had adequate human resource for the planning and budgeting process and 3.11% agreeing to the fact that budget hearing was effectively done in the hospital. 3.10% agreed that all staffs are included in the process with only 3.04% indicated to the fact that TTH has a working strategic plan. Monitoring of strategic plans periodically, communication of plans and budget to staff, and finally TTH staff frequently trained on planning and budgeting ended the ranking of 2.83%, 2.78% and 2.59% respectively.

### **5.1.2 Outlining of Planning Process**

On the extent to which respondents had used the planning and budgeting guide they were privy to, 34.4% indicated they start with an environmental scan and process to formulation of strategy and finally to strategic implementation, while 28% who responded had no idea about a guide and also indicated that the process is started by scanning the environment, then coming out with mission and objectives, formulation of their strategies and finally implementation. Hence it will be noted that about half of the respondents had the idea of scanning the environment as part of the process involved in strategic planning. Strategic formulation and setting mission and vision which came second for both users and nonusers of the guide, a minute percentage of 2.8% and 0.9% were recorded respectively.

### **5.1.3 Challenges associated with planning and budget process.**

On respondent's views about the challenges associated with or that can militate against the process, 22.4% of all respondents indicated lack of management and staff support and commitment, staff involvement interest and motivation to engage in the process as a major

challenge. Also 18.5% indicated that lack of knowledge, education, training and adequate information to facilitate the process was another pitfall, while 17.4% indicated that the non-availability of the requisite resources, logistics and reliable data as a challenge. Inadequate time for planning was cited by 11.4% while 8.6% indicated the non-availability of a strategic policy and the absence of coordination and consistency as a big challenge.

#### **5.1.4 Benefits Associated with formulating a plan.**

On the extent to which respondents will benefit from planning and in ranking the benefits, 24.2% cited the provision of clearly defined mission, improvement in plans and budget, and effective communication among all staff as the topmost benefit of engaging in the planning process. Reduction in cost and wastage came second with 15.3% of respondents attesting to that fact while equal number of respondents of 15.3% also indicated engaging in the process will bring about, transparency, accountability and good working environment.

Increased revenue generation and increase in resources and logistics was fourth and fifth respectively with 11% and 10.7% of respondents indicating that fact. Another group of 8.5% indicated that engaging in the planning and budget process will increase client numbers which will lead to a general motivation of all staff. Finally 6.4% attested to the fact that engaging in the process will lead to the delivery of quality health care to all clients.

#### **5.1.5. Implementing a strategic plan**

Surprisingly majority of respondents, 66.4% had no knowledge about how strategic plans are implemented in the hospital. To them they only know of coming to work and doing their routine work and leaving the implementation to those whose work it is. Nevertheless 11.2% of the respondents indicated that implementation starts from the identification of plans and objectives and tasking relevant staff necessary for implementation. 3.7% on the other hand, indicated they felt it is done when necessary, while 9.4% indicated it is carried out with the guide from the Ministry of Health, the governing body. Finally 4.7% also indicated that they feel implementation is carried out by the use of existing policies and agreed plans and budgets as well as being carried out with the help and the assistance of the planning and research unit of the hospital respectively.

#### **5.1.6 Challenges associated with Implementation**

In ranking the challenges that respondents felt were associated with implementation of strategic plans, a little over 100%, of all respondents stated that the major challenge to implementation was staff involvement attitude and apathy, absence of management support, motivation and interest to partake in the process as well as trust. Secondly inadequate funding for implementation was cited by 37.4% while 29% indicated that the unavailability of resources, logistics, data and serene working and implementation environment was a challenge.

Poor planning, monitoring, evaluation and supervision were cited by 28% of the respondents as a hamper to implementation, while knowledge and mode of implementation was not known. Lack of competent and qualified staff to aid implementation was also a challenge indicated by 12.2% of

respondents while 10.3% simultaneously cited the setting of outrageous strategies, nonexistence of implementation policies, stringent government regulations and unforeseen circumstances as a challenge. Finally the availability of adequate time for implementation was cited by 5.6% of respondents.

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### **5.1.7 Benefits associated with implementation**

It could be realized that almost all the respondents reported on staff involvement attitude and apathy, absence of management support, motivation and interest to partake in the process as well as trust as a major challenge, but in enumerating the benefits associated with implementation, only less than half of the respondents for the challenges for implementation numbering 43% indicated the Achievement of Goals in a serene working environment as a major benefit the hospital can derive in implementing a strategy. 40.2% indicated delivery of quality health care, attainment of good will and provision of quality customer relation will be achieved if strategies are implemented. Increase in revenue and income had 35.5% respondent rate while the availability of motivation for staff and acquisition and recruitment of experience staff had 25.2% responding to the fact they implementation strategy will generate.

Provision of Accountability, transparency and development was also agreed upon by another 25.2% while a total improvement in strategic planning and implementation was cited by 22.4% of all respondents. Reduction in cost and expenditure, availability of adequate resources, equipment and tools as well as the increase in patient's numbers concluded the ranking with 21.5%, 18.7% and 7.5% respondents respectively

## 5.2 Conclusions

In conclusion, it is realized that strategic budget and planning committees are formed when the various modalities of what is required and expected for the budgeting year are outlined. Various levels in the hospital i.e. departments, units and wards, are then notified by management and the process is kicked start by a thorough scan of the previous year budget and performance reports which are then mapped to the objectives and directives received from the Ministry of Health. Meetings and training workshops are then held for the staffs involved in the process.

All staffs are expected to be involved in the process with a fair representation from various departments and units in the hospital. The hospital is noted to follow the budgeting planning process and there was adequate human resource indication for the process in the hospital which has a working strategic plan as a guide. The process in the hospital starts from environmental scan, formulation of mission and objective, formulation of strategy and final implementation.

The topmost challenges affecting the planning process include staff and management support, commitment, involvement, interest and motivation among others, to engage in the process. Also the knowledge and information about the process and the availability of resources and requisite data are major challenges that may require urgent intervention of the hospital management.

Benefits to derive from undertaking the process included the formulation of clear mission and vision statement, improvement in budgeting and improved communication. Also reduction in cost and waste, and the acquisition of transparent, accountable and good working environment should be what are to motivate the Tamale Teaching Hospital staff. Meanwhile, in implementing a strategy plan, it was realized that majority of staff did not know what the processes were but those who attempted statements made it clear that it starts from the identification of resource to be used, or implementation done when necessary and deemed fit. Finally they also cited it was normally carried out with the help of the guide from the Ministry of Health and the planning budgeting unit of the hospital.

Challenges and benefits surveyed from implementing a plan outlined, lack of staff involvement, attitude, apathy, management support, motivation and interest in the implementation process. Funding for the implementation and the availability of resources and data required for the process were also seen as cited as challenges. For the benefits the hospital could derived from implementing a strategic plan, achievement of goals, provision of quality health care and good customer relation, increase in revenue and availability of motivational packages for staff were some of the benefits outlined.

### **5.3 Recommendations**

Based on the findings of the study summarized above, the following recommendations are made to Tamale Teaching Hospital:

It is recommended that Tamale Teaching Hospital should take all staff through an orientation on strategic planning, how it is supposed to begin so that participants can keep up pace with currents trends of the processes.

Although, technology keeps becoming expensive it is recommended that Tamale Teaching Hospital invests in technology that would help them plan strategically to enable them render affordable service to their clients. That quality of service delivery be maintained and continuously improved in order to maintain or even widen the catchment area for great access to health care delivery.

Furthermore, respondents' expectation of management demands that the support and involvement of all categories of staff be stepped up. It is then that delivery of quality service and presentation and implementation of plans shall be achieved.

It is also recommended that the hospital enrich its personnel staff by employing experienced personnel for a smooth leadership in the planning and implementation of the process.

It is also recommended that some aspects of the planning and budgeting process are outsourced to provide mentorship to staff at the initial stages of the evaluation towards effective planning and implementation.

Finally yearly assessment and review sessions are organised to provide the staff the opportunity to interact and share ideas.

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**Dear Sir/Madam,** this questionnaire is designed to collect information about the strategic plan implementation in the Tamale Teaching Hospital. Feel free to give your opinion and responses as much as possible. You are assured of anonymity and confidentiality of your responses and the information you give will be used for only academic purpose.

**Please tick [√] the appropriate box for your answers.**

**SECTION A: RESPONDENT’S IDENTIFICATION 1.**

Please indicate your gender.  male  female

2. Please what is your age group?

below 25 yrs  25 – 35 yrs  36 – 45yrs  46 – 55yrs  56 +

3. What is your highest academic or professional qualification?

Diploma/HND  Bachelor’s degree  Post graduate/Master’s degree  PhD  other, please specify.....

4. Please indicate which Professional groupings you belong to?

Medical  Nursing  Diagnostic  Administrative  other, please specify.....

**Please describe how TTH’s planning and budget process is commenced**

.....

.....

.....

**SECTION B: STRATEGIC PLANNING AND BUDGET IN TTH**

To what extent do you agree or disagree with each of the following statements about planning and budgeting in TTH. Use these scales to answer:

**1 – Strongly disagree 2 – Disagree 3 – Neutral 4 – Agree 5 – Strongly agree**

	Statement	Tick only one option				
		1 – 5				
1.	TTH has a working Strategic Plan	1	2	3	4	5
2.	All staff included in planning and budgeting activity	1	2	3	4	5
3.	Relevant staff are involved in the planning budgeting process	1	2	3	4	5
4.	TTH follows planning and budgeting cycle	1	2	3	4	5

5.	Budget hearing is not effectively done in TTH	1	2	3	4	5
6.	Approved plans and budget are communicated to staff	1	2	3	4	5
7.	There is always fair representation of departments in the planning & budget cycle	1	2	3	4	5
8.	TTH has adequate human resource capacity for the planning and budgeting process	1	2	3	4	5
9.	TTH staff are frequently trained on planning and budgeting	1	2	3	4	5
10.	Strategic Plans & Budgets are Periodically Monitored	1	2	3	4	5

**COMPETENCE OF TTH PLANNING AND BUDGETING STAFF**

1. Please do you have a guide for planning and budgeting?

Yes  No

2. If Yes please outline the process involved as pertains to the hospital?

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

3. If No please outline how planning and budgeting process is carried out as pertains to the hospital? .....

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

4. How would you describe the relationship between your department and planning unit? [ ] Excellent [ ] Very Good [ ] Good [ ] Neutral [ ] Poor

5. Do you use any planning and budget software? [ ] Yes [ ] NO

6. If yes for the above, what kind of software do you use?.....

7. How effective is the software to the planning and budget process in the hospital relationship in your organisation? [ ] Very effective [ ] Effective [ ] Neutral [ ] Not effective

8. What do you think are the three (3) most important challenges in the planning and budgeting process in TTH

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

9. Name at least three(3) most important benefits you think would be derived from improving planning and budgeting process in TTH

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

**MODE OF STRATEGIC IMPLEMENTATION IN TTH**

1. Please do you have a guide for implementation for planning and budgeting?  
[ ] Yes [ ] No

2. Can you outline the implementation process involved as pertaining to the hospital? .....

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

3. How would you describe planning and budget implementation in the entire hospital?  
[ ] Excellent [ ] Very Good [ ] Good [ ] Neutral [ ]

Poor

4. How effective is the implementation to the delivery of quality health care?  
[     ] Very effective     [     ] Effective [     ] Neutral     [     ] Not effective

5. What do you think are the three (3) most important challenges in the implementation process in TTH

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

6. Name at least three (3) most important benefits you think would be derived from implementation process in TTH

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

**Thank you for taking time to complete this questionnaire!**

