STRATEGIC PLAN IMPLEMENTATION AMONG SMALL AND MEDIUM ENTERPRISES IN KHARTOUM, SUDAN

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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STRATEGIC PLAN IMPLEMENTATION AMONG SMALL AND MEDIUM ENTERPRISES IN KHARTOUM, SUDAN

BY

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A Project Report Submitted to the Chandaria School of Business in Partial fulfillment of the Master of Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SPRING 2019
STUDENT'S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University Africa for academic credit.

Signed ……………………………. Date……………………………….

Suzan John Jock (647914)

This research project has been submitted for Examination with my approval as the University appointed supervisor.

Signed ……………………………. Date ………………………

Dr. Joseph Kamau Ngugi.

Signed ……………………………. Date ………………………

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ABSTRACT

The objective of the study was to examine the strategic plan implementation among small and medium enterprises in Khartoum, Sudan while the specific objectives were: to establish how strategic resources influence strategic plan implementation among SMEs in Khartoum; to determine the influence of strategic leadership on strategic plan implementation among SMEs in Khartoum; to find out the extent to which organizational practices influence strategic plan implementation among SMEs in Khartoum; to establish effective practices used among SMEs in strategic plan implementation in Khartoum.

The study adopted the use of descriptive research design. The population for the study was SMEs doing their business in Khartoum, Sudan. The total sample size for the study was 100 SMEs situated in Khartoum. Stratified sampling was used where data was collected by questionnaires. Statistical package for social sciences was used to analyze collected data and presentation of data was through graphs, charts, tables and figures. Data analysis was conducted using descriptive statistics and inferential statistics. Descriptive included measures of central tendency such as frequencies and percentages among others. While inferential statistics tests included variance, correlation coefficient, and regression were performed. Correlation and variance were performed, and simple linear regression analysis was used to establish the effect of independent variable on the dependent variable.

The findings of the first objective indicated that resources were found to have a positive and statistically significant relationship with strategic plan implementation. The path coefficient was positive and significant at the 0.05 level (β=0.355, t-value =3.438 p<0.05). Results on strategic leadership was found to be positive and significantly related to strategic plan implementation (r = 0.444, p-value<0.05). Strategic Leadership was found to have a positive and statistically significant relationship with Strategic plan Implementation. The path coefficient was positive and significant at the 0.05 level (β=0.219, t-value =4.078 p<0.05). Effective practices were found to be positive and significantly related to Strategic plan implementation (r = 0.558, p-value<0.05) and organizational practices were found to be positive and significantly related to strategic plan implementation (r = 0.368, p-value<0.05).
Effective practices were found to have a positive and statistically significant relationship with strategic plan implementation. The path coefficient was positive and significant at the 0.05 level ($\beta=0.506$, t-value $=4.399$ p<0.05). The positive relationship means if, effective Practices increases by 1%, Strategic plan implementation increase by 50.6%. Organizational practices were found to have a positive and statistically significant relationship with strategic plan implementation. The path coefficient was positive and significant at the 0.05 level ($\beta=0.275$, t-value $=3.049$ p<0.05).

In conclusions, involvement of technology and stakeholders makes implementation of strategic planning much easier. Communication and the lack of knowledge were identified as the key factors that influence the implementation of strategic plans in SMEs. Secondly, comprehensiveness of strategic plan implementation is influenced by the adoption of the developed strategies, enhanced employee participation in the process and the reduction of political behavior. SMEs have adopted practices that are having a significant impact on strategic plan implementation. They include; frequent business meetings on strategy, business growth plan, and employee’s participation in the strategic implementation. Implementation of a strategic plan requires the participation of all stakeholders hence the need to ensure everyone understands the goal of the organization.

The study recommends that SMEs in Sudan should balance resource allocation and even allocate more funds to strategy implementation plan. Secondly, there is a need for leadership to guide all the subordinates and ensure that the focus remain on the set objectives of the strategic plans of the SMEs. Thirdly, SMEs should utilize strategic planning tools to achieve organizational objectives and goals. Strategic planning tools to the provides the background for organized implementation of all strategic plans. Lastly, there should be effective communication networks to ensure that employees of the SMEs work together to implement all the strategic plans. Finally, the study recommends for further studies that other SMEs in the Khartoum should be studied to establish the best ways SMEs can adopt for proper strategic plan implementations.
ACKNOWLEDGEMENT

I greatly acknowledge my lecturer Dr. Joseph Kamau for the encouragement, understanding and acceptance especially in English challenge; Arabic is my first language. I also thank God for the far that I have come.
DEDICATION

This research study is dedicated to my family and all the SMEs in Sudan for allowing me to complete this study.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Strategic planning refers to the process of defining the direction undertaken by the organization in making decisions about allocating resources in the pursuit of this strategy. Strategic planning is a crucial element in strategic management and is usually implemented by strategists (Hathaway Management Consulting, 2013). Other parties that are involved in strategic management include research analysts who assist in the analysis of the organization and the relationship with the industry it competes. The process entails setting goals, mobilizing resources and determining actions that will help in the achievement of those goals (Magaisa, Matipira & Kanhai, 2014). The analytical nature of strategic planning involves utilization of strategic thinking to make crucial decisions that will guarantee success (Karel, Adam, & Radomir, 2013).

The main objective for strategic planning in Small and Medium Enterprises (SMEs) is to set an action plan for the ideas and thoughts that the managers and employees may have visualized at some point (Kachaner, King, & Stewart, 2016; Stonehouse & Pemberton, 2002). The process allows small and medium enterprises to turn envisioned possibilities into realities. In the process, the business gets to grow and develop. The analytical process is an opportunity for entrepreneurs and staff members to understand the growth potential, cultural needs, and how the small business can align its goals and objectives within the larger context of its operations (Kachaner et al., 2016). Effective strategic planning provides the criteria for normal day to day decision making and sets the tone for better performance. The biggest challenge for SMEs is the implementation of strategic plans because sometimes it means facing hostility from important members of the organization (Maxwell-mood, 2012).

The implementation of strategic plan requires the adoption of effective strategies to enable the organization achieves the targeted results. The impacts of the strategy implementation are usually affected by similar variables as that of large corporations (Majama, & Magang, 2017). The process of implementing as strategy is not an easy one due to problems that arise, such as lack of communication, lack of commitment to
the strategy and weak management role. Other challenges include unaligned strategic resources and systems, unexpected obstacles, delayed schedule, corrupting activities and poor coordination and sharing of responsibilities. Some of the strategies adopted in the implementation of strategic plans include strategic leadership, leadership and communication and allocation of sufficient resources.

Strong leadership is crucial to oversee the successful implementation of any corporate strategy. Sandada and Chikwama (2016) noted that a strong management team is essential given that it is not easy to succeed in the process of implementing any strategy without their means and ability being involved. The difference between a successful and unsuccessful implemented strategy is dependent on how the management motivates their subordinates (Kee-Luen, Thiam-Yong & Seng-Fook 2013). Turn around strategies that get successfully implemented usually depend on the replacement of the senior management who do not perform to the standards set by the organization. The top management team has a role of ensuring the strategic plan is successful (Zacharoula, Christiana, & Georgios, 2012). Insufficient understanding of the strategy by the top management can lead to its failure during implementation. The management must own the strategy and involve all stakeholders when creating the strategy to ensure it is understood.

The allocation of sufficient resources is crucial in ensuring that the strategic plan is successful. Insufficient resources will lead to the failure of organization strategy due to the failure to meet all the requirements necessary to ensure its success (Waihenya, 2014). Financial evaluation is crucial to determine if there are sufficient resources during the implementation process. Resources need to be channeled to areas that are good in delivering organizational objectives (Majama & Magang, 2017). Allocation of operating funds and people to areas in the organization unit is seen as part of the commitment to realize strategic change. Studies have shown that strategic planning can be beneficial to SMEs, but most of them follow other strategies and thus fail to benefit from it. Sandada and Chikwama (2016) note that decision makers in SMEs believe that entrepreneurs do not need to make plans by citing that successful entrepreneurs have achieved success without adopting strategic planning. Gica (2011) stated that past success can make an entrepreneur reluctant in embracing change.
Some of the issues identified to hinder strategic plan in SMEs include the issue of strategic management being too bureaucratic thus making it be despised by entrepreneurs (Kraus, Reiche, & Reschke, 2007). SMEs prefer to use their limited resources to improve sales activities and development as compared to formulating strategies (Kee-Luen, Thiam-Yong & Seng-Fook, 2013). The ability of an organization to improvise and gain flexibility is constrained by the adoption of strategic measures and techniques.

Aziz, Mahmood and Abdullah (2013) tested three most common leadership styles commonly practiced by SMEs. These styles are the transactional, transformational and passive avoidant (Laissez-faire) leadership styles. The study found out that among the three leadership styles, the transformational leadership has the highest influence and is directly related to the performance in SMEs. These findings are in consistent with a study by Naeem and Tayyeb (2011) in Pakistan who found a positive correlation between the transformational leadership style and SMEs performance and a weak positive correlation between transactional leadership style and SMEs performance. The study concluded that transformational leadership style positively and significantly influences performance in SMEs in Pakistan.

In India, Singh, Garg, and Deshmukh (2008) identified the major areas of strategy development by SMEs for improving competitiveness of SMEs in globalized market. The study utilizes about 134 research papers, mainly from referred international journals are reviewed to identify thrust areas of research. Findings demonstrate that SMEs have not given due attention for developing their effective strategies in the past. They are localized in functioning. On export fronts SMEs face many constraints due to lack of resources and poor innovative capabilities. As a mitigation mechanism for sustaining their competitiveness, they have to benchmark their assets, processes and performance with respect to the best in industry. There is also need for developing a framework for quantifying the competitiveness by adopting a holistic approach.

Odita and Bello (2015) conducted a study on strategic intent and organizational performance in the banking sector in Nigeria. This study found out that strategic direction is positively and significantly related to organizational performance. The study also revealed the existence of a positive relationship between various
dimensions of strategic direction such as goals and objectives, mission and vision with the organization’s performance. Specifically, the study found that the objectives component of the strategic direction accounted for 58% variance in organizational performance while mission and vision accounted for 47 and 19% variations in organization performance respectively.

Opoku (2016) investigated strategic management in small and medium scale enterprises and its implication for performance. This study employed case study research design making use of questionnaires to collect quantitative data. A hundred research participants were selected using simple random sampling by lottery method from ten purposively selected Small and Medium Scale Enterprises in Kumasi. Questionnaires were used to collect data and were quantitatively analyzed. The study found that SMEs do implement strategic management practices. When these strategic management practices were subjected to the on sample t-test statistics, almost all of the practices proved significant at alpha level of 0.05. However, planning to put the business in the foreseeable years was not significant at the set alpha level. The study also found that the strategic management implementation faces challenges such as inability to manage change and top manager’s not supporting strategy.

A study by El-Shobery, El-Iskandrani, and Hegazy (2010), a sample of 96 Egyptian manufacturing small and medium enterprises (SMEs) was studied in relation to Human Factors (HFs) dependent Quality Management System (QMS). These were in three distinct industry groups: food and beverage, textiles and garments and leather and footwear. The Strength, Weakness, Opportunities and Threats (SWOT) analysis for the survey results revealed the urgent need for developing governmental strategies which should focus on improving organizations performance, developing QMS and establishing Total Quality Management (TQM) basic infrastructure for the Egyptian manufacturing SMEs.

A study by Jouste and Fourie (2009) in South Africa concluded that leadership and especially strategic leadership role of providing direction during strategy implementation is important in influencing organization performance. Noble and Mokwa (1999) found out that manager’s commitment to strategy (which refer the extent to which a manager comprehends and supports the goals and objectives of a
strategy) and individual manager’s role performance (the degree to which a manager achieves goals and objectives of a particular role) positively influences the success of strategy implementation effort and performance in an organization.

In South Africa, another study by Lekhanya (2016) conducted a study within the rural areas of the southern region of KZN province, using quantitative research methods. The sample for the study consisted of 150 owners/managers of SMEs. The respondents were selected using quota sampling and required to complete a research questionnaire, with an interviewer present to assist. The research instrument consisted of a close-ended, questionnaire made up of a 5 point Likert scale with the questionnaires distributed to five selected areas in the rural southern region of KZN province. The research findings indicate that the size of the local market is very small for selling SMEs products; poor infrastructure has an impact on their business growth and lack of financial support as well as tough government regulations adversely affect SME growth. A study on resource-dependency perspectives in the implementation of strategic plans in Non-Governmental Organizations (NGOs) in Kenya concludes that many NGOs have embraced strategic plan, but the implementation to meet goals and results has remained a challenge (Abok, 2013). The study concluded that the key challenge, resources, has caused NGOs to give importance to top leadership to provide firms with the comparative advantage to raise funds for projects and for the organization’s sustainability.

Kitonga, Bichanga and Muema (2016) studied the role of determining strategic direction on not-for-profit organizational performance in Kenya and found out that strategic direction has a significant positive influence on performance in these organizations. Strategic direction is the cornerstone upon which strategies are crafted, developed and eventually implemented. Therefore, it is paramount that strategic direction needs to be very clear and understandable to all stakeholders in an organization. Leaders in SME firms need to develop their directions with vision and mission in mind. Once developed then crystallize it and cascade it downward to all employees who need to know the direction their organization is taking. Finally, the strategic direction should be the impetus upon which strategic actions and activities are designed and operationalized.
Sudan was one of the earliest countries in the region to create a single unit in the
government with responsibility for SMEs in Ministry of Industry 1988 to oversee the
development of the sector. The Supreme Authority to promote SMEs was established
in 1995 by ministry of Social Planning, in cooperation of Ministry of Industry to
cordinate efforts for SMEs (Badr-El-Din, 2002). Although there does not appear to be a vision or strategy towards SMEs Development in Sudan at the present time, the
Ministry of Industry has outlined strategy for developing Small-scales industries. The
strategy consists of planning, managerial and financial services; specialized training
programs to improve product designs and standards; support for industrial clusters
and facilitation of FDI linkages for technology transfer to local enterprises.

According to UNIDO (2011) Industrial Survey, small enterprises make a major
contribution to Sudan’s industrial sector, sharing 95 per cent of the total industrial
establishment (UNIDO, 2011). Small-scale industries accounted for less than 10 per
cent of investment in the industrial sector, but more than 35 per cent of gross
manufacturing output and constituted nearly 50 per cent of the industrial revenue.
Small-scale industries in Sudan need less capital measured by the average investment
per enterprise yield an annual output of three times the level of investment and need
about half the investment of large-scale industries to create one job (Gangi, Elfadil, &
Timan, 2013). Small industries also appear to produce larger ratios of value added to
gross output and value added to employment.

Analysis by World Bank (2013) reveals that there is no clear policy or body
responsible of promoting MSEs in Sudan. There are scattered bodies without a
regulatory body. This is because most of the legislations are approved without
coordination between the scattered bodies. Most of the financial support is provided
through Microfinance unit, Bank of Sudan, promotion policies for MSEs are provided
by Small and Medium Enterprises Promotion Administration Ministry of Industry.
Most of these bodies are working individually without close links between them
(Farah et al, 2007; Ministry of Industry Report, 2008; Abuokasoui et al, 2008). There
are many efforts done on formulating an organizational framework for promoting
MSEs. The trials made by the government were usually supported by foreign bodies
such as UNIDO which made it difficult to design a policy that matches Sudanese conditions.

Diing (2016) sought to factors influencing Information Technology Adoption (ITA) and the effects on the Small and Medium-Size Enterprises (SMEs) in South Sudan. The population for the study was sampled from two hundred (200) SMEs, and the target population under the study was composed of ten top managers (10), thirty (30) staffs drawn from twelve (12) SMEs within Juba City. The study showed forces of competition was a significant factor that leads to I.T adoption in the SMEs, competition in the market was found to be an important push factor, as rivalry in the industry dictated level of ITA. The study confirmed that the availability of resources to the firm is a significant factor in the adoption of information technology. SMEs with resources are able to deploy I.T as a platform that enhances the business benefit. According to NABC (2014), in Sudan, Private small and medium-sized enterprises (SMEs) continue to face challenges. High costs of inputs including labour and infrastructure services appear as major obstacles to the development and economic diversification of SMEs. Also Sudan’s ratings on contract enforcement, protecting investors and registering property deteriorated. Although these issues and the ongoing regional conflicts form a real obstacle, the Sudanese government slowly seems to be taking some steps.

A study by Eltahir (2018) examined eight factors that influence the SMEs business success. Eight hypotheses were developed to find out factors that are affecting Business Success of SMEs in Sudan. SMEs characteristic, External Environment (competition), Customer and Markets, the way of doing business and cooperation, Resources and Finance have significant positive effect on the Business Success of SMEs in Omdurman-Sudan. The regression analysis result shown that the above factors are the most significant factors affecting business success of SMEs in Sudan.

1.2 Problem Statement
Implementation of strategic plan is crucial for the overall improvement in the performance of an organization. Formulating a consistent strategic plan is a daunting task in many organizations. In retrospect, implementing a strategic plan throughout
the organization is a more difficult task (Kraus, Reiche & Reschke, 2008). Strategic plan implementation in the SMEs sector in Sudan has faced a myriad of challenges. As stated by Eltahir (2018) unlike the large organizations; SMEs are faced with a lot of challenges as far as the search for support of strategic plan implementation.

Unacceptably high rate of failure in implementation of strategic plans have been documented in Sudan. Eltahir (2018) stated that over 60% of SMEs have had failures in the implementation process of strategic plans. Abdalkrim (2016) observed that the high failure rate is due to continued pressure from SMEs owners in monitoring and evaluation of effective strategies, organizational structure complexity and limited resources. In addition, over-emphasis on strategic plan formulation rather than implementation from SMEs owners is a major reason for the high failure rate. Extensive studies conducted internationally and in Eastern Africa reveal that there is a correlation between strategic plan implementation and performance of organization (Abdalkrim, 2013; Jehad, Aldehayyat & Naseem, 2012). Similarly, (Mbaka & Mugambi, 2014; Odongo & Owuor 2015) also acknowledge that despite benefits associated to effective strategy implementation such as increased profits, customer satisfaction, diversification, employee morale, efficiency and effectiveness in service delivery, many organizations such as SMEs are underperforming due to issues of strategy plan implementation.

Although numerous studies have been conducted concerning the effect of strategic plan implementation, little attention has been paid by previous researchers in the area of SMEs thus inconclusive findings resulting to conceptual and contextual gaps. For instance, a study by Abdalkrim (2016) was confined to strategic plan activities on private sector organizations performance in Sudan. A study by Mbaka and Mugambi (2014) examined factors affecting successful strategy implementation in the water sector in Kenya. However, few local studies have been undertaken focusing on strategic plan implementation in SMEs in Sudan. Therefore, it is on this premise this study sought to examine strategic plan implementation among SMEs in Khartoum, Sudan.
1.3 General Objective
The general objective of this research was to examine the strategic plan implementation among small and medium enterprises in Khartoum, Sudan.

1.4 Specific Objectives
The study was guided by the following specific objectives:

1.4.1 To establish how strategic resources influence strategic plan implementation among SMEs in Khartoum.

1.4.2 To determine the influence of strategic leadership on strategic plan implementation among SMEs in Khartoum.

1.4.3 To find out the extent to which organizational practices influence strategic plan implementation among SMEs in Khartoum.

1.4.4 To establish effective practices used among SMEs in strategic plan implementation in Khartoum.

1.5 Significance of the Study
The results of this study was of significant benefit to various stakeholders including SMEs in Khartoum and employees working those SMEs, policy makers, researchers and academicians.

1.5.1 SMEs
The findings of the study assists highlight the best means of strategic plan implementation among SMEs, this can create awareness among entrepreneurs in SMEs sector and therefore they can adopt the strategic plan implementation to help their business expand and perform better.

1.5.2 Academicians and Researchers
The findings of the study contribute to the discipline of strategic plan implementation. Researchers and academicians may benefits from the findings as an addition to the existing pool of knowledge as well as filling the knowledge gaps on best ways in strategic plan implementation.

1.5.3 Government of Sudan
The results of the study are important to the relevant government agencies as they inform future policies that can be implemented in order to create a favorable
environment for SMEs business performance and growth and the consequent social standard improvement.

1.6 Scope of the Study

The scope of this study was Khartoum, the capital city of Sudan. A sample size of 100 small and medium enterprises was chosen and data collected and thereafter analyzed. The study was carried from January to March 2019 through administering of the questionnaires to respondents.

It was anticipated that the study could face a number of limitations which included: the language barrier as Khartoum population is ‘Arabic’ speaking nation and the unwillingness of the respondents to cooperate. In order to address this challenges, respondents had the questionnaire transcribed to Arabic and the researcher went ahead to explain the purpose of the research together with assurance of confidentiality to respondents prior to the study.

1.7 Definition of Terms

1.7.1 Small and Medium Enterprises

Small enterprise: between 10 and 49 employees; total assets/total annual sales between Sudanese pounds (SDP 250,000 and SDP 3 million; Medium-sized enterprise: between 50 and 99 employees; total assets/total annual sales between SDP 3 million and SDP 40 million) (El Tahir, 2015).

1.7.2 Strategic Plan

Strategic planning is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment (Mccarthy, 2018).

1.7.3 Strategic Resource

A strategic resource is an asset that is valuable, rare, difficult to imitate, and non-substitutable (Shaughnessy, 2013).
1.7.4 **Strategy Implementation**

Strategy Implementation refers to the execution of the plans and strategies, so as to accomplish the long-term goals of the organization. It converts the opted strategy into the moves and actions of the organization to achieve the objectives (Baroto, 2014).

1.7.5 **Strategic Leadership**

Leadership competencies are leadership skills and behaviors that contribute to superior performance (Strategic Human Resource Management, 2008).

1.7.6 **Organizational Practices**

An organization's routine use of knowledge for conducting a particular function that has evolved over time under the influence of the organization's history, people, interests, and actions (Kostova & Roth, 2009).

1.8 **Chapter Summary**

The chapter presented introduction to the topic under investigation. The research gap has been identified through justification by the lack of sufficient empirical research regarding strategic plan implementation among Khartoum based SMEs. The study was deemed significant to the SMEs and aspiring entrepreneurs, policy makers within SME oversight institutions, and the future researchers. It has also defined SMEs in the context of the Republic of Sudan, strategic plan, strategy implementation, strategic resources, strategic leadership, and organizational practices as operational terms in the study. The next Chapter reviews literature on the prior studies conducted in the subject are of strategic planning. Chapter three presents the study research methodology and the research design that was employed in the study; also it presents the population and sampling techniques, the research procedures, data collection and analysis. The fourth chapter presents results and findings in line with the research objectives. The fifth chapter provides conclusion, discussion, and recommendation for the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1. Introduction

This chapter is a detailed literature review focusing on strategic plan implementation among SMEs. The literature review is guided by the specific objectives of the study, which include practices utilized among SMEs in Khartoum for strategic plan implementation, the establishment of the resources that influence implementation of strategic resource among SMEs, organizational practices, Strategic leadership factors, and effective practices utilized among SMEs to implement strategic plans.

2.2. Influence of Strategic Resources on Strategic Plan Implementation among SMEs

2.2.1. Human Resources

Several human resource practices were found to have a significant influence on organizational performance. Beh and Loo (2013) found out that best practices in human resources like performance appraisal, internal communication, career planning, training and development, recruitment and selection and strategic human resource alignment in the organization positively affect firm’s performance. Amin, Rashid, Ismail, and Salemani (2014) interviewed a total of 300 employees from a public university and found out that human resource practices like recruitment, training, performance appraisal, career planning, employee participation, job definition and compensation have a significant relationship with university performance (Amin, Ismail, Rasid, & Salemani, 2014).

Viseras, Baines, and Sweeney (2005) indicate that success in strategy implementation depends crucially on the human or people side of project management, and less on organization and systems related factors. Similarly, Bryson, Edwards, and Van Slyke (2017) find that a higher level in total organizational involvement during strategy implementation has positive effects on the level of implementation success, firm profits and overall firm success. Effective implementation results when an organization’s resources and actions are tied to strategic priorities and set objectives achieved, and when key success factors are identified and performance measures and reporting are aligned. It is said that technology makes life smooth and easy. This concept also applies to strategy implementation process.
Safari, Karimian and Khosravi (2014) ranked HRM practices affecting organizational performance and found that performance evaluation, job design and human resource planning ranked highly, fourth in the ranking was recruitment and selection, employee health and hygiene, training and development and compensation system. Employee communication ranked lowest. On performance evaluation, detecting employee capabilities and improving employee’s task doing and performance evaluation by interest groups received most attention.

Vlachos (2009) observed that firm’s growth as a strategic priority depends on human capital that is selecting, developing and rewarding the best people as well as revealing to them the critical company information in order to make informed decisions. His study on “effects of human resource practices on firm’s growth” studied six variables namely: the compensation policy, decentralization and self-managed teams, information sharing, selective hiring, training and development and job security. The study established a strong correlation between selective hiring and market share growth. Compensation policy was found to be the strongest predictor of sales growth. Decentralization and team working were also found to be a significant factor on firm’s growth, training and development was related to all firm’s growth measures used in the study and showed a higher correlation with the overall firm’s performance improvement. The study also found a strong positive correlation between information sharing and sales growth, firm’s growth and overall firm performance.

However, decentralization and information sharing did not contribute significantly to sales growth while job security was not seen as an important human resource management practice. A study by Cho, Woods, Jang, and Erden (2006) which investigated the relationship between the use of 12 human resource management practices and organizational performance measured by turnover rates for managerial and non-managerial employees, labour productivity and return on assets found out that companies implementing HRM practices such as labour management participation programs, incentive plans, and pre-employment tests experiences lower labour turnover rates for non-managerial employees.
2.2.2. Financial Resources

For successful strategy implementation, the management needs to marshal resources behind the process of strategy execution. Too little resources will slow the process while too much funding will waste organizational resources and reduce the financial performance. Capital allocation therefore must be well distributed and thought of to promote strategy implementation. Financial resources can be a constraint on implementation of strategic plans. Management often finds it necessary to prioritize its strategies to make a judgment about which ones are most critical to implement given the finite or even scarce financial resources available (Sum & Chorlian, 2013). Schmidt (2013) asserts that an organization’s budget should reinforce its strategic plan. In times of declining resources, it is even more critical that budget development and strategic planning be tightly connected to ensure funding shortfalls do not hinder implementation of strategy.

Uluyol (2013) implemented an empirical research on financial management practices of 260 SMEs in Kahramanmaraş, Hatay, Şanlıurfa, Adıyaman and Gaziantep cities of southeastern region of Turkey. The findings implied that, the conduct financial management practices is “unsatisfactory” in SMEs, as most practices are reported to be “partially” undertaken. The major implication of the research study was the reporting of a general lack of financial knowledge in practices of financial management. According to Karadang (2015), Small and medium-sized companies are faced with a number of challenges whereas the problems arising from “poor financial management” are reported as the major causes of business failures in SMEs. Strategic financial management (SFM) which is a research area that has attracted the interest of researchers after 2010, is one of the key managerial areas of SMEs, due to its vital role on the survival, growth and performance of SMEs.

Uluyol (2013) implemented an empirical research on financial management practices of 260 SMEs in Kahramanmaraş, Hatay, Şanlıurfa, Adıyaman and Gaziantep cities of southeastern region of Turkey. The findings implied that, the conduct financial management practices is “unsatisfactory” in SMEs, as most practices are reported to be “partially” undertaken. The major implication of the research study was the reporting of a general lack of financial knowledge in practices of financial
management. In an analysis of factors influencing the implementation of strategic plans in public secondary schools in Mukurweini and Othaya sub-counties of Nyeri County in Kenya, the objectives focused on the influence of managerial skills, institutional policies, allocation of resources, rewards, and incentives on implementation of strategic plans (Muthoni & Kavale, 2015). The results indicated the need for resource allocation policies and prioritization of budget development. A proposed priority was establishment of institution policies and management team training on core skills to enable implementation of the strategy. A unique finding is that rewards and financial incentives did not influence implementation of strategic plans in public secondary schools.

2.2.3. Technological Resources

Access to new technologies is vital to the success of SMEs. The use of appropriate technology improves the SMEs’ competitive advantage. It is therefore important that SMEs continually upgrade and improve their technology in order to become competitive and efficient (Nieman and Nieewenhuizen, 2009). Access to new technologies can also help businesses to successfully manage information throughout their functional areas (Urlacher, 1999). Access to technology would also allow SMEs easy access to information required for them to access credit, as well as simplifying the application procedure online. Without these new technologies in South Sudan, both financiers and SMEs lose out. Financiers cannot offer easily accessible platforms for loan applications; neither can they advertise their services online. Sudan’s infrastructure including the information, technology and communication sector was heavily depleted by the protracted armed conflict.

For instance the telecommunications and postal services inherited from the British were completely destroyed by war and neglect. In the run up to the secession, a memorandum of understanding between South Sudan and Sudan facilitated the development of a mobile communications market in South Sudan. This soon attracted international mobile communications operators like MTN. Despite these advancements, the South Sudan telecommunications industry is still at its infancy, (Ranganathan & Briceno-Garmendia, 2011); and the cost of accessing the new
technologies is still high. Therefore, chances of utilization of these new technologies by SMEs look grim.

An organization with good and updated technology system usually has an upper hand over technologically weak organizations not only in competition but also in the whole process of management. With good technology, an organization is able to easily implement, monitor and evaluate its strategic process it has undertaken (Hitt et al, 2013). Technological factors involve institutions and activities that create new knowledge and translate that knowledge to new products, outputs, processes and materials. Technology is rapidly changing hence firms need to thoroughly embrace and study the technological segment (Nutt, 2006). Availability of technology in the public sector organizations facilitates strategy implementation process. According to Kepha (2013), technology gives organizations valuable assistance in implementing new policies, procedures and initiatives.

Kihara (2011) aimed at establishing the influence of strategy implementation on the performance of manufacturing SMEs moderated by age and size of the firm. Specifically, the study intended to establish whether leadership styles, structure, human resources, technology and strategic direction influences the performance of manufacturing SMEs in Kenya. Guided by the philosophy of logical positivism, a mixed design involving quantitative and qualitative designs was used to obtain information from 115 firms drawn from the total population of 593 registered SMEs in Kenya. Stratified sampling technique was used to classify these firms as small or medium, young or old. A systematic random sampling was the used to select the SMEs that participated in this study. Data was analyzed using SPSS and summary statistics such mean scores, variances, standard deviation and inferential statistics namely; correlation and regression results were used to present the data. Bivariate correlations and regression results were also used to test the hypotheses.

The results provided statistical evidence that a positive and significant influence exists between strategy implementation and performance of the manufacturing SMEs. Specifically, four out of five drivers tested in this study were found to be significant and positive influence on the performance of manufacturing SMEs. These drivers are leadership styles, structural adaptations, human resources and technology embraced
by the SME firm. The emphasis on the strategic direction of the firm was found to be statistically insignificant. The study also noted that the age and size of the firm does not significantly influence on the relationship between strategy implementation and performance of the SMEs in Kenya. In the practice, this study recommends that the manufacturing SMEs should build more and stronger capacities and capabilities in leadership skills by adopting more of the transformational leadership qualities, maintain flexible structures that are well matched to their goals, maintain a proper balance between strategy and human resources and pay close attention to their technology requirements.

Lemarleni, Ochieng, Gakobo, and Mwaura (2017) investigated the effects of resource allocation on strategy implementation at the Kenya Police Service. A descriptive research design was used for the study. The study targeted a population of fifty-six police officers of the rank of OCPDs and OCSs all working in thirteen police divisions and forty-three police stations within Nairobi County, they were used because they occupy strategic position at the operational level, they are the key implementers of strategic plan of the service at divisions and stations respectively and therefore best placed to give detailed account of effects of resource allocation in relation to strategy implementation. Findings indicated that there exist both positive and significant correlations between the predictor and dependent variables. Strongest and positive correlations were obtained between organizational culture and Strategy implementation followed by financial resource and strategy implementation. Technological resource and human resources also registered strong and positive correlations at and respectively. The study however concludes that there is no significant moderating effect of organizational culture on the influence of resource allocation on strategy implementation at the Kenya police service even though.

Despite the insistence on the benefits that come with strategic planning, many SMEs still lag behind in the utilization of strategic plan for the advantage of the business (Cordeiro, 2013). There are several factors that influence the implementation of strategic plans for both small and large businesses. The key resources in an organization include human capital, time, and other factors that make it possible for a business to keep operating and achieve its goals and objectives. Majama and Magang
(2017) identified the lack of knowledge as one of the factors that influence implementation of strategic plan by SMEs. This section of the paper reviews studies that taken to determine the impact of resources in strategic planning by SMEs. There are limited studies carried out in Khartoum about the resources that influence the implementation of strategic plan by SMEs.

Elshaiekh, Wei and Woods (2011) carried out a study to identify the factors that influence the use of knowledge based tools in SMEs in Sudan. The use of data has emerged as one of the most effective strategic planning tools because it helps in narrowing down possibilities with a good accuracy. Studies emphasize the need to come up with knowledge based strategies to get ahead in a very competitive environment (Durst & Runar Edvardsson, 2012). According to the study, the factors affecting the use of knowledge based development tools in strategic plan among SMEs include technology infrastructure, content of knowledge, organizational culture, support from top management, project management, user satisfaction, and staff training. These factors can be manipulated to empower SMEs to utilize all strategic planning tool and effectively implement all strategic plans. The study findings show that technology infrastructure has the highest impact on the utilization of knowledge based tools to make decisions that influence strategic plan and implementation. The findings of the study are echoed by many studies (Cerchione, Esposito, & Spadaro, 2015; Durst & Runar Edvardsson, 2012; Fassoula & Rogerson, 2003; Fink & Ploder, 2009; Singh, Garg, & Deshmukh, 2009; Tunc Bozbura, 2007).

The implementation of a strategic plan requires extensive resources that included trained personnel, necessary infrastructure and a positive attitude towards the plans that are about to be established (Bakar, Tufail, Yusof, & Virgiyanti, 2011; Dowlatshahi, 2005; Elbanna & Fadol, 2016). A highly trained workforce is in a position to understand all the factors that should be analyzed to avoid pitfalls during the process of strategic implementation. A dedicated workforce understands the mission and vision objectives of the business; therefore, employees are not afraid to give their best to achieve these goals. It is clear that human capital is one of the resources that influence the implementation of strategic planning in SMEs. Most of these small and medium sized enterprises do not have highly trained personnel with
the capability to understand the technicalities of strategic plan and implementation. A significant of managers in SMEs do not have adequate knowledge about strategic plan implementation (Majama & Magang, 2017).

Problems encountered during the implementation of strategic plans can sometimes be traced to poor strategic planning. Based on this thinking, one of the resources that influence the implementation of strategic includes the owner of the business. The lack of knowledge can make it difficult to understand that dynamics that come with strategic plan and implementation (Mazzarol, Reboud, & Soutar, 2009; Singhvi, 2000). SMEs tend to fail in strategic plan implementation because of the lack of technical knowledge and experience needed to overcome the barriers of strategic plan and implementation. A review of the resource based theory can help emphasize the importance of resources in strategic planning and implementation.

2.3. Influence of Strategic Leadership on Strategic Plan Implementation among SMEs

2.3.1. Expertise, Experience, and Wisdom

The first dimension of leadership (Expertise, Experience, and Wisdom) includes education, expertise, experience in specific industries and markets, and a track record of effectively leading organizations with various numbers of employees and managerial levels. Wisdom implies combination of knowledge and thoughts around predetermined principles. Wisdom dimensions on which there is an agreement includes practical, reflective, openness to experience, interactional tendency, tolerance for ambiguities, ethical sensitiveness and having an experience (Munro, 2012; Schmit, 2012).

Today’s managers are obliged to make strategic decisions in every day and during this process they analyze their immediate environments and look at their personal backgrounds. Over time, managerial wisdom emerges as discernment about how organizations and industries work, what motivates people, what customers and suppliers truly need and desire, and how to work effectively at higher-levels of management (Elliot Jaques, Requisite Organization & Baltimore, 2006). By integrating knowledge and wisdom theory with Strategic leadership theory, (Rooney
& McKenna, 2014) define what wise intellectual leadership for a sustainable, knowledge-based future is. More specifically, the duo argues that strategic leaders should provide intellectual leadership for a sustainable future as an explicit part of a knowledge management strategy.

Researchers have also examined the influence of hierarchical leadership in implementing strategies. O'Reilly, Caldwell, Chatman, Lapiz, Self, and William's (2010) (O'Reilly, Caldwell, Chatman, Lapiz, & Self, 2010) study concluded that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Implementation incorporates a number of aspects, some of which can be changed directly and some of which can only be changed indirectly. The latter aspects are more difficult for organizational leadership to control and change. While studying how implementation of competitive strategies affects business units’ performance, Menguc, Auh, and Shih (2007) (Menguc, Auh, & Shih, 2007) argued that managers’ use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product.

Organizational learning strategy with emphasis on organizational intelligence can contribute to maximize accuracy and precision in activities in learning organizations. On the other hand, organizational wisdom highlights the values of wisdom in organization environment and its analysis is recommended using general concepts and contextual frameworks. Scholars such as Sternberg (2005) has introduced environmental context as a crucial factor in wisdom (Sternberg, 2005). Pourdjam (2014) sought to examine the relationship of organizational wisdom and the components of strategic intelligence among employees of the Iranian University of Applied Science and Technology in 2014. The method of this study was descriptive correlation from the cross-sectional survey type and as far as the purpose was concerned. The target population was the influential employees in organization decision-making including 591 participants and the sample size was estimated to be 236 people and the stratified random sampling used was sensitive to the groups' size.
To collect data, a researcher-made questionnaire with 108 items was used with 5-point Likert scale that enjoyed content and construct validity. The collected data was analyzed using the statistical methods of correlation coefficient determination and stepwise regressions. The findings showed that statistically organizational wisdom and strategic intelligence are significantly related with the regression coefficient of 0.67 within the research model (p<0.01), and the components of knowledge management explained 43%, competitive intelligence 32%, and business intelligence 37% of the variation of the organizational leadership, thus, increasing strategic intelligence in the organization is mutually related to enhancing organizational leadership.

2.3.2. Problem Solving
The second dimension of leadership (Problem Solving Ability) is about having the appropriate level of “intellectual horsepower” to effectively perform the level of work and task complexity to which a person is assigned. As Jaques (2011) points out, work and task complexity is defined as: a) the number of variables operating in a situation, b) the ambiguity of these variables, c) their rate of change over time, d) the extent to which they are interwoven so that they have to be unraveled in order to be seen, e) the person’s ability to identify and control the salient variables once known, and f) the time horizon of the work in terms of days, months, and years. Success in implementing a strategy depends on how well you identify and represent the problem. When implementing a strategy, expert problem solvers will change strategies more often, consider more solutions, evaluate solutions more carefully before discarding them, and reach conclusions that are more workable.

Research shows that leaders often have a substantial impact on performance according to O'Reilly, Caldwell, Chatman, Lapiz and Self, (2010). They define leaderships as “a person’s ability, in a formally assigned hierarchical role, to influence a group to achieve organizational goals”. Thus in the implementation process the leader can play an important role. He has to assure that the rest of the organization is committed to the strategy, by convincing the employees that a new strategy is important and also create a meaning of strategy, so that the employees support this strategy. He has to deal with resistance, allocate resources and create consensus.
Shokri and Nabhani (2015) investigated the feasibility of a systematic Lean Six Sigma (LSS) education through the curriculum of business schools to respond to the existing gap between the graduate’s expectation of employability and skill requirements by the small and medium-sized enterprises (SMEs). A UK business school has been used as a case study to conduct extensive module and programme review followed by a semi-structured interview with potentially suitable core and programme-specific module tutors and comparative analysis. The result revealed a high potential of the existing modules in the business schools equivalent to the private sector training providers to increase the level of LSS problem-solving knowledge and skill for all graduates and improve their employability and productivity for the SMEs.

Perks (2010) investigated the problems experienced and problem-solving techniques of very small businesses during growth. A qualitative research approach with a combination of content analysis and grounded theory was used in the paper. The sample was restricted to very small Black business entrepreneurs in the formal sector, in Port Elizabeth, South Africa. Snowball sampling was used where the first participant identified supplied the names of other possible participants and so forth till the sample size of ten very small Black business entrepreneurs was obtained. Problems are mostly solved through experimental learning with human resource and financial problems as top priority training areas to assist growth. Many problems are computer related and some are personal such as stress management. Workshops or mentorship are indicated as possible ways of solving problems.

Human resource challenges that arise during strategy implementation can be traced to one of three causes: disruption of social and political structures, failure to match individuals’ talent with implementation tasks, and inadequate top management support (David, 2011). Also, Aaltonen and Ikavalko (2002) found that among the most problematical issues include compensation systems which were hindering proper strategy implementation. Al-Ghamdi (1998) added that inadequate training and instruction given to lower level employees as a challenge to strategy implementation.

2.3.3. Personality, Core Beliefs and Values
The third dimension of leadership (Personality, Core Beliefs and Values) manifests itself as patterns of behavior and interaction, tacit assumptions, intrinsic motivators,
and underlying patterns of how leaders see themselves, other people, and the world around them. There is no one “right” personality or set of core beliefs and values for a given leadership position, but instead the question is: a) to what extent do they help a person work effectively, or b) reveal decision-making biases, predictable errors in judgment, or patterns of inappropriate behaviors? A key indicator that a person possesses a mature grasp on this dimension of leadership is the degree to which they avoid using *either-or-thinking* and instead practice *both-and-thinking* (Collins, 1994).

Lear (2012) found that Strategic leadership can directly or indirectly affect positively with company's high performance level through six criteria of strategic leadership, namely the strategic direction, development of core competencies, human capital development, the maintenance of an effective organizational culture, emphasis on ethical practices and the development of strategic control organization. Correspondingly, Jooste and Foorie (2009) found that in general, all acts of strategic leadership have positive contributions to the implementation of effective strategies in organization. Determining the strategic direction for organization is strategic action that perceived to hold the most important role in strategy implementation in the organization. The development of human capital as well as the utilization and maintenance of core competencies also play an important role in the implementation of strategy.

Rajasekar (2013) investigated the strategy implementation processes followed in a service industry in the Sultanate of Oman. The study proposed seven factors that affect implementation strategy. The results demonstrate that leadership is by far the most important factor influencing successful implementation strategy in the service sector. Ates and Bititci (2016) demonstrated that the dynamics of SME (small to medium-sized enterprise) strategy have both emergent and planned dimensions. SME managers execute the strategy process mainly from an informal fashion by holding multiple functions and with limited application of strategy management tools and techniques. SMEs seem to be putting more emphasis on external environmental scanning (customers, suppliers, competitors, universities and lenders) and then defining grand strategy and goals. This implies that SME strategy process is characterized by more of market based view (MBV).
According to Osland, Turner, Kolb, and Rubin (2007), successful organizations and leaders focus on generative learning, which is about creating, as opposed to adaptive learning, which is about coping. Generative learning requires new ways of looking at the world, and demands the ability to see the entire system, to get at the systematic source of problems. Thus, the traditional view of great leaders, those charismatic heroes who stepped up in times of crises and made all the decisions, no longer suffices for the needs of learning organizations.

2.4. Organizational Practices Influencing Strategic Plan Implementation

2.4.1. Organizational Structure

Bimani and Longfield-Smith (2007) focused their study on how organizational structure influences strategy implementation and found the process of strategy implementation to be structured and formal. They also concluded that during the strategy development process greater emphasis is placed on financial information, but during the implementation phase both financial and non-financial information are emphasized. In an exploratory study involving corporate communication and strategy implementation, Forman and Argenti (2005) (Forman & Argenti, 2005) found that the internal communication within a company has an overarching hand not only in making strategy, but also in successfully implementing strategy.

Bushardt, Glascoff, and Doty (2011) studied the relationship between organizational culture and organizational reward structure and found that they are positively correlated. Zaribaf and Bayrami (2010) revealed that strategy is formulated by top management exclusively and middle-level managers only implement the strategy unless a wide range of changes is required before implementation (structure alignment with strategy).

Similarly, Markiewicz’s (2011) study also reflected the importance of processes and structures in the successful implementation of strategies and proposed that creativity, innovation, and perception of an organization as processes are very important in implementing strategies. In addition to the research described above, Matanda and Ewing (2012) studied multinational personal healthcare company Kimberly-Clark’s implementation strategies and found that brand planning processes, global branding
and marketing capabilities, and processes contributed to the company’s success. In line with the above studies, Slater, Olson, and Hult (2010) investigated six types of generic strategies and their implementation and concluded that the most influential perspective needed for business success requires a fit between strategy and organizational architecture. Organizational structure and design are important as they entail decisions related to resource allocation for various units and activities within the business ecosystem (Brener, Mena, & Molina, 2008).

Goldman, Scott, and Follman (2015) investigated the practices used by organizations to develop the strategic thinking ability of their leaders, managers, and other employees. Design/methodology/approach – A basic interpretive study was conducted with human resource (HR) executives across a broad range of large organizations. Participants were interviewed, and general information about their organization and its programs was reviewed. Findings were verified via member checks and triangulation. Findings – Organizations make limited use of the range of approaches to develop strategic thinking, many indirectly supporting its development via general leadership programs.

Vargas, Gonçalo, Ribeirete, and de Souza, (2017) aim to identify organizational practices required to generate innovation in an information technology company. The research investigated how the development of capabilities considered critical for activities related to innovation take place from both specific organizational characteristics and joint resources. Two structural practices for innovation were valuable: the development of technology and market targeting. The research had qualitative approach and was carried out through an exploratory and descriptive case study. The case was developed in the Softplan Company, one of the largest system management companies in Brazil that develops software’s for building industry, infrastructure activities, transportation and construction works, judiciary system and general public administration.

The company has over 1.500 customers in Brazil and abroad and maintains alliances with global technology suppliers and agreements with several universities, laboratories and research institutions, supported by research and development
activities. Semi-structured interviews were carried out with managers, along with documentary research and on-site observation. The analysis of the Softplan Company showed incentives to creating and maintaining an organizational attitude favoring innovation as a routine process. Practices developed in organizational programs were identified aiming at creation and selection of ideas, acquisition of knowledge, and incentive to integration between professionals for emergence of organizational learning.

2.4.2. Strategic Control Systems

Yochum (2017) notes that carefully crafted strategies may not necessarily lead you astray, but they will almost always change and evolve during their standard three- to five-year implementation. It is simply a fact that the firm’s internal and external environments will change and affect your strategy as its being implemented. For this reason, it’s incredibly important to create systems of evaluation and control to monitor your organization’s performance. Establishing a control process as part of strategic management allows you to immediately course-correct if planned strategies cause unintended or unexpected results.

Systematic evaluation and control is crucial aspects in strategy implementation. David (2011) argues that strategy evaluation involves three activities: examining the basis of a company’s strategy, comparing planned activities with actual results, and taking corrective action to reverse errors. Pearce and Robinson (1991) agreed by adding that strategic control deals with tracking strategy implementation activities, identifying problems and changes, and making necessary adjustments. Therefore, strategy evaluation and control activities rely on both strategy crafting and also implementation activities.

Kachaner and Stewart (2016) note that progress should be reviewed regularly to check that the strategy is being implemented as envisioned. Strategy reviews allow managers to track progress, reflect on priorities and identify any issues that may need to be tackled. Remember, though, that strategy reviews have more to do with whether the strategy is producing results than with controlling performance. Review meetings must be held often enough to keep the implementation process on course and to enable leaders to take decisions about any strategic adjustments which are needed to
be made. Initially, this may be weekly, bi-weekly, monthly or quarterly. Frequency can be scaled back later when it is clear that the implementation process has been established and is working well. More frequent meetings may be necessary if the strategy is introducing major organizational change or if the business environment is evolving rapidly.

There must be sufficient time for meaningful discussion to take place. Meetings may be time consuming at first but the need for frequent meetings will decrease as time goes on. Time spent productively in the early states will save time later on. The regular reporting and reviewing process should be supported by an effective tracking system which can describe and measure performance. Such measures, or key performance indicators (KPIs), can be developed using a framework such as Kaplan and Norton’s balanced scorecard. This uses financial and non-financial perspectives to describe progress in consistent, insightful, operational terms and to translate strategic objectives into measurable performance. The use of such a framework can facilitate improvements as the effectiveness of the strategy is tested in the real world.

Peljhan (2007) examined the relationship between MCS and strategy in a particular company. The study's results suggest that MCS influence the implementation and monitoring of strategies, providing feedback for learning and information to be used interactively to formulate strategy further. This study upgrades the existing theory in that it not only establishes a relationship between contextual (in our case strategy) and MCS variables, but also considers how this relationship impacts the organizational performance.

Riccaboni and Leone (2010) aimed to explore if and how management control systems (MCS) have a role in implementing sustainable strategies. In particular, the paper aims to investigate how MCS work in order to translate these strategies into action and how they should be modified when a strategic change in a sustainable direction occurs. Relying upon the case of Procter and Gamble (P&G), the paper finds that integration with the traditional planning and monitoring systems, combination of both formal and informal controls, coordination across business units and
decentralized structures are key-factors for successful implementation of sustainability-oriented strategies.

Coller, Frigotto, and Costa (2018) aimed at encouraging a discussion of the implementation of management control systems (MCSs) in the MCS-strategy relationship. Borrowing from the literature on software development, the authors propose two archetypes of MCS implementation – waterfall and agile – and employ them to understand how the MCS-strategy fit unfolds over time. The authors empirically ground the archetypes on two exploratory case studies based on the collection of extensive qualitative data. The authors show that MCSs change not only in relation to strategy, but also in response to an autonomous source: implementation. These two implementation archetypes differ in their degrees of specification, in the ways in which the transitions among their implementation phases occur and in the sources and ways in which their feedback loops affect the MCSs; however, both shed light on the dynamic dimension of fit and show that the fit should be assessed over time.

### 2.4.3. Teamwork and Leadership

Strategic implementation is all about turning plans into actions to accomplish the set objectives and goals (Elbanna & Fadol, 2016). An effective implementation of strategic plans provides the opportunity for the organization to achieve all the set goals and objectives. In most cases, the implementation of strategic plans because it lacks ownership, which means the members of the organization to have any responsibility in the plan (Gică & Negrușa, 2011; Pryor, Anderson, Toombs, & Humphreys, 2007). As a result, they will focus on other matters and forget that an important process is ongoing. The creation of a meaningless plan, the lack of communication, facing too many challenges, lack of accountability, failure to consider implementation concerns, and the lack of empowerment (Rapert et al., 2002).

An effective plan for the implementation of strategic plans should be characterized by a careful consideration of the implementation process before the day comes. The presence of effective communication networks to ensure that the members of the
organization can work together to implement all the strategic plans (Elbanna & Fadol, 2016; Rapert et al., 2002). The team leadership should take the initiative to motivate the team and discuss all issues that might come up to ensure that everyone is ready for the exam.

Guvenc and Lee (2010) observe that teamwork is a powerful thing, but in strategy execution the team needs more than basic goal fulfillment (a Win). In “Harnessing Your Staff’s Informal Networks,” this month’s Harvard Business Review (April 2010), we are given great insight into why teams are different from communities, and how the concept of communities provide the collective presence necessary to make a difference with strategy execution. The support must present before the implementation of strategic plans is started. Resources, systems, human capital, structure and culture are part of the support system that must be ready before the implementation process starts. Top leadership must ensure that the people with the knowledge and experience required to handle the matter should be presented. It might be difficult for SMEs that do not have many employees and lack the funds needed to recruit or training employees. The firm must the resources required to support the process form the beginning to end. The underestimation of costs can lead to further losses. The management and technology systems required to support the process should also be present. The culture of the organization dictates the environment within the organization. It should lean towards unity and friendship because it makes it easy for people to work together to achieve the same goal.

Guvenc (2018) suggests that adopting fashionable activity-centred programmes such as TQM or re-engineering, to parts of the entire organization without a general strategy tying them to long-term corporate goals, seldom leads to desirable results. He indicates how an organization can build a climate which fosters creativity, harmony and teamwork, where continuous improvement becomes a way of life. He further describes an integrated organizational development programme and its application in Bangor Hydro-Electric Company. The findings also show how the company changed its culture, structure and operating procedures in order to meet the demands of its rapidly changing environment.
Cater and Pucko (2010) systematically studied the activities for and obstacles to strategy execution on a sample of 172 Slovenian companies. The results show that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy execution is poor leadership. The findings also indicate that only the company size influences the way most strategy implementation activities are practiced, whereas the influence of sector, ownership and sales market is almost non-existent. Finally, the results of multiple regression analysis reveal that greater obstacles to strategy execution in the forms of inadequate leadership skills and employees’ reluctance to share their knowledge have a negative influence on performance, while adapting the organizational structure to the selected strategy as an activity for strategy implementation has a positive influence on performance.

2.5. Effective Practices used among SMEs in Strategic Plan Implementation

2.5.1. Effective Communication

Effectively communicating the company business strategy to employees is vital to ensuring that each member of the staff is involved and understands the company goals, where the long-term plans will lead the organization in the future, and how it intend to get there. One of the most common weaknesses plaguing businesses is a lack of a good understanding by employees of their company’s strategy. The best employees are those who are motivated, self-managed and properly trained, but this cannot be accomplished unless employees are kept in the know as much as possible.

Beyond communicating the overall business strategy to employees, it is equally important to communicate to them how their work will play a vital role in the overall success of the company. From entry level positions to managers and company leaders, employees need to see that their efforts and hard work matter. This leads to a more motivated workforce where people are willing to continue to work on behalf of the company for a successful outcome. With a greater understanding of the company’s mission in place, employees develop a much stronger commitment to actually fulfilling that mission.
Continuous and effective communications, both up and down the chain of command, are essential. With respect to levels of management above the thrust leader, communications must be clear, convincing, and concise. For levels parallel or below, in some cases research thrust leaders may need to rely on persuasion. Direct orders to other thrust leaders or independent researchers are likely to be seen as abrasive and fail.

Best practices to overcome communication difficulties include the following: defining the goals and milestones as a team, Using video-conferencing and web-based communication systems. Establishing regular schedules for meetings and recording minutes for key meetings and decisions. Developing a knowledge repository, and always communicating with principal investigators and project leaders.

Gica and Balint (2012) studied the factors influencing strategic planning among SMEs found in Romania. They further highlighted the significant role of SMEs in boosting the economy and the increasing pressure for firms to retain its competitive advantage. The volatility of small and medium enterprises justifies the need for these firms to take strategic planning and implementation seriously. It will make it easy to deal with any perceived threat. The establishment of comprehensive communication network within the organization makes it easy for the team to communicate and the leadership to assign responsibilities. The findings of the study recommend the utilization of strategic planning tools and strategic management techniques to cover everything that might go wrong during the surgery. The frequency of planning, the planning tools utilized and the planning horizons influence strategic planning and implementation (Simerson, 2011). The study sheds light into some of the factors that should be observed to help avoid mishaps during the process of implementing strategic plans.

Ayusa (2015) investigated communication and strategy implementation in telecommunication firms in Kenya Primary data was collected by the use of structured questionnaires. Thereafter, the quantitative and qualitative data obtained from the target population of thirteen telecommunication firms in Kenya was analyzed using Statistical Package for social sciences. The researcher assessed the various forms of
communication that are adopted by the telecommunication firms and it was established that verbal communication, non-verbal communication and written communication were the main forms of communication in use. The study further found out that the three forms of communication used in the telecommunication firms were very significant in strategy implementation which is in line with Barret (2002) who stated that the three forms of communication are a crucial aspect of human interactions as well as a prerequisite for any organization or business success.

Murugi, Mbaka, and Mugambi (2016) sought to establish communication practices and how they affect success of strategy implementation among commercial banks in Nakuru county Kenya. The study objective was to establish how communication in commercial banks affects strategy implementation in Nakuru County using descriptive research design. The target population was obtained from the 28 Commercial Banks in Nakuru County which has 200 staff members from Top Management staff, middle level staff to low level staff. Stratified random sampling technique was used in sampling respondents. Both descriptive and inferential statistics was used to analyze the data. The study revealed that there lacks effective communication among commercial banks in Nakuru County leading to failure in strategy implementation process.

2.5.2. Accountability

Accountability is crucial to successful implementation of any strategic plan - hands down. If you and your team don’t have to report to anyone on your progress, the plan may find itself farther and farther down your to-do list or at the bottom of your stacks of papers. You do not need an elaborate accountability system, but you do need something everyone understands (Olsen, 2016). Accountability must be explicit to ensure successful implementation. Managers must identify employees responsible for executing specific aspects of the plan, saying: "This is what you need to do. This is when you need to do it by. This is how your success will be measured." Importantly, those responsible need to be held accountable for completing their tasks (Richards, 2016). If lack of performance is overlooked, or if nobody verifies that tasks were completed, employees begin to believe that their efforts don't matter.
The most important practices in the implementation of strategic plans include communication, follow up, and accountability.

Communication is important because it facilitates tasks coordination. Furthermore, all the members of the organization must understand the strategies being used and the need for the action that is being taken (Dezdar, 2012). Accountability is emphasized because everyone should be responsible for the tasks they have been assigned. It encourages employees to work to ensure there are not slip ups during the strategic plan implementation process. Evaluation and monitoring is mandatory if the implemented plans are to succeed. Firms that invest in evaluation and monitoring establish measures that are used as indicators of how the plan is progressing. Low performance can be identified early and the required changes introduced.

As the strategy leader, you need to know that your leadership team will commit to reviewing the plan on a monthly basis. Once your leadership team has created space to dedicate to in-depth, monthly reviews, you need to clearly communicate to your broader team a) how the plan will be reviewed in the leadership meeting, and b) the rules of engagement around making timely updates. Creating a balanced set of strategic goals allows you to make progress immediately to energize your staff, while also having larger ambitions that can the entire organization can rally around (typically, those are financial or customer focused goals). Using a balanced approach to goal setting, it’s safe to assume that your organization has a mix of goals that include: financial goals, quality or customer service goals, process or organizational capacity goals, and perhaps some goals that impact your team or culture (Taylor, 2013).

### 2.5.3. Aligning Strategy To Organization’s Mission and Vision

A study was carried to examine the implementation of strategic management practices (Bakar et al., 2011). The focus of the study was construction companies in Malaysia. The findings of the study show that all the organizations covered in the study had effective strategies and clear mission statements to guide the organization. Strategic planning and management depends on the available leadership, accessible resources, and the general attitude of all the members of the organization. The implementation of a strategic plan requires the participation of all stakeholders hence the need to ensure
everyone understands the goal of the organization. The actions of the members of the organization who understand the mission objectives of the organization are guided by reason, which influences their dedication towards the implementation of the strategic plans. Organizational leadership is responsible for the guidance of all resources, which makes leadership one of the effective practices need for the implementation of strategic plans.

Ochola (2015) sought to establish the effect of management skills in the implementation of strategy by SMES in pharmaceutical industry in Nairobi City County. This research was conducted through a survey method. The target population included all the 600 SMES in Kenya in Pharmaceutical sector in Nairobi City County. The study sampled 60 respondents who were interviewed by the researcher. A structured questionnaire was used to collect the primary data which was administered using dropping-later method. Descriptive and correlation analysis was employed to analyze data. From the findings, it was established that organizational structure affects the implementation of strategic plans in the service to a great extent.

It found that the organization structure affects strategy implementation in the organization through meetings and discussion, freedom of expression, delegation of duties and functions, organization charts, organization Size allow implementation of strategic plans. The study recommends that when a strategy is being formulated the company should first develop a mission statement that attempts to clarify an organization’s values, purposes, and directions. Pharmaceutical Firm should use environmental scanning to collect information about opportunities and threats facing the firm obtain data about economic, financial, political, legal, and competitive changes in various markets the firm serves or might want to serve.

2.6. Chapter Summary
An overarching literature review has been undertaken based on the specific objectives of the study. The link between strategic resources and strategic plan implementation has been reviewed. The Strategic leadership factors that influence implementation of strategic plans have all been covered. Additionally, empirical studies related to the
effective practices that influence strategic plan implementation have also been reviewed.
CHAPTER THREE

3.0. RESEARCH METHODOLOGY

3.1. Introduction

This chapter documents the methods and procedures that were used to gather and analyze data on strategic plan implementation in SMEs in Khartoum. It presents the research designs adopted, the population of interest, sampling frame, sample size determination and sampling techniques, data collection instruments and procedures, pilot test and data processing and analysis. Also presented in this chapter are the research models that this study utilized to analyze and test various hypotheses developed in the study.

3.2. Research Design

A research design is a blueprint used for collection, measurement and analysis of the data. It is a plan and structure of investigation used to obtain answers to research questions the study intends to answer (Kothari, 2014). Gill and Johnson (2010), on the other hand, give a more detailed definition. Thus, a research design describes the characteristics of a population or phenomenon either at a fixed point in time or at varying times for a comparative process. It describes the; who, what, when, where and how of a situation and not what caused it. A research design expresses both the structure of the research problem and the plan of investigation used to obtain empirical evidence in relations to the problem (Cooper & Schindler, 2014).

There are a few research designs like exploratory, causal and descriptive (Creswell, 2014). Exploratory research design tends to have loose structures and is mostly useful when researchers lack a clear idea of the problem. Causal research seeks to identify the cause and effect relationships among variables and its main aim is to determine cause and effect. Descriptive research answers questions like who, what, when, where and how of a phenomenon. It outlines whether a relationship exists between two variables (Cooper & Schindler, 2014). A descriptive research design was considered the most appropriate for this research because it is effective in analyzing non-quantifiable data. It also gives an opportunity to integrate both qualitative and quantitative methods of data collection.
3.3. Population and Sampling Design

3.3.1. Population
Gill and Johnson (2010), describes a population as a collection of items of interest in research. According to Saunders, Lewis, and Thornhill (2012), the population is defined as the full set of cases from which a sample is taken. The population of interest in this study included all the small and medium operating in Khartoum and employed between 5 and 50 people. The Khartoum State comprises of three main areas: Khartoum, Omdurman and Khartoum North and is administratively divided into seven localities. Khartoum State was selected as the case study because that is where the bulk of SMEs are concentrated. A list of all registered SMEs within the Capital of Khartoum was obtained from the Business Licensing Department, Khartoum City as at March 2019 (Central Bureau of Statistics, 2019). The list contained 3,064 SME firms engaged in various income generating activities. The target population used in this study was the employees of selected SMEs comprising owners or managers.

3.3.2. Sampling Design
Sampling is the process of selecting a number of individuals or groups for a study in such a way that those selected represent the large group from which they were selected (Mugenda & Mugenda, 2003). This study applied the use of stratified and systematic sampling techniques. The population of SMEs was stratified as small and medium-size firms. Stratified type of sampling divide the universe into several sub group of population that are individually more homogeneous than the total population (the sub-populations differences are called strata) (Creswell, 2014). Then systematic random sampling was employed in selecting SMEs with strategic plans. In systematic sampling only the first unit is selected randomly and the remaining units of the sample are to be selected by a fixed period, it is not like a random sample in real sense (Zikmund & Babin, 2015). Finally, to select the individual respondents, the researcher used simple random sampling technique.
3.3.2.1 Sampling Frame
The sampling frame for this study included 3,064 small and medium sized firms which operated within the Khartoum as at March 2019. These firms were grouped into two main clusters according to size. This led to classifications like the medium sized firms and small sized firms. The aim of this limitation was to ensure that the sample selected in this study maintained homogeneous characteristics (Gatheya, Bwisa & Kihoro, 2012). Areas that were covered in this study include Khartoum Light Industrial Area, Buri Aldraisa, Kafori, Al-Khatimyya, Garden City, and Barnat Sharq.

Table 3.1: Study Sampling Frame

<table>
<thead>
<tr>
<th>Strata</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium sized firms</td>
<td>1013</td>
</tr>
<tr>
<td>Small sized firms</td>
<td>2051</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>3064</strong></td>
</tr>
</tbody>
</table>

Source: Business Licensing Department, Khartoum City (2019)

3.3.2.2 Sampling Technique
Sampling refers to the selection of the elements of the population to be included in the study. A sample is a part of the entire population that can be used for study and has all the characteristics of the entire population. According to Kothari and Garg (2014), the ultimate test of a sample is how well it represents the characteristics of the entire population. This study grouped SMEs according to size resulting to strata like medium sized and small sized firms. A multi-stage sampling procedure comprising of stratified and systematic sampling techniques was used to select the participants to participate in this study where the SMEs were stratified into two main categories namely the medium and small sized firms.

3.3.2.3 Sampling Size
Cooper and Schindler (2014) define a sample as a portion of the target population carefully selected to exemplify that population. The size of the sample should be a function of the variation in the population parameters under study and researchers must precisely estimate it. A good sample size should be a representation of the population and doesn’t necessarily have some proportional relationship to the size of
the population from which it is drawn. The sample size for this study was determined using the Yamane (1967) formula, as follows:

\[ n = \frac{N}{1 + \frac{N(e)^2}{1}} \]

Where:

- \( n \) is the sample size
- \( N \) is the population size = 3064
- \( E \) is the margin error – 5%.

\[ n = \frac{3064}{1 + \frac{3064}{0.05^2}} \]

The sample size thus comprised of 100 respondents.

Using this formula, a sample size of 100 SMEs were selected for the purpose of this study. Table 3.1 below provides an explanation on how the sample of the respondents was arrived at.

**Table 3.2: Study Sample Size**

<table>
<thead>
<tr>
<th>Strata</th>
<th>Population</th>
<th>Proportion (%</th>
<th>Sample Size (n)=N*%*30%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medium sized firms</td>
<td>1013</td>
<td>20%</td>
<td>202/4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>Small sized firms</td>
<td>2051</td>
<td>10%</td>
<td>205/4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>50</td>
</tr>
<tr>
<td>Total</td>
<td>3064</td>
<td>30%</td>
<td>353/4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher, 2019

### 3.4 Data Collection Methods

According to Cooper and Schindler (2014), questionnaire is a definite and concrete data collection instrument. The study sought to use primary data which was collected by administering questionnaires to the SMEs. The questionnaires were the main data collection tool. The questionnaire had highly structured questions. Structured questions were used to help the respondents answer the questions by choosing the best alternative that describes the organization’s situation. All the questions in this study were guided by the objectives of the study. The questionnaires were administered manually for convenience of the respondents and electronically where need be so as
to enhance the response rate. The questions were closed ended and a Five point Likert scale was used to measure the answers from the respondents and the ratings were as follows: 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A), 5 = Strongly Agree (SA).

3.5 Research Procedure

Once the data collection tools had been created, they were subjected to a pre-test for validity and reliability; ensuring all the questions asked are relevant, easy to understand for the target group, specific to the study objectives and manageable. This pre-test was subjected from a selected sample of 10 SMEs which was 10% of the sample size (as stated by Creswell, 2014) with similar characteristics as those of the sample size. Participants used in the pre-test were used in the main study. Necessary corrections were made and thereafter, the questionnaires were administered in person by the researcher with the aid of two research assistants.

The research obtained approval obtained from USIU-Africa and also in Khartoum Ministry of Education. The research assistants were trained on data collection and data was collected using questionnaire. The researcher monitored and also participated in collecting data to ensure quality data. Collected data was later organized for analysis.

The researcher recruited and trained two research assistants to assist in saving time and ensuring proper regular follow-ups are made. Appointments were obtained for those firms where the owners or the directors had busy schedules and the researcher ensured that these appointments are kept. The study only required one questionnaire for every firm and therefore it was paramount to adhere to the work schedules and appointments given.

3.6 Data Analysis

Upon data collection, it was coded for analysis using SPSS. Entry was conducted and entered data cleaned before analysis. Data transformation was carried out to prepare the variables for analysis. Two methods of data analysis namely descriptive and inferential analysis were applied in this study. Data analysis was guided by the objectives of the study. Descriptive data analysis techniques which describe the nature
of the respondents were used to test frequencies and percentages of the variables under consideration. Inferential statistics was used to draw inferences about a population from the selected sample. This included exploratory factor analysis to identify the variables that cluster together (Borden & Abbot, 2014), Kaiser-Meyer-Olkin (KMO) to assess the factorability of data whereby high values (close to 1.0) generally indicate that a factor analysis may be useful with the data. Principal component analysis (PCA) with promax rotation was then used to assess the dimensionality of each dimension. All items were then evaluated for reliability using Cronbach’s Alpha. The model fitness for the first order confirmatory factor analysis model was assessed by evaluating the model fit indices as recommended by (Byrne, 2010). The final analysis report was presented using tables, bar graphs and pie charts for ease of understanding and clarity.

3.7 Chapter Summary

The chapter outlined the general approach to research. The study utilized descriptive research design in examining strategic plan implementation among SMEs in Khartoum, Sudan. The target population comprised of 3064 SMEs in the city of Khartoum while the sample size of 100 was arrived at using Yamane (1967) formula and the stratification of various geographical regions. Data collection was performed through structured questionnaires. Analysis of data was carried out in form of descriptive and inferential statistics. Results output was presented in the form of tables and figures. The next chapter presents the findings and results in the form of graphs, figures, charts, and tables.
CHAPTER FOUR

4.0 RESEARCH RESULTS AND FINDINGS

4.1 Introduction
Chapter four presents and describes the results of the study. It uses various forms of both descriptive and inferential statistics to describe and present the study results. The purpose of this study was to examine the strategic plan implementation among SMEs in Khartoum, Sudan.

4.2 Response Rate
Table 4.1 indicates that all the questionnaires administered were returned. The overall response rate was thus found to be 100% and was sufficient to proceed with the data analysis.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Did not Respond</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Demographic Characteristics
The respondents’ information is presented in the figures 1-7. It captures the gender, age, level of education, level of experience, job status and business type of the respondents.

4.3.1 Gender of the Respondents
Figure 4.1 indicates the gender of the respondents, 60% of the respondents were male and 40% were female. The above finding reveals that majority of the respondents in SMEs sampled were male.

Figure 4.1 Gender of Respondents
4.3.2 Age of the Respondents
The respondents were asked to indicate their age bracket; the finding was indicated in Figure 4.2. The findings show that majority of the respondents 30% were in the age bracket of 21-29 years, 33% were in the age bracket of 30-37 years, 15% were between the ages of 40-49 years, 11% were between the ages of 50-59 years and 11% were above 60 years. It is imperative therefore those SMEs in Sudan are operated by people from all ages.

![Figure 4.2 Age Bracket of Respondents](image)

4.3.3 Level of Education
The respondents were asked to indicate the highest level of education, the finding were indicated of Figure 4.3. The findings indicate that most of the respondents 28% had bachelor’s qualifications, 25% were master’s degree holders, 17% were PHD holders, 19% were diploma holders and 11% had certificate qualification. The finding highlights that respondents were knowledgeable, and they had vast information on strategic plan implementation among SMEs in Sudan.

![Figure 4.3 Education Level of Respondents](image)
4.3.4 Working Experience
The study sought to establish the working experience of the respondents in the SMEs. The findings were as shown in Figure 4.4. The study found out that 14% of the respondents had worked in the SMEs for 0-5 years, 22% had worked for 6 to 10 years, 18% had worked for 11-15 years, 22% had worked for 16-20 years and 21% had worked in the SMEs for over 20 years. This implies that respondents had requisite experience to operate SMEs.

![Figure 4.4 Work Experience of Respondents](image)

4.3.5 Number of Employees
The study sought to find out the total number of employees working for the SMEs. The results were as shown in Figure 4.5. The study found out that majority 39% of the SMEs had 16-20 employees, 24% had 21-25 employees, 26% had over 25 employees, 7% had 11-15 employees and 4% had 5-10 employees. This indicates that the sampled entities were in the cluster of SMEs with employees of over 5 employees.

![Figure 4.5 Total Number of Employees](image)
4.3.6 Business Monthly Turnover
The study sought to find out the monthly business turnover for the SMEs. The findings are as indicated in figure 4.6. From the findings, 26% of the SMEs had a turnover of less than 50,000, 24% had a turnover of 50,001 to 60,000, 13% had a turnover of 60,001 to 70,000, 8% had a turnover of 70,001 to 80,000, 5% had a turnover of 80,001 to 90,000, 9% had a turnover of 90,001 to 100,000, 8% had a turnover of 100,001 to 200,000, and 7% had a turnover of above 200,000.

Figure 4.6 Monthly Turnover for SMEs

4.3.7 Sector of Business
The study sought to establish the sector of the business. The findings were as shown in figure 4.7. The study found out that most of the SMEs 28% were in the manufacturing sector, 20% were in processing, 7% were in hotel and food sector, 9% were in consultancy, 11% were in distribution, 11% were in transport, 5% were in construction, 6% were in wholesale, and 3% were in retail services. This shows that SMEs in Sudan are involved in many sectors of the economy.

Figure 4.7 Sector in Business
4.4 Descriptive Analysis  For Study Variables

4.4.1 SMEs Resources

The study sought to investigate the influence SMEs resources in implementation of strategic plan. The findings are as shown in table 4.2. From the findings majority of the respondents agreed that they allocated money for growth of the business. 36% agreed that physical resources such as land were allocated for the business. Majority 63% agreed that they use technology based on their plan in the business. 58% of the respondents agreed that they have branded their business based on strategy. Majority 71% of the respondents agreed that the business has enough employees and majority 69% of the respondents agreed that there are clear communication channel for employee in the business.

Table 4. 2 SMEs Resources

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1</td>
<td>Their money allocated for growth of the business</td>
<td>35</td>
<td>8</td>
<td>2</td>
<td>1</td>
<td>54</td>
</tr>
<tr>
<td>R2</td>
<td>There are physical resources allocated such as land allocated for the business</td>
<td>16</td>
<td>25</td>
<td>23</td>
<td>22</td>
<td>14</td>
</tr>
<tr>
<td>R3</td>
<td>We use technology based on our plan in the business</td>
<td>10</td>
<td>10</td>
<td>17</td>
<td>39</td>
<td>24</td>
</tr>
<tr>
<td>R4</td>
<td>We have branded our business based on strategy</td>
<td>12</td>
<td>22</td>
<td>8</td>
<td>35</td>
<td>23</td>
</tr>
<tr>
<td>R5</td>
<td>The business has enough employee</td>
<td>8</td>
<td>8</td>
<td>13</td>
<td>40</td>
<td>31</td>
</tr>
<tr>
<td>R6</td>
<td>There are clear communication channel for employee in the business</td>
<td>5</td>
<td>10</td>
<td>16</td>
<td>29</td>
<td>40</td>
</tr>
</tbody>
</table>

KEY: SD-Strongly disagree, D- Disagree, N-Neutral, A-Agree, SA-Strongly Agree

4.4.2 Strategic Leadership

The study sought to determine the influence of strategic leadership in implementation of strategic plan. The results are as indicated in table 4.3. The findings indicate that 47% of the respondents agreed that the strategy was shared among employees. 41% agreed that the business management has discussed the business strategy with all the employees.49% of the respondents agreed that the business decisions are balanced and the leaders are in charge. Majority 63% of the respondents agreed that the leadership style was based on the business vision and not personal decisions.60%
agreed that employee’s job descriptions are based on the business strategy and 75% agreed that the leaders are committed to implement the business strategy.

**Table 4.3 Strategic Leadership**

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SL1</td>
<td>The strategy is shared among employees</td>
<td>36</td>
<td>12</td>
<td>5</td>
<td>9</td>
<td>38</td>
</tr>
<tr>
<td>SL2</td>
<td>The business management has discussed the business strategy with all the employees</td>
<td>19</td>
<td>18</td>
<td>22</td>
<td>15</td>
<td>26</td>
</tr>
<tr>
<td>SL3</td>
<td>The business decisions are balanced and the leaders are in charge</td>
<td>12</td>
<td>14</td>
<td>25</td>
<td>29</td>
<td>20</td>
</tr>
<tr>
<td>SL4</td>
<td>The leadership style is based on the business vision and not personal decisions</td>
<td>10</td>
<td>15</td>
<td>12</td>
<td>30</td>
<td>33</td>
</tr>
<tr>
<td>SL5</td>
<td>Employees job descriptions are based on the business strategy</td>
<td>5</td>
<td>17</td>
<td>18</td>
<td>25</td>
<td>35</td>
</tr>
<tr>
<td>SL6</td>
<td>The leaders are committed to implement the business strategy</td>
<td>8</td>
<td>8</td>
<td>9</td>
<td>26</td>
<td>49</td>
</tr>
</tbody>
</table>

**KEY:** SD-Strongly disagree, D- Disagree, N-Neutral, A-Agree, SA-Strongly Agree

**4.4.3 Organizational Practices**

The study sought to find out how organizational practices influence implementation of strategy plans. The results are as indicated in table 4.4. The findings reveal that 36% of the respondents agreed that employees participate in the strategic implementation. 39% of the respondents agreed that employees are motivated. 57% agreed that the employees are employed competitively based on their skills in the business. 59% agreed that there are frequent business meetings on strategy. 58% agreed that the business had clear plan on how to handle competition and majority 74% agreed that the business has key growth plan.
Table 4. 4 Organizational Practices

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>OP1</td>
<td>Employees participate in the strategic implementation</td>
<td>53</td>
<td>2</td>
<td>9</td>
<td>4</td>
<td>32</td>
</tr>
<tr>
<td>OP2</td>
<td>Employees are motivated</td>
<td>19</td>
<td>14</td>
<td>28</td>
<td>19</td>
<td>20</td>
</tr>
<tr>
<td>OP3</td>
<td>The employees are employed competitively based on their skills in the business</td>
<td>7</td>
<td>12</td>
<td>24</td>
<td>41</td>
<td>16</td>
</tr>
<tr>
<td>OP4</td>
<td>There are frequent business meetings on strategy</td>
<td>13</td>
<td>14</td>
<td>14</td>
<td>27</td>
<td>32</td>
</tr>
<tr>
<td>OP5</td>
<td>The business has clear plan on how to handle competition</td>
<td>9</td>
<td>19</td>
<td>14</td>
<td>22</td>
<td>36</td>
</tr>
<tr>
<td>OP6</td>
<td>The business has key growth plan</td>
<td>3</td>
<td>16</td>
<td>7</td>
<td>33</td>
<td>41</td>
</tr>
</tbody>
</table>

**KEY: SD-Strongly disagree, D- Disagree, N-Neutral, A-Agree, SA-Strongly Agree**

### 4.4.4 Effective Practices

The study sought to establish how effective practices used by SMEs influence strategic plan implementation in Khartoum. The results are as indicated in table 4.5. The findings show that 44% agreed that team work is among employees in the business. 31% agreed that there is supervision and follow up by the leaders. Majority 67% agreed that each employee is accountable on what he/she is doing. 54% agreed that clear targets on the goals have to be achieved. 59% agreed that the leaders support the employees in their work and 69% agreed that the business mission is clearly known by everyone.

Table 4. 5 Effective Practices

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>SD (%)</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>EP1</td>
<td>There is team work among employees in the business</td>
<td>39</td>
<td>9</td>
<td>8</td>
<td>7</td>
<td>37</td>
</tr>
<tr>
<td>EP2</td>
<td>There is supervision and follow up by the leaders</td>
<td>19</td>
<td>20</td>
<td>30</td>
<td>12</td>
<td>19</td>
</tr>
<tr>
<td>EP3</td>
<td>Each employee is accountable on what he/she is doing</td>
<td>7</td>
<td>13</td>
<td>13</td>
<td>43</td>
<td>24</td>
</tr>
<tr>
<td>EP4</td>
<td>There is clear targets on the goals to be achieved</td>
<td>4</td>
<td>25</td>
<td>17</td>
<td>32</td>
<td>22</td>
</tr>
<tr>
<td>EP5</td>
<td>The leaders support the employees in their work</td>
<td>15</td>
<td>10</td>
<td>16</td>
<td>33</td>
<td>26</td>
</tr>
<tr>
<td>EP6</td>
<td>The business mission is clearly known by everyone</td>
<td>11</td>
<td>10</td>
<td>10</td>
<td>36</td>
<td>33</td>
</tr>
</tbody>
</table>

**KEY: SD-Strongly disagree, D- Disagree, N-Neutral, A-Agree, SA-Strongly Agree**

48
4.4.5 Strategic Plan Implementation

The study sought to find out about implementation of strategic plan in the organizations. The results are as shown in table 4.6. The findings indicate that 35% of the respondents agreed that the business has conducted analysis to determine its current performance. 31% of the respondents agreed that clear business goals set have to be achieved in the business. 55% agreed that clear steps are identified to achieve the goals set in the business. 68% of the respondents agreed that clear indicators are used to measure if the goals are achieved. 55% agreed that the business future plan was discussed and written down with clear timeline for the achievement. 55% agreed that the business was making is expanding because of strategy written down. 64% agreed that the business was making profit because of strategy written down and implemented and majority 67% agreed that the business has changed severally to avoid closing down due to its strategic plan.

Table 4.6 Strategic Plan Implementation

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
<th>SD (%</th>
<th>D (%)</th>
<th>N (%)</th>
<th>A (%)</th>
<th>SA (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SP1</td>
<td>The business has conducted analysis to determine its current performance ie profit competitors</td>
<td>54</td>
<td>9</td>
<td>2</td>
<td>4</td>
<td>31</td>
</tr>
<tr>
<td>SP2</td>
<td>There are clear business goals set to be achieved in the business</td>
<td>24</td>
<td>17</td>
<td>28</td>
<td>23</td>
<td>8</td>
</tr>
<tr>
<td>SP3</td>
<td>There are clear steps identified to achieve the goals set in the business</td>
<td>10</td>
<td>15</td>
<td>20</td>
<td>35</td>
<td>20</td>
</tr>
<tr>
<td>SP4</td>
<td>There are clear indicators to measure if the goals are achieved</td>
<td>9</td>
<td>15</td>
<td>8</td>
<td>37</td>
<td>31</td>
</tr>
<tr>
<td>SP11</td>
<td>The business future plan was discussed and written down with clear timeline for the achievement</td>
<td>9</td>
<td>22</td>
<td>14</td>
<td>28</td>
<td>27</td>
</tr>
<tr>
<td>SP12</td>
<td>The business is making is expanding because of strategy written down</td>
<td>12</td>
<td>20</td>
<td>13</td>
<td>34</td>
<td>21</td>
</tr>
<tr>
<td>SP13</td>
<td>The business is making profit because of strategy written down and implemented</td>
<td>9</td>
<td>14</td>
<td>13</td>
<td>30</td>
<td>34</td>
</tr>
<tr>
<td>SP14</td>
<td>the business has changed severally to avoid closing down due to its strategic plan</td>
<td>10</td>
<td>12</td>
<td>11</td>
<td>24</td>
<td>43</td>
</tr>
</tbody>
</table>

KEY: SD-Strongly disagree, D- Disagree, N-Neutral, A-Agree, SA-Strongly Agree

4.5 Inferential Statistics

This section presents analysis of inferential statistics regarding the strategic plan implementation among SMEs. It involved Exploratory Factor Analysis (EFA),
Principal Components Analysis (PCA), Confirmatory Factor Analysis (CFA), Total Variance, Pattern Matrix, Construct Reliability, Normality Assessment, and Convergent Validity. Other are Discriminant Validity, Correlation Analysis, and Predictive Relevance of the Model for the study variables.

4.5.1 Measurement Model
The first phase involves exploratory factor analysis (EFA) that explore patterns whose key steps included the computation of factor loading matrix, communalities and principal components analysis (PCA). The second phase involves confirmatory factor analysis (CFA) that evaluates the measurement model on multiple criteria such as internal reliability, convergent, and discriminant validity.

4.5.2 Exploratory Factor Analysis

Exploratory factor analysis was used to refine the constructs. The data was first run tests to assess its factorability using these indicators (Kaiser Meyer-Olkin Measure of Sampling Adequacy, Bartlett’s Test of Sphericity and communalities). KMO Measures of Sampling Adequacy of manifest variables was above the threshold of 0.6 and p-values for Bartlett’s test of Sphericity were significant (below 0.05) as indicated in Table 4.7.

<table>
<thead>
<tr>
<th>Statistic</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</td>
<td>.720</td>
</tr>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td>793.763</td>
</tr>
<tr>
<td>Approx. Chi-Square</td>
<td></td>
</tr>
<tr>
<td>Df</td>
<td>171</td>
</tr>
<tr>
<td>Sig.</td>
<td>.000</td>
</tr>
</tbody>
</table>

4.5.3 Total Variance Explained
Based on these Kaiser’s criterion, five factors, out of a total 19 factors, were imputed. Amongst themselves, they were able to explain 64.853% of the total variance in the data. Table 4.8 indicated that the four factors in the initial solution have eigenvalues greater than 1.2, with the threshold being eigenvalue greater or equal to 1.0 (Hair, Black, & Babin, 2010).
<table>
<thead>
<tr>
<th>Component</th>
<th>Initial Eigenvalues</th>
<th>Extraction Sums of Squared Loadings</th>
<th>Rotation Sums of Squared Loadings</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>% of Variance</td>
<td>Cumulative %</td>
</tr>
<tr>
<td>2</td>
<td>3.305</td>
<td>17.395</td>
<td>41.936</td>
</tr>
<tr>
<td>3</td>
<td>1.667</td>
<td>8.772</td>
<td>50.708</td>
</tr>
<tr>
<td>4</td>
<td>1.441</td>
<td>7.582</td>
<td>58.290</td>
</tr>
<tr>
<td>5</td>
<td>1.247</td>
<td>6.563</td>
<td>64.853</td>
</tr>
<tr>
<td>6</td>
<td>.940</td>
<td>4.950</td>
<td>69.803</td>
</tr>
<tr>
<td>7</td>
<td>.892</td>
<td>4.695</td>
<td>74.498</td>
</tr>
<tr>
<td>8</td>
<td>.795</td>
<td>4.182</td>
<td>78.680</td>
</tr>
<tr>
<td>9</td>
<td>.679</td>
<td>3.576</td>
<td>82.256</td>
</tr>
<tr>
<td>10</td>
<td>.595</td>
<td>3.132</td>
<td>85.388</td>
</tr>
<tr>
<td>11</td>
<td>.472</td>
<td>2.483</td>
<td>87.870</td>
</tr>
<tr>
<td>12</td>
<td>.429</td>
<td>2.256</td>
<td>90.127</td>
</tr>
<tr>
<td>13</td>
<td>.394</td>
<td>2.075</td>
<td>92.202</td>
</tr>
<tr>
<td>14</td>
<td>.332</td>
<td>1.745</td>
<td>93.947</td>
</tr>
<tr>
<td>15</td>
<td>.323</td>
<td>1.700</td>
<td>95.647</td>
</tr>
<tr>
<td>16</td>
<td>.252</td>
<td>1.324</td>
<td>96.971</td>
</tr>
<tr>
<td>17</td>
<td>.239</td>
<td>1.258</td>
<td>98.229</td>
</tr>
<tr>
<td>18</td>
<td>.195</td>
<td>1.025</td>
<td>99.254</td>
</tr>
<tr>
<td>19</td>
<td>.142</td>
<td>.746</td>
<td>100.000</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

a. When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

4.5.4 Pattern Matrix

Communality values were used to measure the variability of each observed variable that could be explained by the extracted factors were checked. A low value for communality, for instance, less than 0.3, could indicate that the variable does not fit well with other variables in its component, and it is undesirable. Communalities were above 0.4 signifying satisfactory factorability for all items as indicated in Table 4.9. A simplified factor loading matrix or a pattern matrix, shown in Table 4.9, is a matrix containing the coefficients or "loadings" used to express the item in terms of the factors, that is, interpretation of factors. In this study, the pattern matrix coefficients
ranged from 0.514 to 0.909 thus showing variables are almost perfectly related to a factor pattern.

**Table 4.9 Communalities and Pattern Matrix**

<table>
<thead>
<tr>
<th>Item</th>
<th>Component</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Strategy plan implementation</td>
</tr>
<tr>
<td>R4</td>
<td>.768</td>
</tr>
<tr>
<td>R5</td>
<td>.800</td>
</tr>
<tr>
<td>R6</td>
<td>.794</td>
</tr>
<tr>
<td>OP1</td>
<td>.685</td>
</tr>
<tr>
<td>OP2</td>
<td>.770</td>
</tr>
<tr>
<td>OP3</td>
<td>.663</td>
</tr>
<tr>
<td>EP2</td>
<td>.770</td>
</tr>
<tr>
<td>EP4</td>
<td>.803</td>
</tr>
<tr>
<td>EP5</td>
<td>.723</td>
</tr>
<tr>
<td>EP6</td>
<td>.514</td>
</tr>
<tr>
<td>SP2</td>
<td>.807</td>
</tr>
<tr>
<td>SP3</td>
<td>.780</td>
</tr>
<tr>
<td>SP4</td>
<td>.837</td>
</tr>
<tr>
<td>SP1</td>
<td>.784</td>
</tr>
<tr>
<td>1</td>
<td>.701</td>
</tr>
<tr>
<td>2</td>
<td>.734</td>
</tr>
<tr>
<td>4</td>
<td>.909</td>
</tr>
<tr>
<td>SL1</td>
<td>.853</td>
</tr>
<tr>
<td>SL2</td>
<td>.649</td>
</tr>
<tr>
<td>SL3</td>
<td></td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.
Rotation Method: Promax with Kaiser Normalization.
   a. Rotation converged in 5 iterations.

**4.5.5 Confirmatory Factor Analysis.**

Confirmatory factor analysis (CFA) was then performed using IBM AMOS software version 23 to assess the reliability and validity of the measures before using them in the research model.
The CFA fit statistics of the overall measurement model for study variables was then extracted as shown in Figure 4.8. The CFA model fit the data adequately since the fit indices were within an acceptable range (Gold et al., 2001).

\[ \chi^2 = 222.80; \text{df} = 142; \frac{\chi^2}{\text{df}} = 1.569; \text{CFI} = .952; \text{GFI} = .967; \text{RMSEA} = 0.025 \]

**Figure 4.8 Confirmatory Factor Analysis for Study Variables**

The CFA fit statistics of the overall measurement model for study variables was then extracted as shown in Figure 4.8. The CFA model fit the data adequately since the fit indices were within an acceptable range (Gold et al., 2001).

**4.5.6 Normality Assessment**

The univariate normality of distribution of all interval variables was investigated. If the absolute values of skew and kurtosis are greater than 2 and 7 respectively, the data set is considered to have an extreme non-normality. Table 4.10 indicated that all the
values did not exceed the absolute values of 2 for skewness and 7 for kurtosis indices and, therefore, the data set was considered to have moderately normal distribution.

Table 4. 10 Normality Test

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Skewness Statistic</th>
<th>Skewness Std. Error</th>
<th>Kurtosis Statistic</th>
<th>Kurtosis Std. Error</th>
</tr>
</thead>
<tbody>
<tr>
<td>R4</td>
<td>100</td>
<td>-.697</td>
<td>.241</td>
<td>1.297</td>
<td>.478</td>
</tr>
<tr>
<td>R5</td>
<td>100</td>
<td>-.399</td>
<td>.241</td>
<td>-.490</td>
<td>.478</td>
</tr>
<tr>
<td>R6</td>
<td>100</td>
<td>-.316</td>
<td>.241</td>
<td>-.561</td>
<td>.478</td>
</tr>
<tr>
<td>SL1</td>
<td>100</td>
<td>-.459</td>
<td>.241</td>
<td>.347</td>
<td>.478</td>
</tr>
<tr>
<td>SL2</td>
<td>100</td>
<td>-.787</td>
<td>.241</td>
<td>.402</td>
<td>.478</td>
</tr>
<tr>
<td>SL3</td>
<td>100</td>
<td>-.348</td>
<td>.241</td>
<td>-.623</td>
<td>.478</td>
</tr>
<tr>
<td>OP1</td>
<td>100</td>
<td>-.115</td>
<td>.241</td>
<td>-.824</td>
<td>.478</td>
</tr>
<tr>
<td>OP2</td>
<td>100</td>
<td>-.308</td>
<td>.241</td>
<td>.681</td>
<td>.478</td>
</tr>
<tr>
<td>OP3</td>
<td>100</td>
<td>-.299</td>
<td>.241</td>
<td>.680</td>
<td>.478</td>
</tr>
<tr>
<td>EP2</td>
<td>100</td>
<td>-.324</td>
<td>.241</td>
<td>.209</td>
<td>.478</td>
</tr>
<tr>
<td>EP4</td>
<td>100</td>
<td>-.227</td>
<td>.241</td>
<td>.612</td>
<td>.478</td>
</tr>
<tr>
<td>EP5</td>
<td>100</td>
<td>-.850</td>
<td>.241</td>
<td>.888</td>
<td>.478</td>
</tr>
<tr>
<td>EP6</td>
<td>100</td>
<td>-.393</td>
<td>.241</td>
<td>-.288</td>
<td>.478</td>
</tr>
<tr>
<td>SP2</td>
<td>100</td>
<td>-.874</td>
<td>.241</td>
<td>1.683</td>
<td>.478</td>
</tr>
<tr>
<td>SP3</td>
<td>100</td>
<td>-.708</td>
<td>.241</td>
<td>.640</td>
<td>.478</td>
</tr>
<tr>
<td>SP4</td>
<td>100</td>
<td>-.697</td>
<td>.241</td>
<td>.167</td>
<td>.478</td>
</tr>
<tr>
<td>SP11</td>
<td>100</td>
<td>-.810</td>
<td>.241</td>
<td>1.837</td>
<td>.478</td>
</tr>
<tr>
<td>SP12</td>
<td>100</td>
<td>-.766</td>
<td>.241</td>
<td>1.463</td>
<td>.478</td>
</tr>
<tr>
<td>SP14</td>
<td>100</td>
<td>-.733</td>
<td>.241</td>
<td>.385</td>
<td>.478</td>
</tr>
</tbody>
</table>

4.5.7 Construct Reliability

Construct reliability was assessed by computing the composite reliability and the Cronbach’s alpha of the constructs. The Cronbach’s Alpha was all above the 0.6 threshold as specified for PLS analysis (Hair et al., 2010). Composite reliability of reflective items was all above the acceptable 0.7 threshold which means all the variables in the study exhibited construct reliability as indicated in table 4.11.

Table 4. 11 Reliability Analysis of Variables

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Composite Reliability &gt; 0.7</th>
<th>Number of items retained</th>
<th>Cronbach's Alpha &gt; 0.6</th>
<th>Items removed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
<td>0.748</td>
<td>3</td>
<td>0.736</td>
<td>R1,R2,R3</td>
</tr>
<tr>
<td>Strategic plan Implementation</td>
<td>0.868</td>
<td>6</td>
<td>0.867</td>
<td>SP1,SP13</td>
</tr>
<tr>
<td>Strategic Leadership</td>
<td>0.837</td>
<td>3</td>
<td>0.818</td>
<td>SL4,SL5,SL6</td>
</tr>
<tr>
<td>Effective Practices</td>
<td>0.739</td>
<td>4</td>
<td>0.718</td>
<td>EP1,EP3</td>
</tr>
<tr>
<td>Organizational Practices</td>
<td>0.922</td>
<td>3</td>
<td>0.729</td>
<td>OP4,OP5,OP6</td>
</tr>
</tbody>
</table>
4.5.8 Convergent Validity
Convergent validity was assessed using average variance extracted (AVE). Table 4.12 indicates that AVE of all constructs were above the 0.5 threshold indicating that the latent constructs account for at least fifty percent of the variance in the items. This indicates that the measurement scales exhibited adequate measurement validity (Hair et al., 2010).

4.5.9 Discriminant Validity.
In correlation matrix table 4.12, the diagonal elements in bold are the square root of the average variance extracted (AVE) of all the latent constructs. The discriminant validity is assumed if the diagonal elements are higher than other off-diagonal elements in their rows and columns (Compeau, Higgins, & Huff, 1999). Discriminant validity was confirmed for the measurement model.

<table>
<thead>
<tr>
<th>Table 4.12 Convergent and Discriminant Validity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resources</td>
</tr>
<tr>
<td>Resources</td>
</tr>
<tr>
<td>Strategic plan Implementation</td>
</tr>
<tr>
<td>Strategic Leadership</td>
</tr>
<tr>
<td>Effective Practices</td>
</tr>
<tr>
<td>Organizational Practices</td>
</tr>
</tbody>
</table>

*** P< 0.010, ** p < 0.050, ns – correlation not significant

4.6 Correlation Analysis.
Results of the correlation analysis shows that resources was found to be positive and significantly related to Strategic plan Implementation (r = 0.508, p-value<0.05). Strategic Leadership was found to be positive and significantly related to Strategic plan Implementation (r = 0.444, p-value<0.05). Effective Practices were found to be positive and significantly related to Strategic plan Implementation (r = 0.558, p-value<0.05) and Organizational Practices were found to be positive and significantly related to Strategic plan Implementation (r = 0.368, p-value<0.05) as indicted in table 4.12.
Overall Structural Model Estimation

The structural model fit statistics of the overall structural model for study variables was then extracted as shown in Figure 4.9. The structural model fit the data adequately since the fit indices were within an acceptable range (Gold et al., 2001).

$\chi^2 = 294.89$, $df = 148$; $\chi^2/df = 1.998$; CFI = .951; GFI = .954; RMSEA = 0.013

Figure 4.9 Overall Structural Model for Study Variables

The structural model fit statistics of the overall structural model for study variables was then extracted as shown in Figure 4.9. The structural model fit the data adequately since the fit indices were within an acceptable range (Gold et al., 2001).

Table 4.13 Path Coefficients

<table>
<thead>
<tr>
<th>Path</th>
<th>Unstandardized Estimate</th>
<th>Standardized estimates</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic plan Implementation &lt;- Resources</td>
<td>0.416</td>
<td>0.355</td>
<td>0.121</td>
<td>3.438</td>
<td>0.001</td>
</tr>
<tr>
<td>Strategic plan Implementation &lt;- Strategic Leadership</td>
<td>0.314</td>
<td>0.219</td>
<td>0.077</td>
<td>4.078</td>
<td>0.000</td>
</tr>
<tr>
<td>Strategic plan Implementation &lt;- Organizational Practices</td>
<td>0.372</td>
<td>0.275</td>
<td>0.122</td>
<td>3.049</td>
<td>0.003</td>
</tr>
<tr>
<td>Strategic plan Implementation &lt;- Effective Practices</td>
<td>0.651</td>
<td>0.506</td>
<td>0.148</td>
<td>4.399</td>
<td>0.000</td>
</tr>
</tbody>
</table>
4.6.1 Resources on Strategic Plan Implementation

Resources was found to have a positive and statistically significant relationship with Strategic plan Implementation. The path coefficient was positive and significant at the 0.05 level (β=0.355, T-value =3.438 p<0.05) as indicated in table 4.13 and figure 4.9. The positive relationship means if, resources increases by 1, Strategic plan Implementation increase by 35.5%.

4.6.2 Strategic Leadership on Strategic Plan Implementation

Strategic Leadership was found to have a positive and statistically significant relationship with Strategic plan Implementation. The path coefficient was positive and significant at the 0.05 level (β=0.219, T-value =4.078 p<0.05) as indicated in table 4.13 and figure 4.9. The positive relationship means if, Strategic Leadership increases by 1%, Strategic plan Implementation increase by 21.9%.

4.6.3 Organizational Practices on Strategic Plan Implementation

Organizational Practices was found to have a positive and statistically significant relationship with Strategic plan Implementation. The path coefficient was positive and significant at the 0.05 level (β=0.275, t-value =3.049 p<0.05) as indicated in table 4.13 and figure 4.9. The positive relationship means if, Organizational Practices increases by 1%, Strategic plan Implementation increase by 27.5%.

4.6.4 Effective Practices on Strategic Plan Implementation

Effective Practices was found to have a positive and statistically significant relationship with Strategic plan Implementation. The path coefficient was positive and significant at the 0.05 level (β=0.506, T-value =4.399 p<0.05) as indicated in table 4.13 and figure 4.9. The positive relationship means if, Effective Practices increases by 1%, Strategic plan Implementation increase by 50.6%.
4.7 Predictive Relevance of the Model

The quality of the structural model can be assessed by $R^2$ which shows the variance in the endogenous variable that is explained by the exogenous variables. Based on the results reported in figure 4.9, the $R^2$ was found to be 0.573 indicating that resources, strategic leadership, effective practices and organizational practices can account for 40.4% of the variance in the Strategic plan Implementation in SMEs in Sudan.

4.8 Chapter Summary

The chapter presented the findings and results of the study. It was revealed that all the independent variables were positively related to strategic plan implementation. Moreover, all the four variables were statistically significant at the confidence level of 0.05. Descriptive statistics of the findings; mean, standard deviation, frequencies, and percentages were also presented in the chapter. The next chapter presents discussion, conclusion, and recommendation of the study.
CHAPTER FIVE
5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter puts together a summary of the findings as well as the discussion and conclusions gathered from the analysis of data. These findings together with the objectives of the study have been summarized alongside each other. It also discusses the major findings of the study in regards to the specific objectives. Conclusions have been drawn from the study and the recommendations given.

5.2 Summary of Findings

The main objective of the study was to examine strategic plan implementation among SMEs in Khartoum, Sudan while the specific objectives were: to establish how strategic resources influence strategic plan implementation among SMEs in Khartoum; to determine the influence of Strategic leadership on strategic plan implementation among SMEs in Khartoum; to find out the extent to which organizational practices influence strategic plan implementation among SMEs in Khartoum; to establish effective practices used among SMEs in strategic plan implementation in Khartoum.

The study adopted descriptive research design. The population for the study was SMEs doing their business in Khartoum, Sudan. The total sample size for the study was 100 SMEs situated in Khartoum. Simple random sampling was sued to analyze collected data and presentation was done through figures, graphs, charts, and tables. Data analysis was conducted using descriptive statistics and inferential statistics. Descriptive statistics included measures of central tendency such as frequency, mean, standard deviation, and percentages while inferential statistics included variance, correlation coefficient, and simple linear regression. Correlation and variance were performed, and simple linear regression analysis used to establish the effect of independent variable on the dependent variable.

The findings of the first objective indicated that resources were found to have positive and statistically significant relationships with strategic plan implementation. The Path coefficient was positive and significant at the 0.05 level (B=0.355, T-value=3.438
p<0.050). The positive relationship means if, resources increase by 1 unit, Strategic Plan Implementation increase by 0.355 units or 35.5%. Involvement of technology and stakeholders makes implementation of strategic planning much easier. Communication and the lack of knowledge were identified as the key factors that influence the implementation of strategic plans in SMEs.

Secondly, the study results on strategic leadership was found to be positive and statistically significantly related to strategic plan implementation (r=0.444, p-value=0.05). Strategic leadership was found to have a positive and statically significant relationship with Strategic Plan Implementation. The Path Coefficient was positive and significant at the 0.05 level (B=0.219, t-value = 4.078 p<0.05). The positive relationship means if, strategic leadership increase by 1 unit, Strategic Plan Implementation increase by 0.219 units. Comprehensiveness of strategic Plan is influenced by the adoption of the developed strategies, enhanced employee participation in the process and the reduction of political behavior.

Organizational practices were found to have a positive and statistically significant relationship with Strategic Plan Implementation. The path coefficient was positive and significant at the 0.05 level (B=0.275, t-value=3.049 p<0.05). The positive relationship means if, organizational practices increase by 1 unit, Strategic Plan Implementation increase by 0.275 units. Implementation of a strategic plan requires the participation of all stakeholders hence the need to ensure everyone understands the goal of the organization.

Thirdly, the results on the effective practices were found to be positive and significantly related to the Strategic Plan Implementation (r=0.558, p-value<0.05) and organizational practices were found to be positive and significantly related to Strategic Plan Implementation (r=0.368, p-value<0.05). Effective practices were found to have a positive and statistically significant relationship with Strategic Plan Implementation. The Path Coefficient was positive and significant at the 0.05 level (B=0.506, t-value=4.399 p<0.05). The positive relationship means, if, effective Practices increases by 1 unit, Strategic Plan Implementation increase by 0.506 units.
5.3 Discussion of the Results
The purpose of the study was to examine strategic plan implementation among SMEs in Khartoum, Sudan. In this discussion, the findings have been assembled in terms of the specific objectives.

5.3.1 Influence of Strategic Resources on Strategic Plan Implementation

The findings of the study on the influence SME resources in implementation of strategic planning indicated that most respondents agreed that they allocated money for growth of business. The findings of the study indicated that majority, 63% of the respondent agreed that they use technology based on their plan in the business. The findings on the influence of resources were found to have positive and statistically significant relationships with Strategic Plan Implementation. The Path coefficient was positive and significant at the 0.05 level (B=0.355, T-value=3.438 p<0.050). The positive relationship means if, resources increase by 1 unit, Strategic Plan Implementation increase by 0.355 units or 35.5%. Involvement of technology and stakeholders makes implementation of strategic planning much easier. Communication and the lack of knowledge were identified as the key factors that influence the implementation of strategic plans in SMEs.

About employee’s involvement, the findings revealed that less than 50% were actively involved in strategic implementation processes. Hence, the study agrees with Majama and Magang (2017) who examined the utilization of strategic planning by SMEs in Botswana. Several SMEs fail due to the lack of effective strategic plans, which points back to the fact there are factors that should be manipulated to facilitate strategic formulation and planning in SMEs. The study established that there is limited strategic planning in SMEs found in Botswana. In addition, the available strategic plans are not formal and remain undocumented. The situation contributes to the lax attitude that SMEs and their employees have towards strategic plan and implementation.

The use of strategic planning tools is very low among SMEs with most notable one being financial analysis. The study cites lack of knowledge, the assumption that SMEs are flexible, and the lack of business management skills as the factors that contribute to the low utilization of strategic planning tools. The outcome of the study
informs the strategic planning should include impeccable business management skills, willingness to utilize strategic planning tools, and the presence of a team that is driven to plan set goals and focus on achieving them (Simerson, 2011).

5.3.2 Influence of Strategic leadership on Strategic Plan Implementation

The results on strategic leadership was found to be positive ad statistically significantly related to strategic plan implementation (r=0.444, p-value=0.05). Strategic leadership was found to have a positive and statically significant relationship with Strategic Plan Implementation. The Path Coefficient was positive and significant at the 0.05 level (B=0.219, t-value=4.078 p<0.05). The positive relationship means if, strategic leadership increase by 1 unit, Strategic Plan Implementation increase by 0.219 units. Comprehensiveness of strategic Plan is influenced by the adoption of the developed strategies, enhanced employee participation in the process in the process and the reduction of political behavior.

The findings agree with Viseras, Baines, and Sweeney (2005) who indicated that success in strategy implementation depends crucially on the human or people side of project management, and less on organization and systems related factors. Similarly, John Bryson (2010) finds that a higher level in total organizational involvement during strategy implementation has positive effects on the level of implementation success, firm profits and overall firm success. Effective implementation results when an organizations resources and actions are tied to strategic priorities and set objectives achieved, and when key success factors are identified and performance measures and reporting are aligned. It is said that technology makes life smooth and easy. This concept also applies to strategy implementation process. An organization with good and updated technology system usually has an upper hand over technologically weak organizations not only in competition but also in the whole process of management. With good technology, an organization is able to easily implement, monitor and evaluate its strategic process it has undertaken (Hitt et al, 2013). Technological factors involve institutions and activities that create new knowledge and translate that knowledge to new products, outputs, processes and materials.

The findings further revealed that over 40% of the respondents agreed to the existence of organizational learning through leader-follower consultations. The strength of
learning organizations is their generative capability. According to Osland, Turner, Kolb, and Rubin (2007), successful organizations and leaders focus on generative learning, which is about creating, as opposed to adaptive learning, which is about coping. Generative learning requires new ways of looking at the world, and demands the ability to see the entire system, to get at the systematic source of problems. Thus, the traditional view of great leaders, those charismatic heroes who stepped up in times of crises and made all the decisions, no longer suffices for the needs of learning organizations.

5.3.3 Influence of Organizational Practices on Strategic Plan Implementation

The results on organizational practices were found to have a positive and statistically significant relationship with Strategic Plan Implementation. The path coefficient was positive and significant at the 0.05 level (B=0.275, t-value=3.049 p<0.05). The positive relationship means if, organizational practices increase by 1 unit, Strategic Plan Implementation increase by 0.275 units. Implementation of a strategic plan requires the participation of all stakeholders hence the need to ensure everyone understands the goal of the organization.

Organizational culture influences the attitude and perception of the members of the organization. A good organizational culture promotes unity and makes it easy for friends to coordinate tasks and embracing the practice of strategic planning. All the factors that influence strategic planning and implementation are influenced by key practices within the organization (Desouza & Awazu, 2006; Nguyen & Mohamed, 2011; Zakaria, 2013). For example, the presence of a dedicated and effective workforce is because of a strong culture and a high level of strictness. The study also agrees with Kihia (2017) who found that adoption of strategic management practices could address the challenges of strategic management practices in strategic plan implementation of SMEs. The study concluded that to avoid power struggles between departments and hierarchies SME management should create a plan with clear assignments of responsibilities.

The study also supports Root (2014) argument that implementing strategy requires a team effort headed by your organization's leadership. Everyone involved in strategy implementation should have their responsibilities laid out and it is critical that the
whole organization to understand the importance of leadership in strategic implementation to make delegating responsibility more effective.

5.3.4 **Effective Practices used by SMEs on Strategic Plan Implementation**

The findings on the influence of effective practices were found to be positive and significantly related to the Strategic Plan Implementation ($r=0.558$, $p$-value$<0.05$) and organizational practices were found to be positive and significantly related to Strategic Plan Implementation ($r=0.368$, $p$-value$<0.05$). Effective practices were found to have a positive and statistically significant relationship with Strategic Plan Implementation. The Path Coefficient was positive and significant at the 0.05 level ($B=0.506$, $t$-value=4.399 $p<0.05$). The positive relationship means, if, effective practices increases by 1 unit and Strategic Plan Implementation increase by 0.506 units.

The study supports findings by Elbanna and Fadol (2016) who analyzed the comprehensive implementation of strategic plans in emerging economies with the United Arab Emirates as the case study. The focus of the study was on the antecedents and consequences of comprehensive strategic plan implementation. The study focused on public organizations. The study confirmed that the comprehensiveness of strategic plan implementation is influenced by the adoption of the developed strategies, enhanced employee participation in the process and the reduction of political behavior. They help make the process of strategic plan implementation effective.

Furthermore, Feurer and Chaharbaghi (1995) article investigated the strategic implementation process at leading computer giant Hewlett-Packard and proposed that support structures in the form of formal organizational structures are necessary for employees to act readily on the knowledge developed to craft and implement strategy. The organizational structure provides a visual explanation of two main things: the decision-making process and resource allocation. Culture is crucial to the success of the strategic implementation process. It behaves the management to take measures that ensure an accommodating culture is promoted within the organization. The same factors should be considered in the case of SMEs. Failure to adopt the developed
strategy, minimal employee participation can make it difficult for SMEs to implement strategic plans

5.4 Conclusions

5.4.1 Influence of Strategic Resources on Strategic Plan Implementation
In conclusion, involvement of technology and stakeholders makes implementation of strategic plan much easier. Communication and the lack of knowledge were identified as the key factors that influence the implementation of strategic plan in SMEs. Therefore, the management of the SMEs should put in place communication channels because it is an important factor for implementation of strategic plan.

5.4.2 Influence of Strategic leadership on Strategic Plan Implementation
The study concludes that the comprehensiveness of strategic plan implementation is influenced by the adoption of the developed strategies, enhanced employee participation in the process and the reduction of political behavior. They help make the process of Strategic Plan Implementation more effective.

5.4.3 Influence of Organizational Practices on Strategic Plan Implementation
The study concludes that SMEs have adopted practices that have significant impact on strategic plan implementation. They include; frequent business meetings on strategy, business growth plan, and employee’s participation in the strategy implementation. Strategic Plan implementation is influenced by SMEs developing strategies, enhanced employee participation in the process and the reduction of political behavior.

5.4.4 Effective Practices Used by SMEs on Strategic Plan Implementation
The study concludes that implementation of a strategic plan requires the participation of all stakeholders hence the need to ensure everyone understands the goal of the organization. The actions of the employees of the organization who understand the mission objectives of the organization are guided by reason, which influences their dedication towards the implementation of the strategic plan.
5.5 Recommendations

5.5.1 Recommendation For Improvement

5.5.1.1 Influence Of Strategic Resources On Strategic Plan Implementation By SMEs
The study recommends that resource allocation is an important aspect in deterring how effective the whole strategy implementation process will be. SMEs should balance resource allocation and even allocate more funds to Strategy Implementation Plan. This is because strategy implementation is the base of all projects within the organization.

5.5.1.2 Influence Of Strategic leadership On Strategic Plan Implementation By SMEs
The study recommends that there is need for leadership to guide all the subordinates and ensure that the focus remain on the set objectives of strategic plans of the SMEs. Effective leadership is more important than all the other factors when it comes to strategic implementation.

5.5.1.3 Influence of Organizational Practices on Strategic Plan Implementation
On the recommendation of organizational practices SMEs should utilize strategic planning tools to achieve organizational objectives and goals. Strategic planning tools provide the background for organized implementation of all the strategic plans. Management should analyze the critical success factors for the business in order to focus on areas that are sensitive to success of the strategic plan implementation. Furthermore, the SMEs need to conduct periodic review of their strategic plans in order to ascertain whether they are on the right track as projected by the short and long-term goals.

5.5.1.4 Effective Practices Used by SMEs on Strategic Plan Implementation
The study recommends that an effective framework for the implementation of the strategic plan should be characterized by careful consideration of the implementation process before the plan. There should be effective communication networks to ensure that employees of the SMEs work together to implement all the strategic plans. The
management should take the initiative to motivate the team and discuss all issues that might arise to ensure that everyone is ready for the attainment of the organization’s objective.

5.5.2 Recommendation For Further Studies
The aim of the study was to examine the strategic plan implementation among SMEs in Khartoum. The study recommends that future researchers should focus on challenges encountered by SMEs during the strategy implementation process.
REFERENCES


APPENDIX 1: QUESTIONNAIRE

I am a MBA student at United States International University of Africa (USIU – Africa). As part of my studies, I am expected to successfully conduct Research on a relevant topic. This study will look at STRATEGIC PLAN IMPLEMENTATION AMONG SMES IN KHARTOUM, SUDAN. I request for your participation. Responses will be treated with utmost confidentiality. Thank you in advance.

Instructions: Please tick in the appropriate box. You are requested to complete this questionnaire as honestly and objectively as possible.

SECTION I: GENERAL DATA

1. What is your gender?
   Male [ ]   Female [ ]

2. What is your age bracket?
   21-29 years [ ]  30-39 years [ ]  40-49 years [ ]  50-59 years [ ]  Over 60 years [ ]

3. What is your highest level of education?
   Certificate [ ]  Diploma [ ]  Bachelor’s Degree [ ]  Master’s Degree [ ]  PhD [ ]

4. How long have you worked as MSE?
   0-5 years [ ]  6-10 years [ ]  11-15 years [ ]  16-20 years [ ]  Over 20 years [ ]

5. What is your turn over monthly?
   Less than 100,000 [ ]  100,000 to 200,000 [ ]  200,001 to 300,000 [ ]
   Over 300,000 [ ]

6. Number of employees: 1-5 [ ]  6-10 [ ]  11-15 [ ]  16-20 [ ]  21-25 [ ]
   More than 25 [ ]

7. Line of business …………………….(Kindly indicate your business category)
SECTION II: RESOURCES WHICH INFLUENCE IMPLEMENTATION OF STRATEGIC PLAN AMONG SMES IN KHARTOUM, SUDAN.

In a scale of 1-5, where one 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA), please indicate the extent to which you agree with the following statements by ticking the box that best represents your opinion on each statement.

<table>
<thead>
<tr>
<th>Strategic Resources</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>Money is allocated for strategy implementation</td>
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<td>There are physical resources allocated for strategy implementation</td>
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<td>We use technology based on the strategy</td>
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<td>We have branded our business based on strategy</td>
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<td>There are enough employee based on strategy</td>
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<td>There are clear communication channels for employee based on strategy</td>
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Name other three ways on how your SME uses resources to implement strategic plan.

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**SECTION III: INFLUENCE OF STRATEGIC LEADERSHIP ON IMPLEMENTATION OF STRATEGIC PLAN AMONG SMES IN KHARTOUM, SUDAN.**

In a scale of 1-5, where one 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA), please indicate the extent to which you agree with the following statements by ticking the box that best represents your opinion on each statement.

<table>
<thead>
<tr>
<th>Strategic Leadership</th>
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<tr>
<td>SD D N A SA</td>
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<tr>
<td>The strategy is shared among employees</td>
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<td>The strategy is discussed by the leader among all employees</td>
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<td>The organization controls are balanced and the leader incharge</td>
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<td>The leader leads based on the strategy</td>
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<td>There are Job descriptions based on the strategy</td>
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<td>The leaders are committed to strategy implementation</td>
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Name other three ways on how you’re the leader influences strategic implementation.

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SECTION IV: ORGANIZATIONAL PRACTICES INFLUENCING IMPLEMENTATION OF STRATEGIC PLAN AMONG SMES IN KHARTOUM, SUDAN

In a scale of 1-5, where one 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA), please indicate the extent to which you agree with the following statements by ticking the box that best represents your opinion on each statement.

<table>
<thead>
<tr>
<th>Organizational Practices</th>
<th>1</th>
<th>2</th>
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<tbody>
<tr>
<td>Employees participate in the strategic implementation</td>
<td>SD</td>
<td>D</td>
<td>N</td>
<td>A</td>
<td>SA</td>
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<tr>
<td>Employees are motivated</td>
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<tr>
<td>There is clear culture on strategy implementation</td>
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<td>Leaders consult the lower levels</td>
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<td>There is sufficient leadership mobilization</td>
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<td>There are meetings on strategy implementations</td>
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<td>We have clear plan on strategy implementations</td>
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<td>We embrace open and transparent communication</td>
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<td>We have adopted simple organizational reporting structures</td>
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Name other three ways on which your organization practices influence strategic plan implementation.

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SECTION V: EFFECTIVE PRACTICES INFLEUNCING IMPLEMENTATION OF STRATEGIC PLAN AMONG SMES IN KHARTOUM, SUDAN.

In a scale of 1-5, where one 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA), please indicate the extent to which you agree with the following statements by ticking the box that best represents your opinion on each statement.

<table>
<thead>
<tr>
<th>Effective Practices</th>
<th>1</th>
<th>2</th>
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<tr>
<td>There is team work among employees in the business</td>
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<td>There is supervision and follow up by the leaders</td>
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<td>Each employee is accountable on what he/she is doing</td>
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<td>There is clear targets on the goals to be achieved</td>
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<td>The leaders support the employees in their work</td>
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<td>The business mission is clearly known by everyone</td>
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Name other three ways on how you’re the leader influences strategic implementation.

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SECTION VI: STRATEGIC PLAN IMPLEMENTATION AMONG SMES IN KHARTOUM, SUDAN

In a scale of 1-5, where one 1 = Strongly Disagree (SD), 2 = Disagree (D), 3 = Neutral (N), 4 = Agree (A) and 5 = Strongly Agree (SA), please indicate the extent to which you agree with the following statements by ticking the box that best represents your opinion on each statement.

<table>
<thead>
<tr>
<th>Strategic Plan Implementation</th>
<th>1</th>
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<tr>
<td>SD D N A SA</td>
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<td>The business has conducted analysis to determine its current performance ie profit competitors</td>
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<td>There are clear business goals set to be achieved in the business</td>
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<td>There are clear steps identified to achieve the goals set in the business</td>
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<td>There are clear indicators to measure if the goals are achieved</td>
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<td>The business future plan was discussed and written down with clear timeline for the achievement</td>
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<td>The business is making is expanding because of strategy written down</td>
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<td>The business is making profit because of strategy written down and implemented</td>
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<td>The business has changed severally to avoid closing down due to its strategic plan</td>
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Name other three ways on how you’re the leader influences strategic implementation.

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Thank you for your participation.