



GRADUATE PROGRAMS INSTITUTE

**IMPACT OF STRATEGIC PLANNING ON ORGANISATION
PERFORMANCE OF SMES IN NIGERIAN IN THE CONTEXT
OF MICHAEL PORTER FIVE FORCES MODEL**

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ÖZET

MICHAEL PORTER BEŞ GÜÇ MODELİ BAĞLAMINDA NİJERYA'DAKİ KOBİLERİN STRATEJİK PLANLAMANIN ÖRGÜT PERFORMANSINA ETKİSİ.

Giriş: Stratejik planlama, organizasyonların büyümesi ve gelişmesinde çok önemli bir rol oynar. KOBİ'lerin doğası, büyüklüğü, kapasitesi ve sundukları hizmetler göz önüne alındığında, strateji, örgüt performansı için hayati önem taşır. Stratejik planlamanın ne kadar önemli olduğu düşünülürse, birçok KOBİ stratejik planlamayı benimsememe veya uymama eğilimindedir ve bu da zayıf örgüt performansına neden olur.

Amaç: Çalışmanın amacı, stratejik planlamanın Nijerya'daki KOBİ'lerin örgüt performansı üzerindeki ilişkisini incelemektir.

Yöntem: Standartlaştırılmış anketler ve görüşmeler aracılığıyla nicel ve nitel yöntemler benimsendi. Çalışma, uygun istatistiksel ve analitik araçlar kullanılarak analiz edilen 150'den fazla katılımcıyı içeriyordu.

Sonuç: Bulgular, stratejik planlamanın örgüte etkisinin olduğunu ve örgüt performansına olumlu katkı sağladığını göstermektedir. Ayrıca, stratejik planlamanın örgüt performansı ve diğer stratejik planlamanın ana unsurları olan örgüt misyonu, stratejik amaçlar gibi ana unsurları arasında önemli bir ilişki olduğunu göstermiştir. Çalışma, birçok KOBİ'nin Porter Beş Güç Modeli hakkında bilgi sahibi olduğunu, ancak bunu örgüt faaliyetlerine doğru uygulama konusunda yetersiz olduğunu ortaya koymuştur. Çalışma, KOBİ'lerin strateji yöneticileri kullanmaları ve çalışanların örgüt misyonunu ve stratejik hedeflerini doğru analiz etmelerini ve anlamalarını sağlamaları gerektiğini önermektedir.

Anahtar Kelime: Stratejik Planlama, Strateji, Kuruluş Performansı, Kuruluş Misyonu, KOBİ'ler.

ABSTRACT

IMPACT OF STRATEGIC PLANNING ON ORGANISATION PERFORMANCE OF SMES IN NIGERIAN IN THE CONTEXT OF MICHAEL PORTER FIVE FORCES MODEL.

Background: Strategic planning plays a very important role in the growth and development of organizations. Strategy is crucial to the organization performance of SMEs given their nature, size, capacity, and services provided. Considering how important strategic planning is, so many SMEs still fail to adopt and adhere to strategic planning resulting in poor organizational performances.

Purpose: The purpose of the study is to examine the relationship between strategic planning and organization performance of SMEs in Nigeria.

Method: It adopted quantitative and qualitative methods through the use of standardized questionnaires and interviews. The study involved over 150 respondents, analyzed using appropriate statistics and analytical tools.

Conclusion: The findings indicated that strategic planning has an impact on organization, and it contributes positively to organization performance. It also showed that there is a significant relationship between strategic planning and organization performances and other key elements of strategic planning such as organization mission, strategic objectives, and organization performances. The study revealed that several SMEs do have knowledge of Porter Five Model Forces but lack proper application of it to their organization activities. The study suggested that SMEs should employ strategy managers and ensure proper analysis and understanding of organization mission and strategic objective by employees.

Keyword: *Strategic Planning, Strategy, Organization performance, Organization mission, SMEs.*

Date: March 2023

SYMBOLS

ANOVA: Analysis of Variance

CR: Critical Ratio

DF: Degrees of Freedom

H1 – H6: Research hypotheses

P: Probability Value

SD: Standard Deviation

Sig: Statistical Significance

ABBREVIATIONS

SMEs: Small and Medium Scale Enterprise

HR: Human Resource

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1 INTRODUCTION

SMEs are struggling to survive and are focusing on ways to improve their performance. The main objective of this study is to examine the relationship between strategic planning and organizational performance of small and medium sized firms. Strategic planning is a concept used by an organization when trying to determine its strategic decision direction and the resources needed to achieve them; its main concept involves the initiation and execution of plans. A strategy must be formulated before it can be implemented. Strategy can only be effective when it is controlled down through the Implementation stage. We can agree that control is the essential to the implementation Process and its can be achieved centrally through techniques such as action plans and Monitoring. Ainur & Sigit (2019) the use of strategic environmental scans in evaluating the strengths of the external environment (opportunities and threats) helps in seizing opportunities and avoiding threats and leading to a firm's profitability.

Abdullah H. Alharthy (2017) Essentially, researchers define strategy implementation as a multifaceted, changeable, repetitive process in which managers and employees carry out several decisions and tasks, which are influenced by various organizational and environmental factors and are designed to realize strategic goals. It is a continuous activity which requires frequent feedback about the effectiveness of current strategies and if there is a need to reformulate or implement a new plan.

Statement of the problem

Organization success is mainly a function of its ability to formulate and employ unique and costly strategies to maximize resources in an innovative way (Dibrell et al., 2014). This research provides empirical evidence for the debate on the relationship between strategic planning and organization performance by answering the following questions: (1) Is there any relationship between strategic planning and organization performance? (2) Will strategic planning improve organization performance? (3) What are the factors affecting strategic planning and organization performance? (4) The effect of Michael Porter's five forces model on organization strategic planning and performance? Organizations caught off guard may spend a great deal of time and energy playing catch up with those that engage in strategic planning. This makes business plan development, strategy planning and systematic decision making to be considered key determinants of the survival and success of small firms (Zimmerer and Scarborough 1996).

Purpose of the study

Strategic Planning is a process that generally encompasses three main aspects namely, formulation, implementation, and evaluation. The aim and objective of this topic is to answer the research questions on the Importance of Management strategies and how it influences Performance of a firm, it is Important to know the problems A firm would face in a Prevailing environment, by Implementing a successful Strategic plan the Firm can Decide its competitive Advantage and how it can be used to Improve Sufficient Growth. Planning often fails because of Implementation problem formal strategic, this paper will examine the concept of formal strategic planning, critically analyze the effect of formal strategic planning for small and medium scale firms. This study will also identify some of the barriers which prevent implementation of strategic planning.

Research questions

The paper will measure the effectiveness of the strategic planning process. It aims to identify factors that contribute to the achievement of the organization's goals and develop effective strategies. It is a series of actions which are converging into a consistent pattern (Mintzberg, 1994). However, it is important to note that these are not the same as the process of developing a strategy. For instance, the process of developing a strategy is different from the evaluation of the strategy. The research question includes.

- i. Is there any relationship between strategic planning and organization performance?
- ii. Will strategic planning improve organization performance? iii. What are the factors affecting strategic planning and organizational performance? iv. What is the effect of Michael Porter five forces model on organization strategic planning and performance?

Significance of the study

The major contributions of this study will be to identify and document the widespread inadequate strategic planning among small and medium firms. It will also examine various aspects of strategic planning processes that are employed in small businesses. This study will help Small and Medium Scale Firm to abduct various angles of strategic plan and why is it important to a firm. Does strategic planning have a positive relationship with effective Firm performance? After the Implementation Process it is important to measure the effectiveness of Strategic Planning performance? The research aimed at understanding the significance of

Strategic Planning to a firm and how it can be measured for effectiveness. It will aid firms to link their strategic planning processes and ongoing performance management processes more attentively in order to strengthen the overall organization performance.

Aside from that, the study findings will provide more information on the use and effect of Porter's five forces model on SMEs strategic planning and performance. It will help to identify the strengths and weaknesses of the organization and how they can improve their strategy towards improving performance. Hughes (2003) states that strategic planning is a process that is concerned with strategic and operational goals, objectives in line with organizational policies, programs and activities that are designed to achieve desirable results, it is necessary to know the aims and objectives of the organization to be able to know the point where strategy should be applied. It also argues that future of strategy will require moving from strategic planning to the include elements of strategic management, which entails managing the firms overall strategic agenda in a continuous way rather than an episodic way, as well as ensuring that strategies are executed effectively.

Methodology Approach

This research will use a quantitative and qualitative analytical approach to empirically examine the relationship between the variables of interest and application of appropriate statistical data techniques. A well-structured questionnaire and interview will be used. This is the most appropriate methodological approach towards effectively addressing the research objectives.

2 GENERAL INFORMATION

2.1 THEORETICAL APPROACHES AND LITERATURE REVIEW

This study is anchored on a two models the Porter's five forces model and SWOT analysis model. They are both integrated to form a theoretical and conceptual framework for this study. The integration of these two models was sighted in the work of Mohammad Rizala et al (2014) in his study of Australian manufacturing SMEs and was specifically used to explain the competitive environment for SMEs which is in line with the scope of this study.

2.1.1 Porter's Five Forces Model

It is arguably one of the most significant tools of managers in assessing external threats that are detrimental to the competitive and survival ability of an organization. It is a widely used strategic tool by organizations in developing strategies to address dangers posed by these five forces. These five external forces are: The threat of new entrants means the possibilities of having new companies providing same services; powerful suppliers can determine the volume of product available in market to buy and sell; power customers can force producers to either produce more or less depending on their choice; threat of substitute product/services entails the danger of availability of alternative products to the existing ones and rivalries among existing competitors is the threat posed by the strategic decisions of other competitors (Porter, 1979).

This theory is very significant to strategic planning in SMEs because competition and survival is a very key aspect of business. This model has helped identify the threats, but it is only with proper strategic planning that an SMEs can be able to develop a strategy can help address these threats and ensure the competitive and survival of the SMEs such competitive environment.

Although this model has faced criticism such that competitive nature is not the only way to achieving organization goals, that cooperation and mutual interaction helps build lasting organizational goals and objectives (Mohammad Rizala et al, 2014).

Porter's Five Forces Model

Strategic Planning

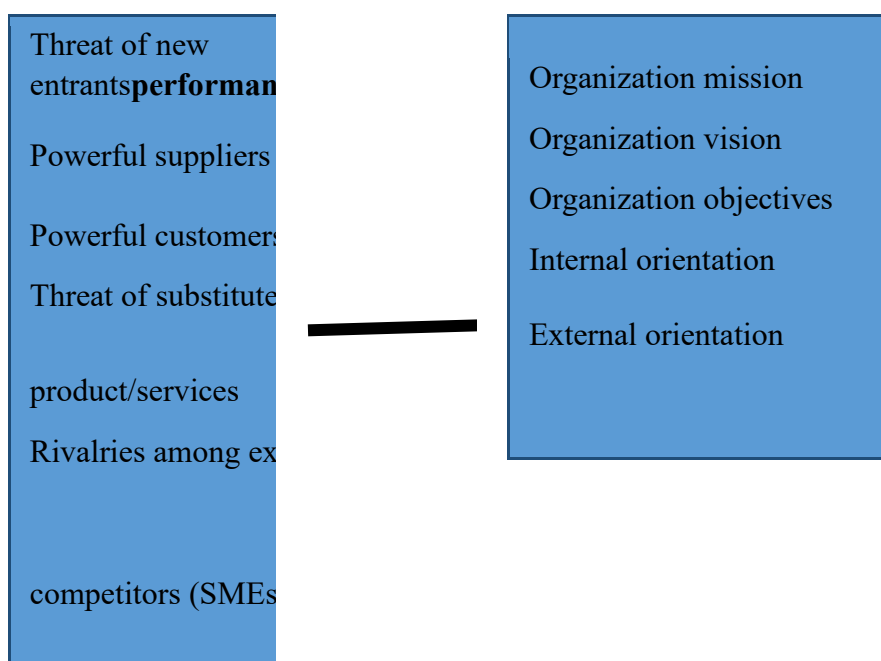




Figure 1.0 Porter's Five Forces Model for the study

The conceptual framework above is what will be used for qualitative survey of this study to find out the knowledge and usage of Porter's five forces model in strategic planning. Thus, questions will be asked as to whether managers of SMEs employ the use of the Porter's five forces model in the process of strategic planning.

2.1.2 Swot Analysis Model

SWOT analysis is another commonly used strategic tool by managers to assess and understand the nature of the environment they are operating. It basically looks at both internal (strength & weakness) and external environments (opportunities and threats) of an organization (Amin, Razmi & Zhang, 2011).

It does not only assess external environments like Porter's model, but it also considers the internal environment in respect to; strength which means the quantitative and qualitative capabilities of an organization which provides competitive advantage while weakness entails those internal factors such as poor strategic planning, inadequate fund which an organization does not yet power over.

2.2 CONCEPTUAL FRAMEWORK

Adapted from: Mohammad Rizala et al (2014)

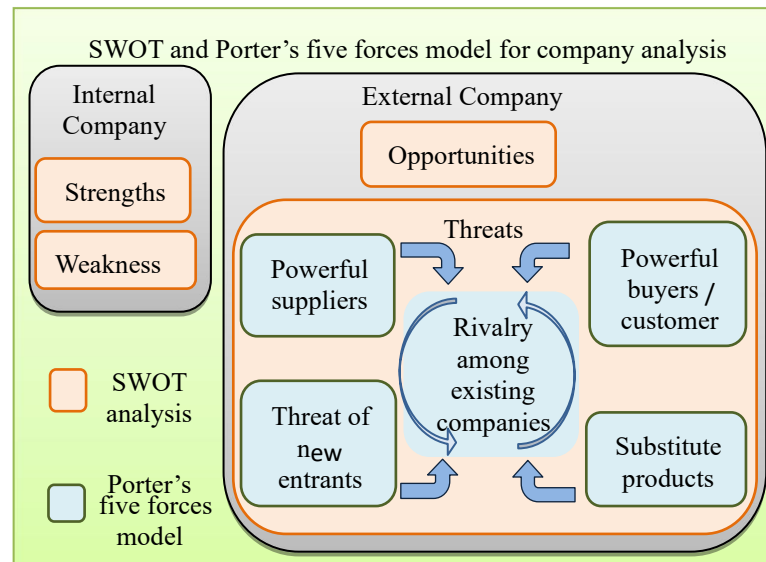


Figure 2.0 Integration analyses of SWOT and Porter's five forces model

The figure above clearly shows how both models were integrated to provide a comprehensive strategic planning tool for SMEs, with this framework an organization can have good picture of what its internal and external environments looks like and develop a strategy can help ameliorate the threats and weakness and capitalize on the strength and opportunities of the organization. Through this framework a SMEs can be able to strategically position itself better and develop realistic goals and objectives in any competitive environment.

2.3 MEANING, NATURE, AND LEVELS OF STRATEGY

Strategy is a long-dated word and activity that has been used by different people for different purposes as such defining such concept implies that it has different meaning to different disciplines. But given its use, role, and place in different disciplines there is a common feature of strategy wherever discipline it is being adopted or applied.

Going back to the beginning of the use of the word strategy, its usage was first discovered in the field of management of warfare, particularly military activities. In this note, the word itself was coined from the Greek work 'strategos' which means generalship. It was devoted to the different methods and plans designed by military leaders to win war and conquer their enemies (Fred Nickols, 2016).

Strategy, as mentioned earlier, is domesticated in almost every field of discipline, especially in the field of management and business, the use of strategy has been well instituted

within management. According to Porter (1979) he sees strategy as a layout framework for how an organization will compete, what should be its goals, mission and objectives and the activities that are to be put in place in order to achieve these goals. This implies that the strategy is a clear-cut step by step plan followed by several decisions towards achieving those set goals and objectives (The National Minority AIDS Council (NMAC)).

However, in another view Glueck (n.d) posited that “strategy is a broad and encompassing plan that focuses on the strategic benefit of the organization to problems posed by the environment and the effective implementation of the plan towards ensuring the achievement of the set goals and objective”. From this definition we can deduce that strategy is being employed by an organization towards following.

- i. Amelioration of challenges faced in achieving set goals.
- ii. Proper implementation of plan
- iii. Maximization of the benefits the set objectives and goals intend to yield.

2.3.1 Nature of Strategy

From the definitions provided above, we can easily deduce some of the basic features of strategy; the following are some of the natures of the strategy, why it is done and what it intends to achieve when designed (Basic Strategy Concepts, n.d).

- i. Strategy is an intentional step by step course of action that attempts to help organizations address challenges faced in the environment.
- ii. Strategy is a course of action that is aimed at achieving a particular goal.
- iii. Strategy is designed to communicate the mission and vision of the firm through its core objectives and policies.
- iv. Strategy is concerned with ensuring proper implementation of goals of an organization.
- v. The strategy is aimed at ensuring proper allocation and utilization of resources towards achievement of organization goals and objectives.

It can be observed from the above that strategy is a very simple and complicated process depending on the kind of organization and situation it is targeted to address. However, it is also clear that there is no universal or best strategy on how to deal with organization internal and external environment towards achieving their goals and objectives.

2.3.2 Essence of Strategy

Strategy is a very essential tool employed by organizations in dealing with different issues in a positive and negative way. Strategy is a well-designed and thought plan that aims to provide several alternatives way of reaching organization goals and objectives. Therefore, strategy is characterized by certain key activities that makes it a worthwhile process for organization to formulate, plan, implement and evaluate them (Porter, 1979).

There are four basic essences of strategy, they include. a.

Long term objectives

This indicates that strategy is designed with a conscious effort of ensuring the future goals and objectives of the organization can be realized, in this sense strategy envision not only the challenges or benefits that comes with a proposed course of alternative action an organization decides to embark on, but it also put into consideration the futuristic aspect of the organization goals and objectives.

As such they are designed to give a sense of direction for current and future actions of the organization towards achieving the organization goals with proper utilization of available resources.

b. Competitive advantage

It considers both internal and external threats so that the organization can be able to identify possible opportunities that can provide distinctive advantage over other organizations. Business executives and managers are always in constant search for competitive advantage and strategy provides several alternatives course of action on how they can be the best at what they do.

c. Vector

The strategy also has to do with the implementation of a course of action that best allows for the maximization of the firm's resources. A lot of process and input goes into the decision of what strategy to adopt after consideration of the long-term objectives and competitive advantage for the organization.

After a particular alternative course of action is adopted, it plays a key role in giving a sense of direction to the business executives and managers regarding what they need to do and how they are expected to achieve them.

d. Synergy

Strategy is all about synergy because the achievement of the goals entails the combination of different resources be it human, financial, and material resources coupled with the appropriate strategy to help best put the resources to use in achieving the organization objectives.

After the development of the long-term objectives, competitive advantage and growth vector, synergy helps the process of building a strategy by utilizing the available resources capabilities of the organization in putting out a strategy that can help achieve organizational goals.

2.3.3 Levels of Strategy

After looking at the meaning and nature of strategy it is important to examine the levels of strategy in order to have a better understanding of what strategy entails.

The levels of strategy are hierarchy of interrelated process that explains how top management executives and leaders develop strategies for their business or businesses. In this sense the development of strategy is left to managers and the Strategy Business Unit of the organization through proper strategic management and planning.

The levels are in three phases, and they include (Basic Strategy Concepts, n.d).

i. Corporate level strategy

The decision of what direction an organization as a whole will follow is developed by the business founders and top management teams. The organization as whole needs a strategy without it they lose track of what their goals are and how they are supposed to achieve them. For an organization that diversify in provision of different goods and services, they have different strategy for their chains of businesses while a business that is focused on provision of a particular goods or services needs to only develop a strategy for that business.

ii. Business level strategy

This level works with strategy structured by the corporate executives and this is developed into having a strategic business unit (SBU) that works on developing and determining the kind of product and services offered by the firm and also to ensure they come up with the best strategy to increase the value of their products and services. While the cooperate strategy defines the ‘what’ of the organization in respect to what is mission, vision and objectives of the organization, the business level strategy looks at how the organization can be positioned using the available resources to achieve their objectives.

iii. Functional level strategy

At this level strategy is developed by every functional part of the organization, every section or department of the organization develops their own strategy on how to do their best towards achievement of the objectives. These departments work together as a functional unit towards achieving the central corporate and business strategy.

2.4 THE CONCEPT OF STRATEGIC PLANNING

Strategic planning is a very important activity of management that is developed by the organization so as to ensure proper actions and decisions on the utilization of organization resources towards achieving their set goals and objectives. It is a carefully laid out process of activities that produces a critical course of actions with a futuristic scope that forms or lays out what an organization is, what it does, and why it does it (Bryson, 1998). It is a process that has a distinctive approach because its whole focus is geared towards putting all necessary measures in place to achieve organization set goals and anticipation of challenges that could hinder their achievement by setting up alternative strategy to address them.

According to Berry (2004) strategic planning has four main features and they are.

i. A vivid mission statement of the organization

An essential driving force of any strategy is that it is clearly stated as the mission of the organization, for systematic planning to occur there is need to have vivid understanding of the organization mission and vision.

ii. Highlight of organization external prospective stakeholders

One of the major activities of strategic planning is the identification of the organization external stakeholders and most importantly positioning the organization to prospective stakeholders and investors based on the mission statement of the organization.

iii. Clear identification organization of strategic goals

Strategic planning also entails the identification of defined goals that the organization intends to focus on and achieve based on the organization objectives and resources available.

iv. Developing of strategies to achieving these strategic goals

Strategic planning is all about ensuring there is a safe condition to achievement of organization strategic goals by developing strategies that will help the organization capitalize on its strengths and available opportunities.

2.4.1 Mission, Vision, and Objectives of an organization

These three concepts are all interrelated and are essential to the process of strategic planning. Strategies are developed based on strategic goals and objectives while strategic goals are born out of the organization mission and vision.

Organization mission simply put is the statement of purpose of the organization. It aims to simply tell the employees, stakeholders, investors, and the public ‘what’ the organization is all about and what the founder(s) had in mind or their purpose of establishing the firm (Wendy R. 1997).

Organization vision on the other hand is a futuristic statement of how or what the organization intends to accomplish. It also incorporates a core value of the organization, and it clearly speaks of the founders intended future outcomes for his/her organization. While organization objectives are a more defined goal that is not long term and achievable within a limited period of time. An organization objective is a concise course action that the organization intends to achieve. The relationship between mission, vision and objectives of a firm is revealed in its strategy planning activities because it is not possible to strategically position an organization outside its stated mission, vision, goals, and objectives.

2.4.1 Strategic Management and Strategic Planning

Strategic management comprises of broad activity or process of management that entails planning, formulation, implementation and evaluation of different methods and approaches aimed on proper positioning an organization towards achieving their goals and objectives. Bowman et al (1987) defined strategic management of an organization as the process of formulation and implementation of crucial decisions based on the organization mission and vision statement.

Strategic management takes a comprehensive view of organization mission and objectives and takes considerable numbers of decisions on how to best achieve them through adequate strategic planning, implementation, and evaluation.

According to David (2003) strategic management process involves three stages:

- Strategy planning and formulation
- Strategy implementation
- Strategy evaluation

It is clear that strategic management embodies strategic planning, although strategic management is not achievable without proper strategic planning. The success of an organization's strategic management is solely based on the effectiveness of its strategic planning.

2.5 STRATEGIC PLANNING PROCESS

The strategic planning process is not a one-way process, different scholars also provided their own identified process of strategic planning like Wendy (1997) and Bryson (2004). However, the process or stages suggested by Bryson (2004) was developed from the stages identified by Wendy (1997). According to Wendy (1997) there are three essential processes or stages of strategic planning: strategic analysis, strategic choice, and strategic implementation.

Strategic analysis entails a thorough and detailed look at the organization's mission, vision and goals coupled with the available resources needed to achieve the stated objective. In this sense there is a conscious effort to analyze the current state of the organization and identify the organization's strengths and weaknesses. In the strategic choice, after a thorough understanding of the problem, the organization mission and vision and its available resources, strategies and alternative strategies are being developed to address the problem or sustain the recorded growth in the organization.

Consequently, from the several strategic choices the organization selects the one that best protects and promotes the set objectives and takes consideration of the uncertain situation and available resources. Then, strategic implementation which involves the execution and disciplined efforts towards putting all necessary resources in place in accordance with the strategic choice adopted.

2.6 RELATIONSHIP BETWEEN STRATEGIC PLANNING AND ORGANIZATION PERFORMANCE

Organizations are established either for profit or nonprofit making, even in both cases an organization always finds a way to ensure their established mission, vision and objectives are realized. The goals and objectives can be realized only when an organization performance is good; an excellent organization performance is a contributive effort of strategic planning which helps to ensure proper utilization of resources and course of actions for threats (BerukAyalew, 2017).

Organization performance is reflective in the general well-being of the internal and external environment of the organization, for example company Levi Strauss a reputable brand witnessed a downfall in the 1900 which even led to laying off of workers as a result of poor strategic planning (Business Week 2001) cited in Debrah Kwame (2012). One company that has been able to leverage on strategic management and planning is Apple with a visionary leader like Steve Jobs. Strategic planning helped reposition Apple to be a global brand we have today.

However, Thompson et al (2004) provided two key performance parameters: financial and strategic performance. The former indicates an increase in profits, returns on investment, sales etc, while the latter means qualitative growth in an organization capabilities like human capital, innovation, economic worth, competitive advantage, and technology growth. It can be deduced that Apple for instance is able to measure its performance from these two standpoints.

2.6.1 Impact of Strategic Planning on Organization Performance

It is the 21st century and organizations that would survive the competitive nature of business would always need a strategy and alternative strategies on how to reduce their threats and weakness and leverage on their strengths and opportunities which is one of the major impacts of engaging in strategic planning.

Several studies have been conducted to find out the effect of strategic planning on organization performance, some studies like Ansoff (1970) considered based on their findings that strategic planning have an impact on performance, while Kervin (1999) strongly asserted from his study that companies that engage in strategic planning tends to be more successful than those that fail to plan.

There are others that research findings that revealed that strategic planning do not have any impact on performance, some studies suggested it to be weak and that strategic planning does not determine the success of an organization, while Powell posited based on his studies of 40 empirical studies on strategic planning the results of the study were confusing and contradictory in nature (Fisher, 2005; David (2003); Boyd (1991); and Powell 1990).

2.7 PROPOSED RESEARCH STRUCTURE/MODEL AND HYPOTHESIS

The research structure emanates from the analysis of the two major variables considered in this study in respect to strategic planning and organization performance and also in line with

the research questions and objectives raised in this study. That coupled with the theoretical and conceptual analysis of the variables considered from previous literatures, the research structure considered how the independent variables influenced or affected the dependent variables.

Porter's model provided five major areas strategic planning must consider in order to achieve organization objective and improve organization performance. Also, SWOT analysis posited that for an organization to achieve their objectives, in formulation and implementation of a strategic plan there is need for proper consideration of the strength, weakness, opportunity and threats of the organization. The theoretical frameworks adopted already gave an important look into how strategic planning is very significant and intertwined with organization performance. And most importantly, how the activities of strategic planning are very crucial and fundamental to an organization's growth and development.

However, organizational performance in this study will be approached based on major dimensions as posited by Bert George et al (2019) in their analytic study on strategic planning and performance. They posited that strategic planning does have a considerable number of impacts on organization across different areas. They went further in their study in providing the different areas strategic planning can impact organization performance in terms of organization effectiveness and efficiency, organization financial performance and organization responsiveness.

2.7.1 Relationship between strategic planning and organization performance

In addition, other studies like Ansoff (1970) suggested based on findings that strategic planning has an impact on organization performance, aside that Kervin (1999) asserted that companies that engage in strategic planning tends to be more successful than others. While earlier works posited that no relationship exists between strategic planning and organization performance (Fisher, 2005; David, 2003).

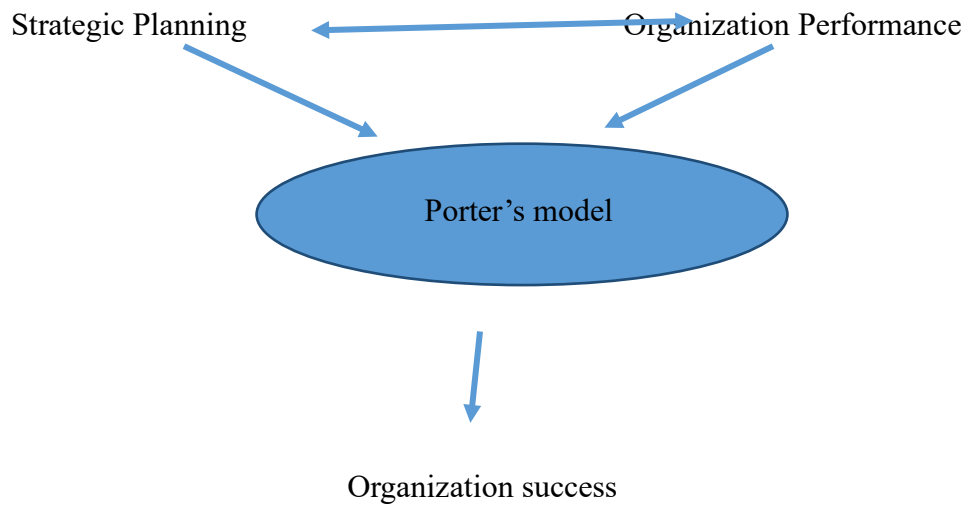


Figure 3.0 Relationship between strategic planning and organization performance

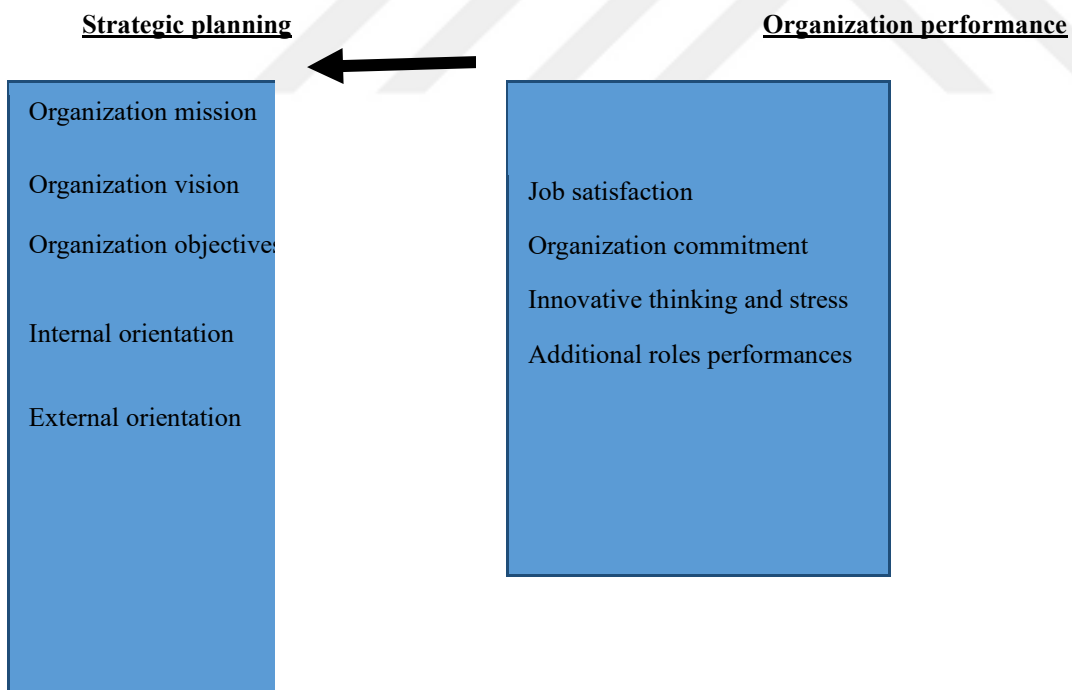


Figure 4.0 The Research Model

2.8 RESEARCH HYPOTHESIS

Consequently, from the position of the theoretical framework and previous studies and literatures, the following research hypotheses were formulated. Only a positive hypothesis was formulated for this study.

H₀ 1 There is no significant relationship between strategic planning and organization performance.

H₁ 1 There is a significant relationship between strategic planning and organization performance.

H₀ 2 There is no significant relationship between organization mission and organization performance.

H₁ 2 There is a significant relationship between organization mission and organization performance.

H₀3 There is no significant relationship between organization vision and organization performance.

H₁3 There is a significant relationship between organization vision and organization performance.

H₀4 There is no significant relationship between organizational strategic objectives and organization performance.

H₁4 There is a significant relationship between organization strategic objectives and organization performance.

H₀5 There is no significant relationship between organization internal orientation and organization performance.

H₁5 There is a significant relationship between organization internal orientation and organization performance.

H₀6 There is no significant relationship between external orientation and organization performance.

H₁₆ There is a significant relationship between external orientation and organizational performance.

3 METHOD

3.1 CURRENT APPROACH

The purpose and nature of this study determined the kind of approach this study adopted. There are several approaches available and adopted in other studies and literature. Some of the common approach adopted included either or both qualitative and quantitative methodology.

Steffen K. and Frank T. (2022) in their work titled 'Strategic Planning of productservice systems: A systematic Literature Review' adopted a qualitative method. The aim of the paper was to provide a comprehensive analysis of current research on planning and evaluation approaches in regard to strategic planning of product-service systems and its challenges. Based on the results of the Literature review, it asserted that strategic planning has been proven to be the success of companies' performances.

Another study conducted by James M. et al., (2015) on Strategic Management and Firm Performance: A Study of Selected Manufacturing Companies in Nigeria. The study aimed to provide the importance of strategic management on the performance of manufacturing industries in Nigeria. The study adopted quantitative methods and its findings suggested that business owners and entrepreneurs need to embrace strategic planning in order to gain competitive advantage and to ensure survival in the competitive market.

Jacob D et al., (2018) in their research work on Strategic planning and performance of SMEs in Ghana: The moderating effect of market dynamism. It aimed understanding and examining the effect of market dynamism on strategic planning and performance of SMEs in Ghana. The study reveals that market dynamism will influence SME performance when there is strategic planning.

Similarly, another study conducted by Robert B. et al., (2014) also employed the use of quantitative study. The objective of the study was to add to discussion in the area of business growth. Hence, this paper builds on previous works that attempts to formulate and assess conceptual frameworks to understand factors affecting growth of SMEs. The finding points out

that having a business plan, size, and years of operation of SMEs is of significance than strategy and entrepreneurial attributes of the owner.

3.1.1 Approach Adopted

Several studies adopted a methodology that best suits their research objective; this study will adopt the use of mixed methods. However, the study employed the use of both qualitative and quantitative data in addressing the questions raised in this study, through the consideration of primary and secondary data.

As such, a questionnaire is the main research instrument that will be adopted to get responses from the population of study. A well-structured questionnaire will be employed to put forward questions that will assess the impact of strategic planning on organization performance.

Secondary data were also considered, through the use of articles, journals and textbooks to provide information on the questions raised in the studying such as studies and literatures in the areas of strategic planning, organization performance and SMEs.

3.2 METHOD DETAILS

3.2.1 Research Design

The study employed a survey design method. The nature of the variables and research objectives involved in this study necessitated the adoption of this method. The nature of the study warrants the gathering and collection of data to offer answers to the research questions and hypothesis.

3.2.2 Data Collection Procedure

The study adopted the use of a well-structured questionnaire to gather and collect information that is germane to answering the questions and hypothesis raised in the study. A well-structured questionnaire will be adopted consisting of sections structured in line with a 5 Likert scale point in form of Strongly Disagree, Disagree, Neutral, Strongly Agree and Agree. Interview questions are also raised to particularly provide information and assess

SMEs' use of Porter's five forces model. The researcher presented the questionnaire with the needed information to ensure the needed areas are captured so that the respondents can feel at ease when answering the questions.

3.2.3 Measurement of Variables

The variables of interest in this study are Strategic Planning and Organization Performance. The measurement arrived at was put together from tested measurement readily available in previous studies and literatures (Bland M., 2019).

Strategic planning in this study is a major variable being measured as such, this study employed the use of the following indicators:

- i. Organization mission
- ii. Organization vision
- iii. Organization objectives
- iv. Internal orientation
- v. External orientation

In respect to Organization Performance the variable used to measure it was also from already tested indicators found within previous studies and literatures.

It was measured through the following indicators used by Bland M., (2019):

- i. Job satisfaction
- ii. Organization commitment
- iii. Innovative thinking and stress
- iv. Additional roles performances

Issues generated under strategic planning and organization performance the two germane variables in this study were measured using quantitative instrument (questionnaires), since the respondents are the only that can avail this study the need information in other to be able to engage in measurement of variables.

Table 4.1: Measurement of Variables

Variable	Issues/Dimension	Measurement Indicators	Sources/ Respondents
Strategic Planning	Organization vision	i. Help to identify ways to attain SMEs vision and objectives. ii. Affect changes in SMEs internal and external resources. iii. Help formulation and amendment of SMEs vision to achieve long term plan and goals. iv. Examine organization's future capabilities. v. Empower SMEs core teams to compete with other organizations. vi. Help inspire employees to carry out their given tasks.	Executive Director/ Managers
		vii. Enhance SMEs performance and efficiency.	

	Organization mission	i. Improve organizational confidence in management in development of supportive plans in order to attain stated objectives. ii. Motivate innovative employees' work for the organization. iii. Formulate workable plans and enhance guidelines for teamwork in the organization. iv. Improve favorable competition with other SMEs. v. Help sustain organization culture. vi. Ensure optimum use of organizational efforts and resources. vii. Help develop a sense of accountability towards organization mission and longterm plans.	
	Strategic objectives	i. Appropriate planning of company activities. ii. Help identify workable strategies for the company. iii. Enhance sharing of tasks and duties to company core managements in line with strategies put in place. iv. Increase employees' dedication to work. v. Ensures allocation of resources to organizational work activities. vi. Help to know the demands of customers. vii. Improve cognizance of employees and their input in the	Managers/Middle level managers

		organization. viii. Help select the most appropriate strategies with assured possible execution.	
	Internal orientation	i. Design its strategic plan in line with highlighted organization strengths and weakness. ii. Make judicious use of its employees. iii. Optimum use of resources to execute the company's strategic plan. iv. Formulate rectifying plans to improve employees' weakness. v. Share duties among employees based on their capacities towards achieving better company performance.	Executive Director/Managers
	External orientation	i. Develop quality planning and implementation. ii. Understand pattern of demands of customers in the community. iii. Formulate organizations strategic goals and attain these goals. iv. Know the number of capacities the organization can work with. v. Develop a plan to deal with challenges emanating from organization success.	Managers

Organization Performance	Job satisfaction	1. The organization takes the job as an essential task. 2. The organization job and task offer opportunities to gain new skills and experience. 3. The organization ensures the pleasure of work and sense of safety. 4. Organization task provides employee with the ability to share information and ideas with colleagues.	Employee
	Organization commitment	5. Organization ensures commitment and loyalty towards organization goals. 6. The company inspires employees to attain optimum performance in their work. 7. Organization changes of employee current situation will not lead change their commitment towards organization goals. 8. The organization is willing to input more towards the success of the company	Beneficiaries
	Innovative thinking	9. Company employees introduce creative ideas to enhance performance. 10. Employees introduce new ways to improve organization performance. 11. Company employees introduce solutions to its service delivery problems. 12. Employees formulate new ways to do their job.	Employees/Managers

	Additional role performance	13. Employees do attend additional training sessions. 14. Organization employees help introduce suggestions that enhance organization performance. 15. Employees resume early and leave work late to finish their work. 16. Organization employees attend to their colleagues having issues with their tasks.	Employee/Managers
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Source: Researcher Proposed Measurement of Variables

Above is the table showing the summary of the variables, their dimensions, issues, measurement indicators and their data source.

3.2.4 Sample information

The selected SMEs for this study comprise of 25 SMEs in Nigeria. As such questionnaires will be distributed to these SMEs to offer answers to questions raised in the study. Also, a sample of 10 companies was employed for interview for this study. They include are service oriented SMEs situated in Lagos and Kwara State, Nigeria. One of such company is FEMTECH Information Technology Ltd. founded in 2002 located in Nigeria with a registered number RC 1351685. FEMTECH I.T as it is popularly known is a tech company that provides several forms of services which include provision of professional and affordable ICT training and education, technical support, sales of ICT tools and appliances institute. It has different branches in Nigeria with it headquarter situated at No 171, Ibrahim Taiwo Road, Ilorin Kwara State, Nigeria. The founder and Chief Executive Director of the company is Oluwafemi Oni.

3.2.5 Population of study and Sample Size

Given the nature of the research, the population of study composes of 25 SMEs in Nigeria involving every employee and employer members of the company. The SMEs companies are located in different part of the Nigeria including Lagos and Kwara State. For the interview only 10 SMEs will be drawn from the sample population to be involved in the interview session.

3.2.6 Reliability and Validity of research instrument

The research instrument is structured along what is already available and tested within previous studies and literatures. As such its reliability and validity is already put into an assured test, aside that the instrument will still go through further assessment from my supervisor and other experts within the field of strategic planning and management.

4 DATA PRESENTATION AND ANALYSIS OF FINDINGS

Preamble

The research study was carried out using data gathered from primary sources. Primary data were collected through administration of questionnaire and interview of senior officials and management level staffs of small and organization within Nigeria. It is in view of this that a total of One hundred fifteen (115) copies of questionnaires retrieved out of the One hundred and twenty copies (120). While a total of eight (8) out of ten (10) SMEs was interviewed and their responses were analysed. However, frequency counts, simple percentage tabulation, and mean distribution will be employed and summary of the analysis of the interview were made in order to present the findings.

Demographic Data

This section presents the results of data obtained from the respondents in frequency and percentages.

Table 4.1 Revealing the Socio-Demographic Characteristics of Respondents

Demographic Characteristics	No of Respondents	Percentage
Gender		
Male	69	60.0
Female	46	40.0
Total	115	100%

Age		
25-34 Years	5	4.3
35-44 Years	30	26.1
45-55 Years	37	32.2
56-65 Years	36	31.3
65-Over Years	7	6.1
Total	115	100
Department		
Finance	32	27.8
Human Resources	22	19.1
Internal Audit	32	27.8
Sales &Marketing	29	25.2
Total	115	100
Years of Experience		
6-10 Years	6	5.2
11-15 Years	18	15.7
16-20 Years	36	31.3
21-25 Years	30	26.1
26-30 Years	16	13.9
31-Over Years	9	7.8
Total	115	100
Knowledge of Strategic planning		
Yes	73	63.5
No	42	36.5
Total	115	100

Source: Researcher's Fieldwork, 2022

The distribution of the respondents based on gender. The table reveals that 69 (60.0%) of the respondents were male while 46 (40.0%) of the respondents were female. This indicates that male respondents participated more than female in the study.

Also, the distribution of the respondents based on age. The table reveals that 5 (4.30%) of the respondents are 25-34 years age, while 30 (26.1%) of the respondents are within 35 to 44 years of age. 45-55 years of age group represents 37 respondents which is 32.2%. 36 (31.3%) of the respondents are within 56 to 65 years of age. 7 (6.1%) of the respondents are over 65 years of age.

Furthermore, the distribution of the respondents based on Department reveals in the above table that 32(27.8%) of the respondents are in the finance department, while 22 (19.1%) of the respondents are in the Human Resources Department. Internal Audit Department represents 32 respondents which is 27.8%. 29 (25.2%) of the respondents are Sales and Marketing.

In addition, the distribution of the respondents based on Years of Experiences was revealed. The table reveals that 6 (5.2%) of the respondents are 6-10 years of experience, while 18 (15.7%) of the respondents are 11 to 15 years of experience. 16-20 years of experience represents 36 respondents which is 31.3%. 20 (26.1%) of the respondents are within 21 to 25 years of experience. 26-30 years of experience represents 16 respondents which is 13.9%. 9(7.8%) of the respondents are over 31 years of experience.

Finally, it was shown in the above table that 73 (63.5%) of the respondents have strategic knowledge, while 42 (36.5%) of the respondents do not have strategic Knowledge. This invariably means that respondents are aware and knowledgeable about strategic planning.

4.2 PRESENTATION OF QUESTIONNAIRE RESULTS/ RESEARCH OBJECTIVE

4.2.1 Assessment of Strategic Planning (Independent Variable)

Table 4.2: Assessment of Frequency, Percentage, Mean, Standard Deviation and Rank Order Analysis of the strategic planning and organization vision.

Item No	Organization vision	FREQUENCY AND PERCENTAGE DISTRIBUTION				
		SA	A	N	D	SD
		(%)	(%)	(%)	(%)	(%)

1	Help to identify ways to attain SMEs vision and objectives.	27 (23.5)	31 (27.0)	19 (16.5)	13 (11.3)	25 (21.7)
2	Affect changes in SMEs internal and external resources.	26 (22.6)	26 (22.6)	22 (19.1)	19 (16.5)	22 (19.1)
3	Help formulation and amendment of SMEs vision to achieve long term plan and goals.	33 (28.7)	23 (20.0)	20 (17.4)	21 (18.3)	18 (15.7)
4	Examine organization future capabilities	32 (27.8)	24 (20.9)	22 (19.1)	20 (17.4)	18 (15.7)
5	Empower SMEs core teams to compete with other organizations.	33 (28.7)	24 (20.9)	20 (17.4)	18 (15.7)	20 (17.4)
6	Help inspire employees to carry out their given tasks.	29 (25.2)	26 (22.6)	24 (20.9)	14 (12.2)	22 (19.1)
7	Enhance SMEs performance and efficiency.	28 (24.3)	26 (22.6)	25 (21.7)	16 (13.9)	20 (17.4)

Source: Researcher's Fieldwork, 2022

Table 4.2 presents the Frequency, Percentage, Analysis of the organizational vision. The table indicates that organizational vision is important to organizational development as most of the items provided also supported the research questions. For instance, identifying access routes to achieve the company's mission and objectives backed the claim up with 27 respondents making up 23.5% strongly agreed and 31 respondents making up 27.0% agreed to the claim.

In a similar manner, developing and adjusting the future vision of the work to achieve strategic plan objectives also supported the claim with 33 respondents with 28.7% strongly agreed while 23 respondents representing 20.0% agreed to the claim. The correlation of the variables is also supported with the item that stated that identifying future resources with 32 respondents making up 27.8% strongly agreed and 24 agreed making up 20.9% agreed to the item. Other items like motivating individuals, identifying access to routine to achieve company's vision and objectives, increase the company's effectiveness etc all contribute and supported the claim that organizational vision aid organizational performance.

Table 4.3: Assessment of Frequency, Percentage of the organization mission

FREQUENCY AND PERCENTAGE DISTRIBUTION
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Item No	Organization mission	SA (%)	A (%)	N (%)	D (%)	SD (%)
1	Improve organization confidence in management in development of supportive plans in other to attain stated objectives.	26 (22.6)	27 (23.5)	21 (18.3)	16 (13.8)	25 (21.7)
2	Motivate innovative employee's work for the organization.	27 (23.5)	28 (24.3)	22 (19.1)	20 (17.4)	18 (15.7)
3	Formulate workable plans and enhance guidelines for teamwork in the organization.	25 (21.7)	28 (24.3)	25 (21.7)	23 (20.0)	14 (12.2)
4	Improve favorable competition with other SMEs.	27 (23.5)	27 (23.5)	22 (19.1)	21 (18.3)	18 (15.7)
5	Help sustain organization culture.	28 (24.3)	25 (21.7)	16 (13.9)	24 (20.9)	22 (19.1)
6	Ensure optimum use of organization efforts and resources.	27 (23.5)	26 (22.6)	22 (19.1)	21 (18.3)	19 (16.5)
7	Help develop a sense of accountability towards organization mission and long-term plans.	23 (20.0)	28 (24.3)	24 (20.9)	20 (17.4)	20 (17.4)

Source: Researcher's Fieldwork, 2022

Table 4.4 revealed the Assessment of Frequency, Percentage distribution of organization mission. From there the first item revealed that Enhance the confidence of the company direct or management in formulating supportive policies to achieve the desired goals has 26 respondents representing 22.6% strongly agree, 27 respondents 23.5% agreed, 21 respondents representing 18.3% were neutral while 16 respondents 13.8% disagreed and 25 respondents representing 21.7% strongly disagreed. This showed that strategic planning enhances the confidence of the company direct or management in formulating supportive policies to achieve the desired goals activities as a form of organization mission also helps to guarantee organizational performance.

In a similar manner, the item that states that organizational Motivate staffs for creative work inside the company also have 27 respondents representing 23.5% strongly agree, 28 respondents 24.3% agreed, 22 respondents representing 19.1% were neutral while 20 respondents 20.0% disagreed and 18 respondents representing 15.7% strongly disagreed. This invariably means that organizational vision helps to choose appropriate strategies for the company.

Not only that, but the item also that stated that develop appropriate plans, programmes and increase the principle of teamwork in the company have 25 respondents representing 21.7%

strongly agree, 28 respondents 24.3% agreed, 25 respondents representing 21.7% were neutral while 23 respondents 20.0% disagreed and 14 respondents representing 12.2% strongly disagreed. And this also supports that organizational vision helps to choose appropriate strategies for the company.

Furthermore, the company competes with other company have the result of 27 respondents representing 23.5% strongly agree, 27 respondents representing 23.5%, 22 respondents representing 19.5% were neutral while 21 respondents 18.3% disagreed and 18 respondents representing 15.7% strongly disagreed. Since the majority of the respondents have been positive, it shows that increasing staffs' commitment to assigned tasks can also be achieved through organizational vision.

In addition, the item that stated that maintaining the prevailing organizational culture of the company also shows 28 respondents representing 24.3% 28 respondents representing 24.3% agreed, 16 respondents representing 13.9% were neutral while 24 respondents 20.9% disagreed and 22 respondents representing 16.5% strongly disagreed.

The result also proves the importance of organizational mission as its direct efforts and company resources to obtain the most out of them amongst others.

Table 4.4: Assessment of Frequency, Percentage Analysis of the Strategic objectives

		FREQUENCY AND PERCENTAGE DISTRIBUTION				
Item No	Strategic Objectives	SA	A	N	D	SD
		(%)	(%)	(%)	(%)	(%)
1	Appropriate planning of company activities.	27	28	21	19	20
		(23.5)	(24.3)	(18.3)	(15.5)	(17.4)
2	Help identify workable strategies for the company.	26	24	20	24	21
		(22.6)	(20.9)	(17.4)	(20.9)	(18.3)
3	Enhance sharing of tasks and duties to company core managements in line with strategies put in place.	25	25	20	23	22
		(21.7)	(21.7)	(17.4)	(20.0)	(19.1)
4	Increase employee's dedication to work.	31	23	15	23	23
		(27.0)	(20.0)	(13.0)	(20.0)	(20.0)
5	Ensures allocation of resources to organization work activities.	28	27	18	21	21
		(24.3)	(23.5)	(15.7)	(18.3)	(18.3)

6	Help to know the demands of customers.	28	21	21	23	22
		(24.3)	(18.3)	(18.3)	(20.0)	(19.1)
7	Improve cognizance of employees and their input in the organization.	28	25	23	15	24
		(24.3)	(21.7)	(20.0)	(13.0)	(20.9)
8	Help select the most appropriate strategies with assured possible execution.	26	20	24	25	20
		(22.6)	(17.4)	(20.9)	(21.7)	(17.4)

Source: Researcher's Fieldwork, 2022

Table 4.4 presents the Frequency, Percentage of the Strategic planning, and organization performance. The table indicates that strategic planning is a lifeline to organizational development as most of the items provided prove the importance of strategic planning on organizational performance. For instance, the item that discusses that distribution of tasks and responsibilities to plan activities and leaders involved in running the company had majority of the respondents strongly agreed and agreed with 25 respondents making up 21.7%. Also, identifying the most urgent strategic goals and possible implementation also proofs in a similar manner with 26 respondents representing 22.6% strongly agreed and 20 respondents representing 17.4% agreed.

In addition, increasing staffs' commitment to assigned task is another strategic plan that helps in strategic planning with 31 respondents making up 27.0% strongly agreed and 23.0% agreed. While provision of resources for work activities in the company 28 respondents representing 24.3% amongst other items also supported the assertion.

Results in the table for other items like understanding the needs of different customers; Awareness of human resources in the company etc also have positive results on how strategic objectives can enhance organizational performance.

Table 4.5: Assessment of Frequency, Percentage of the internal orientation

Item No	Internal orientation	FREQUENCY AND PERCENTAGE DISTRIBUTION				
		SA	A	N	D	SD
		(%)	(%)	(%)	(%)	(%)
1	Design its strategic plan in line with highlighted organization strengths and weakness.	29	22	20	22	22
		(25.2)	(19.1)	(17.4)	(19.1)	(19.1)

2	Make judicious use of its employee's capacities.	28	30	15	25	17
		(24.3)	(26.1)	(13.0)	(21.7)	(14.8)
3	Optimum use of resources to execute company's strategic plan.	25	24	23	20	23
		(21.7)	(20.9)	(20.0)	(17.4)	(20.0)
4	Formulate rectifying plans to improve employee's weakness.	29	27	20	16	23
		(25.2)	(23.5)	(17.4)	(13.9)	(20.0)
5	Share duties among employees based on their capacities towards achieving better company performance.	23	27	27	20	18
		(20.0)	(23.5)	(23.5)	(17.4)	(15.7)

Source: Researcher's Fieldwork, 2022

Table 4.5 reveals the respondents' views on the importance of internal orientation. The first item which state that internal orientation helps to Identify the company strengths and weaknesses and design its strategic objectives has the respondents' responses which shows that 29 respondents representing 25.3% strongly agree, 22 respondents 19.1% agreed, 20 respondents representing 17.4% were neutral while 22 respondents 19.1% disagreed and 22 respondents representing 19.1% strongly disagreed. This can be interpreted to mean that internal orientation helps to identify the company's strengths and weaknesses and design its strategic objectives.

Furthermore, 28 respondents representing 24.3% strongly agree, 30 respondents 26.1% agreed, 15 respondents representing 13.0% were neutral while 25 respondents 21.7% disagreed and 17 respondents representing 14.8% strongly disagreed and this result shows that internal orientation helps take advantage of the human capacity. In addition, internal orientation helps in utilizing the material resources available to implement the strategic plan of the company and the responses of the respondents which revealed that 25 respondents representing 21.7% strongly agree, 24 respondents 20.9% agreed, 23 respondents representing 20.0% were neutral while 20 respondents 17.4% disagreed and 23 respondents representing 20.0% strongly disagreed.

Internal orientation can also serve as corrective plans to strengthen staff weakness and this was supported by the claims of the respondents where 29 respondents representing 25.2% strongly agree, 27 respondents 23.5% agreed, 20 respondents 17.4% were neutral while 16 respondents 13.9% disagreed and 23 respondents representing 20.0% strongly disagreed. The

result shows positivity in the internal orientation and also serves as corrective plans to strengthen staff weakness.

Finally, internal orientation can also help to distribute tasks among staff according to their abilities and improve company performance. And this supported by the result which states that 23 respondents representing 20.0% strongly agree, 27 respondents 23.5% agreed, 27 respondents 23.5% were neutral while 20 respondents 17.4% disagreed and 18 respondents representing 15.7% strongly disagreed.

Table 4.6: Assessment of Frequency, Percentage of the external orientation

Item No	External orientation	FREQUENCY AND PERCENTAGE DISTRIBUTION				
		SA	A	N	D	SD
		(%)	(%)	(%)	(%)	(%)
1	Develop quality planning and implementation.	29	29	12	22	23
		(25.2)	(25.2)	(10.4)	(19.1)	(20.0)
2	Understand pattern of demands of customers in the community.	32	25	19	20	19
		(27.8)	(21.7)	(16.5)	(19.4)	(16.5)
3	Formulate organizations strategic goals and attain these goals.	31	22	21	21	20
		(27.0)	(19.1)	(18.3)	(18.3)	(17.4)
4	Know the number of capacities the organization can work with.	26	26	25	21	17
		(22.6)	(22.6)	(21.7)	(18.3)	(14.8)
5	Develop a plan to deal with challenges emanating from organization success	31	30	20	19	15
		(27.0)	(26.1)	(19.4)	(16.5)	(13.0)

Source: Researcher's Fieldwork, 2022

Table 4.6 reveals the importance of external orientation through the responses of the respondents towards the items that external orientation enhances which invariably determine the company's performance. For instance, external orientation enhances Strategic planning quality planning and implementation of the company was buttressed with the results of the respondents where 29 respondents representing 25.2% strongly agree, 29 respondents representing 25.2% agreed, 12 respondents 10.4% were neutral while 23 respondents 20.0% disagreed and 22 respondents representing 19.1% strongly disagreed.

In a similar manner, analysis of trends and the needs of customers in the community would be known through external orientation where the respondents' results shows that 32 respondents representing 27.8% strongly agree, 25 respondents representing 21.7% agreed, 19 respondents 16.5% were neutral while 20 respondents 17.4% disagreed and 19 respondents representing 19.5% strongly disagreed.

Furthermore, external orientation would help design of the company's strategic objectives and achieve desired goals, and this is shown in the result where 31 respondents representing 27.0% strongly agree, 22 respondents representing 19.1% agreed, 21 respondents 18.3% were neutral while 21 respondents 18.3% disagreed and 20 respondents representing 17.4% strongly disagreed.

In addition, external orientation helps determine the number of resources that the company can obtain where 26 respondents representing 26.6% strongly agree, 26 respondents representing 26.6% agreed, 25 respondents 21.7% were neutral while 21 respondents 18.3% disagreed and 17 respondents representing 14.8% strongly disagreed.

Finally, external orientation develops the reality of the company to face the difficulties of success and excellence where 31 respondents representing 27.0% strongly agree, 30 respondents representing 26.1% agreed, 20 respondents 17.4% were neutral while 19 respondents 16.5% disagreed and 15 respondents representing 13.0% strongly disagreed.

4.2.1 Assessment of Organisation Performance

Table 4.7: Assessment of Frequency, Percentage of the Job Satisfaction

		FREQUENCY AND PERCENTAGE DISTRIBUTION				
Item No	Job Satisfaction and organization performance	SA	A	N	D	SD
		(%)	(%)	(%)	(%)	(%)
1	The organization takes job as an essential task	27	26	16	21	25
		(23.5)	(22.6)	(13.9)	(23.5)	(21.7)
2	The organization job and task offer opportunities to gain new skills and experience.	28	23	21	24	19
		(24.3)	(20.0)	(18.3)	(20.9)	(16.5)

3	The organization ensures that pleasure of work and sense of safety	28	27	18	22	20
		(24.3)	(23.5)	(15.7)	(19.1)	(17.4)
4	Organization task provides employee with the ability to share information and ideas with colleagues.	25	28	25	23	14
		(21.7)	(24.3)	(21.7)	(20.0)	(12.2)

Source: Researcher's Fieldwork, 2022

Table 4.7 reveals the Job satisfaction and organization performance. For instance, the organization takes job as an essential task was buttressed with the results of the respondents where 27 respondents representing 23.5% strongly agree, 26 respondents representing 22.6% agreed, 21 respondents 23.5% were neutral while 21 respondents 20.0% disagreed and 25 respondents representing 21.7% strongly disagreed.

In a similar manner on the analysis of, whether the organization job and task offer opportunities to gain new skills and experience, the respondents results shows that 28 respondents representing 24.3% strongly agree, 23 respondents representing 20.0% agreed, 21 respondents 18.3% were neutral while 24 respondents 20.9% disagreed and 19 respondents representing 16.5% strongly disagreed.

Furthermore, the analysis of the organization ensures that pleasure of work and sense of safety is shown in the result where 28 respondents representing 24.3% strongly agree, 27 respondents representing 23.5% agreed, 18 respondents 15.7% were neutral while 21 respondents 18.3% disagreed and 25 respondents representing 21.7% strongly disagreed.

Finally, the analysis on Organization task provides employee with opportunities to exchange information and experiences with colleagues shows that 25 respondents representing 21.7% strongly agree, 28 respondents representing 24.3% agreed, 25 respondents 21.7% were neutral while 23 respondents 20.0% disagreed and 14 respondents representing 12.2% strongly disagreed.

Table 4.8: Assessment of Frequency, Percentage of the Organizational Commitment

Item No	Organizational Commitment	FREQUENCY AND PERCENTAGE DISTRIBUTION				
		SA	A	N	D	SD
		(%)	(%)	(%)	(%)	(%)
1	The organization ensures commitment and loyalty towards organization goals	27 (23.5)	27 (23.5)	22 (19.1)	21 (18.3)	18 (15.7)
2	The company inspires employee to attain optimum performance of their work.	28 (24.3)	25 (21.7)	16 (13.9)	22 (19.1)	24 (20.9)
3	Organizations changes of employee current situation will not lead change their commitment towards organization goals.	27 (23.5)	26 (22.6)	22 (19.1)	21 (23.5)	19 (16.5)
4	The organization is willing to input more towards the success of the company.	24 (20.9)	28 (24.3)	23 (20.0)	20 (17.4)	20 (17.4)

Source: Researcher's Fieldwork, 2022

Table 4.8 reveals the Organizational Commitment and organization performance. For instance, the organization ensures commitment and loyalty towards organization goals was buttressed with the results of the respondents where 27 respondents representing 23.5% strongly agree, 27 respondents representing 23.5% agreed, 22 respondents 19.1% were neutral while 21 respondents 18.3% disagreed and 18 respondents representing 15.7% strongly disagreed.

In a similar manner on the analysis of the company raises employees desire to achieve the best performance of their work, the respondents' results shows that 28 respondents representing 24.3% strongly agree, 25 respondents representing 21.7% agreed, 16 respondents 13.9% were neutral while 22 respondents 19.1% disagreed and 24 respondents representing 20.0% strongly disagreed.

Furthermore, the analysis of Organization changes of employee current situation will not lead change their commitment towards organizational goal is shown in the result where 27 respondents representing 23.5% strongly agree, 26 respondents representing 22.6% agreed, 22 respondents 19.1% were neutral while 21 respondents 18.3% disagreed and 19 respondents representing 16.5% strongly disagreed.

Finally, the analysis on the organization is ready to do more for the success of the company shows that 24 respondents representing 20.9% strongly agree, 28 respondents representing 24.3% agreed, 23 respondent's respondent 20.0% were neutral while 20 respondents 17.4% disagreed and 20 respondents 17.4% strongly disagreed.

Table 4.9: Assessment of Frequency, Percentage of the Innovative Thinking

Item No	Innovative Thinking	FREQUENCY AND PERCENTAGE DISTRIBUTION				
		SA	A	N	D	SD
		(%)	(%)	(%)	(%)	(%)
1	Company employees introduce creative ideas to enhance performance.	28	24	20	21	22
		(24.3)	(20.9)	(17.4)	(18.3)	(19.1)
2	Employees introduce new ways to improve organization performance.	25	28	24	20	18
		(21.7)	(24.3)	(20.9)	(17.4)	(15.7)
3	Company employees introduce solution to its service delivery problems.	26	34	23	15	17
		(22.6)	(29.6)	(20.0)	(13.0)	(14.8)
4	Employees formulate new ways to do their job.		24			
		28		23	15	25
		(24.3)	(20.9)	(20.0)	(13.0)	(21.7)

Source: Researcher's Fieldwork, 2022

Table 4.9 reveals innovative thinking. For instance, Company staffs can find new and practical ideas to improve performance was buttressed with the results of the respondents where 28 respondents representing 24.3% strongly agree, 24 respondents representing 20.9% agreed, 20 respondents 17.4% were neutral while 21 respondents 24.3% disagreed and 22 respondents representing 19.1% strongly disagreed.

In a similar manner on the analysis Proposes new ways to increase company services, the respondents' results shows that 25 respondents representing 21.7% strongly agree, 28 respondents representing 24.3% agreed, 24 respondents 20.9% were neutral while 20 respondents 17.4% disagreed and 18 respondents representing 15.7% strongly disagreed.

Furthermore, the analysis Company staff can find many innovative solutions that help solve the company's production and service delivery problems. is shown in the result where 26 respondents representing 22.6% strongly agree, 34 respondents representing 29.6% agreed, 23 respondents 20.0% were neutral while 15 respondents representing 13.0% disagreed and 17 respondents representing 16.5% strongly disagreed.

Finally, the analysis on proposes new ways to perform assigned tasks shows that 28 respondents representing 24.3% strongly agree, 24 respondents representing 20.9% agreed, 23 respondents 20.0% were neutral while 15 respondents representing 13.0% disagreed and 25 respondents 21.7% strongly disagreed.

Table 4.10: Assessment of Frequency, Percentage of the Additional Role Performance

Item No	Additional Role Performance	FREQUENCY AND PERCENTAGE DISTRIBUTION				
		SA	A	N	D	SD
		(%)	(%)	(%)	(%)	(%)
1	Employees do attend additional training sessions.	30	28	25	17	15
		(26.1)	(24.3)	(21.7)	(14.8)	(13.0)
2	Organization employees helps introduces suggestions that enhances organization performance.	27	26	22	21	19
		(23.5)	(22.6)	(19.1)	(17.4)	(16.5)
3	Employees resume early and leave work late to finish their work.	27	24	21	20	23
		(23.5)	(20.9)	(17.4)	(17.4)	(20.0)
4	Organization employees attend to their colleagues having issues with their tasks.	29	23	23	23	18
		(25.2)	(20.0)	(20.0)	(20.0)	(15.7)

Source: Researcher's Fieldwork, 2022

Table 4.10 reveals the Additional Role Performance. For instance, Company staffs will attend additional training sessions in their times was buttressed with the results of the respondents where 30 respondents representing 26.1% strongly agree, 28 respondents

representing 24.3% agreed, 25 respondents 21.7% were neutral while 17 respondents 14.8% disagreed and 15 respondents representing 13.0% strongly disagreed.

In a similar manner on the analysis Company staffs provides useful suggestions for improving company's performance is shown in the result where 27 respondents representing 23.5% strongly agree, 26 respondents representing 22.6% agreed, 22 respondents representing 19.1% were neutral while 21 respondents 18.3% disagreed and 19 respondents representing 16.5% strongly disagreed.

Furthermore, the analysis Company staffs work before or after official working hours to complete the assigned tasks is shown in the result where 27 respondents representing 23.5% strongly agree, 24 respondents representing 20.9% agreed, 21 respondents 18.3% were neutral while 20 respondents 17.4% disagreed and 23 respondents representing 20.0% strongly disagreed.

Finally, the analysis on Company's staffs leaves their job to help others solve problems that are relevant to their jobs shows that 29 respondents representing 25.2% strongly agree, 23 respondents representing 20.0% agreed, 22 respondents representing 19.1% were neutral while 23 respondents 20.0% disagreed and 18 respondents 15.7% strongly disagreed.

4.3 HYPOTHESES TESTING

Six alternative hypotheses were formulated and tested for this study. The hypotheses were tested using Pearson Correlation Coefficient statistical methods at 0.05 level of significance.

Hypothesis One: *There is no significant relationship between strategic planning and organization performance.*

There is a significant relationship between strategic planning and organization performance.

Table 4.11 Pearson 'r' Showing Relationship between the strategic planning and organisation performance.

Item	Sample size	Mean	Standard Deviation	Correlation Value = r	P-value
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Strategic Planning	115	2.9847	0.41478	0.54	0.02
Organizational Performance	115	2.9829	0.22297		

***Significant, $p < 0.05$**

Source: Fieldwork, 2022

Table 4.11 shows that the calculated r-value of 0.54 is less than the critical p-value of 0.02 which is less than the 0.05 level of significance. Since the calculated p-value is greater than level of significance, the null hypothesis is rejected. This indicates that there is significant relationship between strategic planning and organisation performance.

Hypothesis Two: *There is no significant relationship between organization mission and organization performance.*

There is a significant relationship between organization mission and organization performance.

Table 4.12 Pearson 'r' Showing Relationship between the organization mission and organization performance.

Item	Sample size	Mean	Standard Deviation	Correlation Value = r	P-value
Organization mission	115	2.9847	.31878	-.016	.01
Organizational Performance	115	2.9829	.26297		

***Significant, $p < 0.05$**

Source: Fieldwork, 2022

Table 4.12 shows that the calculated r-value of -.016 is less than the critical p-value of 0.01 which is less than the 0.05 level of significance. Since the calculated p-value is greater than level of significance, the null hypothesis is rejected. This indicates that there is a significant relationship between organization mission and organization performance.

Hypothesis Three: *There is no significant relationship between organization vision and organization performance.*

There is a significant relationship between organization vision and organization performance.

Table 4.13 Pearson 'r' Showing Relationship between the organization vision and organization performance.

Item	Sample size	Mean	Standard Deviation	Correlation Value = r	P-value
Organization vision	115	20.8174	3.53822	.539	.000
Organizational Performance	115	98.4348	8.72597		

***Significant, $p < 0.05$**

Source: Fieldwork, 2022

Table 4.13 shows that the calculated r-value of .539 is greater than the critical p-value of .000 which is less than the 0.05 level of significance. Since the calculated p-value is less than the level of significance, the null hypothesis is rejected. This indicates that there is a significant relationship between organization vision and organization performance.

Hypothesis Four: *There is no significant relationship between strategic objectives and organization performance.*

There is a significant relationship between strategic objectives and organization performance.

4.14 Pearson 'r' Showing Relationship between the strategic objectives and organization performance.

Item	Sample size	Mean	Standard Deviation	Correlation Value = r	P-value
Strategic Objectives	115	24.1826	4.23557	.554	.000
Organizational Performance	115	95.6348	8.50008		

***Significant, $p < 0.05$**

Source: Fieldwork, 2022

Table 4.14 shows that the calculated r-value of .016 is less than the critical p-value of .000 which is less than the 0.05 level of significance. Since the calculated p-value is less than the level of significance, the null hypothesis is rejected. This indicates that there is a significant relationship between organization mission and organization performance.

Hypothesis Five: *There is no significant relationship between organizational internal orientation and organization performance.*

There is a significant relationship between organizational internal orientation and organization performance.

Table 4.15 Pearson 'r' Showing Relationship between the internal orientation and organization performance.

Item	Sample size	Mean	Standard Deviation	Correlation Value = r	P-value
Internal Orientation	115	24.1826	4.23557	.555	.000
Organizational Performance	115	95.6348	8.50008		

***Significant, $p < 0.05$**

Source: Fieldwork, 2022

Table 4.15 shows that the calculated r-value of .555 is less than the critical p-value of .000 with a corresponding p-value of .000 which is less than the 0.05 level of significance. Since the calculated p-value is greater than the level of significance, the null hypothesis is rejected. This indicates that there is no significant relationship between organization mission and organization performance.

Hypothesis Six: *There is no significant relationship between organizational external orientation and organization performance.*

There is a significant relationship between organizational external orientation and organization performance.

Table 4.16 Pearson 'r' Showing Relationship between the external orientation and organization performance.

Item	Sample size	Mean	Standard Deviation	Correlation Value = r	P-value
External Orientation	115	11.7304	3.18252	.386	.04
Organizational Performance	115	95.6348	8.50008		

***Significant, $p < 0.05$**

Source: Fieldwork, 2022

The table shows that the calculated r-value of .386 is less than the critical p-value of .04 which is less than the 0.05 level of significance. Since the calculated p-value is less than the level of significance, the null hypothesis is rejected. This indicates that there is a significant relationship between organization mission and organization performance.

Table 4.17: Tabular summary of the hypotheses

	Hypotheses	Decision
H1 1	There is a significant relationship between strategic planning and organization performance	Accepted
H1 2	There is a significant relationship between organization mission and organization performance	Accepted
H1 3	There is a significant relationship between organization vision and organization performance	Accepted
H1 4	There is a significant relationship between strategic objectives and organization performance	Accepted
H1 5	There is a significant relationship between organizational internal orientation and organization performance.	Accepted
H1 6	There is a significant relationship between organizational external orientation and organization performance	Accepted

4.4 QUALITATIVE ANALYSIS OF INTERVIEW QUESTIONS

The second part of the analysis entails the other aspect of this study, which entails the understanding of SMEs use of Porter's five model and its strategic importance and role for SMEs in Nigeria.

The interview was carried out with SMEs in different business interests in other to provide enough insight to Porter's five model usage for SMEs. An interview of 10 SMEs was initially set out, however only 8 interview results was achieved due to the other respondent's unavailability and poor responses.

4.4.1 Interview Questions and Responses in respect to Porter's Five Forces Model

A. Questions on Threat of New Entrants

1. What new organization are possible threats for your company?

Respondent 1

"....We have different media organization present and coming up like Reading Nigeria Network, Hamfaiz Media Concept in Kwara State, we have different focus, but Otead Media is more concern about offering services of coverage of events, writing and publishing of media content, we have several media organization doing these also but am not certain of any new organization that just started doing business...so in respect to threats of new organization, am not really looking at that side because I have so many existing ones that I have to compete with..." (Content Developer, Otead Media, Online Interview 28, October, 2022)

Respondent 2

“Sales of food items is the most common SMEs business in this area, OJ Ventures is one of the hundreds of shops in this area, there is also a new shop not far from here and they plan on selling same food items and they are even getting a bigger space than ours. I am trying to look into what I can do because the new shop will pose a more serious threat to our shop when they open.....” (Sales Manager, OJ Ventures, Physical Interview, 27, October 2022)

Respondent 3

“Threats to our business is more serious than most business in this area although we are not many, we have an organization where we do meet and agree on things regarding prices and business ethics, so new business poses threat not to only my business but standing agreement of our business culture.....” (General Manager, Hadassah CakesNmore, Physical Interview 27, October 2022)

Respondent 4

“The way we offer our services at FEMTECH IT has allowed us mount ahead of different threats we have faced, for new threats or business the IT business is booming so we have myriads of threats coming into the business, I am not sure of any new business, but we have existing threats like Calcare, Phone Mart etc, offering similar services we provide.....” (Manager, FEMTECH IT, Online Interview, 15, October, 2022)

Respondent 5

“There is a new company that just started operation a month ago, and they have been gaining some of our customers and that has affected our sales and profits, another one is also kicking operation by next month based on what our customers and workers mentioned, so we are really in the heat of what to do to overcome this dire situation of threats from new firms” (Sales Manager, Tycr8v Enterprise, Online Interviews, 15, October, 2022)

Respondent 6

“We sell books and stationary items and so there are many shops selling what we also sell, along this shop line are threats but the current economic situation in the country is not making people to really start new business around, in previous years by this time due to the period when students resumes we have many people going into this business, so the economy situation has made it hard for we doing the business and also hard to have more new business around.....the economy ” (Sales Manager, God’s Peace Enterprise, Physical Interviews, 17, October, 2022)

Respondent 7

“It is not easy to operate in state where the IT industry space is just gaining ground, we have great competitors like Techreach Makerspace, ECGD Technologies that are doing well, in recent time we had inflow of new companies in IT because of new growing interest and investment by the government in SMEs especially, the IT industry” (Founder, Mal Hub, Physical Interviews, 24, October 2022)

Respondent 8

“I have been working for here for 2 years and I can state that we have not seen any new firms as a threat to us, we actually are cautious of existing ones like Accot Prints, Ajenifuja Printing Press which are major competitors, however that does not mean we are not looking out for any new ones, it’s just that most of the ones we have seen so far cannot measure up to our talents and what we are doing at Musty Graphic Press”(Graphics Designer, Musty Graphic Press, Physical Interviews, 9, November, 2022)

Analysis

It can be deduced from the interview response that some companies take good observation of those that have just entered into their business, but other company do not feel any threat because they feel that those existing competitions are enough for them to worry about than any newly formed company.

Aside from that, companies do not also consider new company as major threats to them, companies that are still new in the business also do not necessarily worry about new ones because all they worry about is how they get a stand in the market.

This can be pointed out as a major issue for most new companies and those that are well established in the market, they sometimes feel like they have nothing to prove to any one especially not to new entrants.

2. Does your organization have any strategy in place to face them? If not, why? If yes, identify them?

Respondent 1

“.....I will say no because we do not have a definitive strategy in place but one thing, we try to do at Otead Media is to ensure that we retain our big clients by ensuring we offer them the quality service delivery” (Content Developer, Otead Media, Online Interview 28, October 2022)

Respondent 2

“Just as I mentioned before, we are very many, so the strategy is just to ensure we put in more investment into the business, so that we can sell other things besides foods items, like baby items and house utensils.....” (Sales Manager, OJ Ventures, Physical Interview, 27, October 2022)

Respondent 3

“Yes, we definitely have strategy in place, one of which is that we operate in a unique way, and we ensure our clients are satisfied with our services and secondly, our business focus is to continue improving in styles and employment of the best talents in baking industry.....” (General Manager, Hadassah CakesNmore, Physical Interview 27, October 2022)

Respondent 4

“We are one of the leading IT firms in Kwara State, we have investment in different aspect including services and sales of IT gadgets and equipments.....so our strategic focus is not limited to one aspect of the business alone....” (Manager, FEMTECH IT, Online Interview, 15, October 2022)

Respondent 5

“We are still looking onto what we can do to correct the current situation of low profit due to new threats, so another challenge is that some of our employee left recently.....” (Sales Manager, Tycr8v Enterprise, Online Interviews, 15, October 2022)

Respondent 6

“..... there is no more important thing we can do now than to invest more into the business and get more employee so that we can be able to serve our growing customers” (Sales Manager, God’s Peace Enterprise, Physical Interviews, 17, October 2022)

Respondent 7

“..... our strategic knowledge of the IT environment in Kwara is very solid, the strategy in place is that new entrants will have a lot to do to overtake that, MalHub is founded on offering the best quality service to our customers, and aside that we have amazing relationship with our customers” (Founder, Mal Hub, Physical Interviews, 24, October 2022)

Respondent 8

“..... the strategy is to ensure we retain the current talents we have in the company and to ensure we get updated technologies that will improve the quality of our service delivery to customers” (Graphics Designer, Musty Graphic Press, Physical Interviews, 9, November 2022)

Analysis

Very few companies mentioned that they do not have a strategy in place, and some of the strategy they mentioned includes the employment of best talents, ability to retain talents, increase investment in business and focus on their activities rather than the new entrants.

One other thing that majority of the company asserted is that no other company is doing and can do perfectly what they are doing.

One basic thing observed from their response is that they rely heavily on their existing structures that have made them survived for years and they are assured that their strategy is working that's why they have succeeded so far.

Based on porter five forces model, it is clear that these companies' majority of the time focuses on only what they can offer; they are very less interested in threats of any new entrants. However, the other side is that they do not have an obvious strategy in place, however they are conscious of these threats but from their response they do not put resources into getting due diligence on any new threats to their business.

B. Questions on Powerful Suppliers

What are your organization's strategic plans for powerful suppliers of products and services?

Respondent 1

“.....although we are just gaining stride in the media industry, Otead Media strategic focus makes it distinct from other media firm because we value the importance of quality service delivery and our content attraction and focus is unique to what others like Reading Nigeria Network, Hamfaiz Media Concept in Kwara State.....so this big players focuses mostly on prints and publishing, our focus is to take over the online media space ...” (Content Developer, Otead Media, Online Interview 28, October, 2022)

Respondent 2

“As have mentioned from the question asked, our strategic plan against big suppliers of food items, is that we are also working on retaining our customers and bringing them into other products that we want to go into, when we have the investment, we are working on.....” (Sales Manager, OJ Ventures, Physical Interview, 27, October 2022)

Respondent 3

“Big and powerful cake baking homes we have are not located in a favorable located like us, having to be situated in GRA is a strategic decision, and this has given us better access and relation with our customers and also in terms of reduction of cost due to availability of power supply for work....” (General Manager, Hadassah CakesNmore, Physical Interview 27, October 2022)

Respondent 4

“FEMTECH IT is a brand already in Kwara State, one of the strategic plan we have worked on is public advert in different media outlets, this has brought positive returns to the firm and aside that we focus on different aspect on tech so our customer stretch covers both services provision and selling of IT items like phones, laptops and household electronics...” (Manager, FEMTECH IT, Online Interview, 15, October, 2022)

Respondent 5

“We are very aware of our limited reach due to our firm capability, so the strategy we employ is to ensure we have quality employees and also retain them so as to provide quality service delivery for our clients.....our inability to cater to a large customer has also allowed us to work on getting more funds to widen and grow the office space” (Sales Manager, Tycr8v Enterprise, Online Interviews, 15, October, 2022)

Respondent 6

“Our line of business is a very busy and common one, so what we do aside selling to people that come to our shops, we also formed strategic partnership with schools to ensure they buy in large quantity from us.....” (Sales Manager, God’s Peace Enterprise, Physical Interviews, 17, October 2022)

Respondent 7

“The strategic plan is to be a pace setter in the IT Industry in Nigeria, so in line with this see ourselves as a potential powerful supplier, so our strategic plan currently is just to continue working the way we are because It is not easy to operate in state where the IT industry space is just gaining ground, we have great competitors like Techreach Makerspace, ECGD Technolgies that are doing well, in recent time we had inflow of new companies in IT because of new growing interest and investment by the government in SMEs especially, the IT industry.....”(Founder, Mal Hub, Physical Interviews, 24, October, 2022)

Respondent 8

“..... we are opportune to be one of the powerful supplier like Accot Prints, Ajenifuja Printing Press but our plan at Musty Graphic is just to ensure we keep on having good employee in the areas of IT, aside that we try as much as possible to also have quality machines that can be able to bring out the work of employees in the best way.....”(Graphics Designer, Musty Graphic Press, Physical Interviews, 9, November, 2022)

Analysis

In respect to this question, Respondent 1 position focused on what the strategic plan and benefit of the company is with concentration on online customer since majority of the suppliers have more power in within the traditional media. Other respondents responses showed that their major concern is giving the best quality services to their customers, aside that they mentioned investment in other areas their company want to go into, for instance, respondent 2 is looking at partnership so as to deal directly with customers, respondent 3 and 5 also mentioned about investment in the business in other to grow their business.

Do powerful supplier’s activities affect your strategic plan?

Respondent 1

“.....just like I previously mentioned, we are just gaining visibility in the industry, and that was one of the conscious idea behind Otead Media was the focus on online media which is not really a big space in Kwara State, but traditional media like Radio majorly affects our plan due to the nature of people in our target customers” (Content Developer, Otead Media, Online Interview 28, October, 2022)

Respondent 2

“Yes, they affect everything about this business, from the price to availability of products in our stores, so we try as much as possible to get more funding for the business.....” (Sales Manager, OJ Ventures, Physical Interview, 27, October 2022)

Respondent 3

“..... I don't really think about it, but looking at it now, they affect our plan in the area of size or numbers of our daily production, but they also affect our plan in a positive way because we are always looking at how we can always produce quality cakes for our customers.....” (General Manager, Hadassah CakesNmore, Physical Interview 27, October 2022)

Respondent 4

“..... As I said earlier FEMTECH IT is a brand already in Kwara State, we are major stakeholder in the industry, but we are also affected by other suppliers especially in the sales of phones, laptops, and electronic gadgets....” (Manager, FEMTECH IT, Online Interview, 15, October 2022)

Respondent 5

“As a small firm that is running operation with less than 7 employees with major suppliers having more than 50 employees, their stretch and outreach on the market is wider, so that is why our business strategic plan is focused on working with small business around.....” (Sales Manager, Tycr8v Enterprise, Online Interviews, 15, October 2022)

Respondent 6

“They are the major factor that determines a lot of our business operation, but over the years we have built good relationship with them however, the best way to avoid powerful suppliers is to invest more in the business” (Sales Manager, God's Peace Enterprise, Physical Interviews, 17, October 2022)

Respondent 7

“We are not generally affected by their activities, but we do consider them in our decisions, but we put forward our strategic plan and put in place the necessary resources to achieve them.....” (Founder, Mal Hub, Physical Interviews, 24, October 2022)

Respondent 8

“.....from the previous question i mentioned that we have competitors but we are also a considerable threat to others, so i will say we think of each other when make some decisions, but we are very confident in our plans to go through.....”(Graphics Designer, Musty Graphic Press, Physical Interviews, 9, November, 2022)

Analysis

Companies that are still new clearly mentioned that they are affected by powerful suppliers, and they mentioned certain suppliers in form of competitors, this shows how much of an impact these suppliers affect their plan. Respondent 5, 4 and 8 pointed that in their line of business they are one of major suppliers themselves, although they acknowledge other suppliers, so they pointed out that they are conscious of their plan, but they have different market interest.

C. Question on Powerful customers

1. To what extent is the company strategic plan customer focused?

Respondent 1

“.....our focus and plan are all about customers and consumers, we deal with our customers and consumers directly and considering our interest is focused on online consumers our work is different from other companies, but we ensure whenever we have a service to provide, we offer the best to our customers.....” (Content Developer, Otead Media, Online Interview 28, October 2022)

Respondent 2

“Our business cannot exist without customers, so we try all our best to ensure first, we have the necessary products available for our customers and secondly, we also try to create good

relationship with a demographic of customers which are the civil servants.....” (Sales Manager, OJ Ventures, Physical Interview, 27, October 2022)

Respondent 3

“..... Everything about our business is stretched down to what the customer wants, so what we do is that we try to be as creative and appealing with our products so that customers can reach out to work with us, we offer wedding, birthday and other kinds of celebration cakes for customers.....” (General Manager, Hadassah CakesNmore, Physical Interview 27, October 2022)

Respondent 4

“..... We are always interested in customers that’s why FEMTECH IT is one of the best customer service focused IT places in Kwara State, Nigeria..... we offer both services and sales of quality electronic household items for private and commercial users.....” (Manager, FEMTECH IT, Online Interview, 15, October 2022)

Respondent 5

“Tycr8v is a business consulting firm, so customers are at the forefront of our service provision, both in small and large scale we offer quality services to our customers and ensure we get feedback after services are offered.....” (Sales Manager, Tycr8v Enterprise, Online Interviews, 15, October 2022)

Respondent 6

“Our customer base is mainly students generally so, that’s why we look into having availability of books that are needed by students especially in primary, junior and senior class” (Sales Manager, God’s Peace Enterprise, Physical Interviews, 17, October 2022)

Respondent 7

“..... considering our kind of industry, the customers are mostly IT users, so Mal Hub is to serve them to our bestthe goal of Mal Hub is to offer the best services to customers and partners” (Founder, Mal Hub, Physical Interviews, 24, October 2022)

Respondent 8

“.....Musty Graphic Press has been in operation for several years now, the main reason is because we do what the customers wants, so yes we are serious about customer

satisfaction.....” (Graphics Designer, Musty Graphic Press, Physical Interviews, 9, November 2022)

Analysis

One thing all the companies were all of unified interest is that of their customers. Although they have different kinds or interests of customers, for instance, respondent 1 is focused on creating contents that will capture their online consumers and customers. Another thing is their plan on getting quality employees and investing more in their business so that they can extend their customer base and ensure there is availability of products or services whenever the customer requires them. They are all very much concerned about doing their best to ensure they offer quality services to their customers and one of the ways they do this is through getting feedback from their customers on how they can best serve them better.

D. Question on threat of substitute product/services

What is the company strategic plan for threats of substitute products/service?

Respondent 1

“..... our plan is very simple we ensure we take our consumers and customers as priority, other threats from external sources that provide alternative products cannot affect our customer and consumer focused plan.....” (Content Developer, Otead Media, Online Interview 28, October 2022)

Respondent 2

“We do not have any definite plan for substitute services because we cannot serve the current populace with our few strength, so we just continue to serve the particular populace of customers we are selling to.....we have so many food items distributor and sellers, so at there are so many substitute around which is why we try to focus more and interested in selling to majorly civil servants.....” (Sales Manager, OJ Ventures, Physical Interview, 27, October 2022)

Respondent 3

“..... Our belief at Hadassah CakesNmore is that there is no actual substitute to the products and services we provide, so our strategy is always to have the best talents and produce quality and beautiful cakes for our customers.....” (General Manager, Hadassah

CakesNmore, Physical Interview 27, October 2022)

Respondent 4

“..... There are very few companies that can do what we do in Nigeria, so our strategic plan is to ensure we keep growing in serving our customers and retain them with us.....We also offer other kinds of services that do not offer, so I will say it's not all about having a substitute, the value of what we offer also matters to our customers.....” (Manager,

FEMTECH IT, Online Interview, 15, October 2022)

Respondent 5

“Tycr8v is very new, but our strategic plan revolves around efficient, effective, quality and customer-oriented model, so we are not sure there any substitute out there for any services or product we offer to customers.....” (Sales Manager, Tycr8v Enterprise, Online Interviews, 15, October 2022)

Respondent 6

“..... Our own is to continue selling to our customers, other substitute service doing same is not a major concern for us because our main priority is our customers.....” (Sales

Manager, God's Peace Enterprise, Physical Interviews, 17, October 2022)

Respondent 7

“..... Mal Hub is very strategic about our choice of services and products, our talents and service is like no other so, we are not sure we really do have substitute company that really offer the same things we do.....this is not a boastful statement it is just a matter of the vision Mal Hub represents and is built on.....” (Founder, Mal Hub, Physical Interviews, 24, October, 2022)

Respondent 8

“..... Our customers seek Musty Graphic Press because we are just different, and it's not that some other company cannot design and print, so our strategy is just clear and that is we continue to develop our employees and we always make we do things differently from

others.....”(Graphics Designer, Musty Graphic Press, Physical Interviews, 9, November, 2022)

Analysis

Of the 8 respondents only 2 stated that they do not have any strategy for threats of substitute, others mentioned clearly what they believe their products do not have any substitute because they believe no other company can do what they do. Other things respondents stated showed that they are very confident in their employees to be creative and innovative in their approach to services they provide to their customers.

Another thing pointed out is that the drive of these companies is the customer, so they are very much in tune with delivering quality services to them and these they believe is what gives them an edge over their substitutes.

E. Question on rivalries among existing competitors (SMEs)

i. Who are your existing competitors?

Respondent 1

“.....I might have mentioned some of them previously, they are many but those I can remember now is Ceraph Africa Media, Reading Nigeria Network, Ad-Marz Media, Ainigma Media and Hamfaiz Media Concept, in Kwara State.....” (Content Developer, Otead Media, Online Interview 28, October 2022)

Respondent 2

“On this question I will say most shops around here, selling of food items is the most common business in this environment so, majority are small scale that they do not have a business name or even registered, but they operate within their community very well.....” (Sales Manager, OJ Ventures, Physical Interview, 27, October 2022)

Respondent 3

“Ohhh.... they are many some of them are Creamy Cakes and Bakes, Divine Cake Enterprise Cakes by Hamidah, Beerah Cakes and Treat” (General Manager, Hadassah CakesNmore, Physical Interview 27, October 2022)

Respondent 4

“..... we do a wide range of things, so our competitors also cover a whole lot of areas, for IT services we provide they include Optics Computer Technology, Brimano Consult and for sales of IT gadgets they are Phone Mart, Dool-X-Nigeria, Shoprite...” (Manager, FEMTECH IT, Online Interview, 15, October 2022)

Respondent 5

“..... Consulting firms like Luqnet Consults, Asiwaju Promotion, Front Page Solutions” (Sales Manager, Tycr8v Enterprise, Online Interviews, 15, October 2022)

Respondent 6

“One not far from here is Monday Books and Stationery, others are Rovingheights, BookMall.....” (Sales Manager, God’s Peace Enterprise, Physical Interviews, 17, October, 2022)

Respondent 7

“There are many competitors but few doing most of what we offer, some of those that are doing some of those things we do like offering of services in IT training, software services are SoftRays Information Technology, Beyond Creativity, Techreach Makerspace, and ECGD Technologies.....” (Founder, Mal Hub, Physical Interviews, 24, October 2022)

Respondent 8

“..... existing competitors like Accot Prints, Colour Prints Graphix Studio, Joprix Designs and Ajenifuja Printing Press have all been a major competitor over the years and doing well in their space.....” (Graphics Designer, Musty Graphic Press, Physical Interviews, 9, November 2022)

Analysis

The respondents were able to point out all their competitors, respondent 3, 4 and 8 although also stated their competitors, they asserted that they are also major competition in their industry, their competitors are also some of the powerful suppliers which means that SMEs in different sectors faces different kinds of threats not necessarily because they are all SMEs means that they encounter similar issues. **ii. Does the company have strategic plan for existing competitors? If yes, what is it? If no, why?**

Respondent 1

“.....Yes, we do, we are very much new, so our strategic plan is to ensure our target customers especially online users are attracted by our products and services, aside that we intend to not only have the best talent but to ensure we offer them good working space and remuneration” (Content Developer, Otead Media, Online Interview 28, October 2022)

Respondent 2

“..... that is what we are always looking at so we are planning on getting more investment into the business, because this our business requires huge fund to be able to increase products we have in areas of home utensils and baby products so that we can get more customers within the civil service and outside the civil service.....” (Sales Manager, OJ Ventures, Physical Interview, 27, October, 2022)

Respondent 3

“..... it's not easy to survive in this business, so what we have is our talent and the creativity we put into making our products, our plan is to ensure we keep updating our talents in new styles and also provision of enough instruments to aid good creative styles.....one other area I mentioned before we have ahead is the strategic location of our business in commercial environment making it much easier to meet credible customers.....” (General Manager, Hadassah CakesNmore, Physical Interview 27, October 2022)

Respondent 4

“.....we are focused, we know our vision and mission and strategic objectives which is to be a space where IT products and services can be gotten by customers.....so our goals is to continue growing and be the champion of in IT space by continue to put customer first” (Manager, FEMTECH IT, Online Interview, 15, October, 2022)

Respondent 5

“..... Right now, competition is not yet a goal, our focus is just to have the best talent we can get, gain more online presence, and get more investment in the business so that we can provide the best services for our clients” (Sales Manager, Tycr8v Enterprise, Online Interviews, 15, October 2022)

Respondent 6

“..... There is no better strategy in our business than to have good customer relation and also one the other hand has good relationship with powerful suppliers of our goods, so that we can always have what customers wants to buy.....” (Sales Manager, God’s Peace Enterprise, Physical Interviews, 17, October 2022)

Respondent 7

“..... we are not here to be a watching trends, we intend to make shift in the industry, we have a strategy of working with youths and this we do through collaboration with institutions and providing platform to learn about IT, we know youths are the future of IT so our focus is to make them conversant with our services and products”(Founder, Mal Hub, Physical Interviews, 24, October, 2022)

Respondent 8

“..... Although we do not think about it like that but we make sure our activities and services is top notch, Musty Graphic Press is where it is today because we focus on doing what we do best and that is doing what our customers order or want in the best and most creative ways, and we do that by having experience employees and with good pay.....”(Graphics Designer, Musty Graphic Press, Physical Interviews, 9, November, 2022)

Analysis

The respondents all stated that they have one strategy in one way or the other, some of their strategies includes the following: recruitment of more qualified employees so that they offer better services, invest more in the business, provide better working condition and remuneration for employees, invest more in the business.

In a more technical sense respondent 3 mentioned that they already benefit of a better strategic location for the business and is focused on training employee on current styles in the business, respondent 4 stated another side which their focus on the youth because the future of IT is youth. Another angle is respondent 8 strategic plan is their focus on customer and increase importance given to ensure creativity and innovation of employee is allowed and protected to ensure they can offer their best to the company and directly to the customers.

5 DISCUSSION AND EVALUATION

5.1 RESULT OF FINDINGS AND RESEARCH IMPLICATION

It can be discovered from the findings that strategic planning is an important instrument which is essential for a company's development. For an organization to progress, strategic planning must be taken into consideration in order to gain a competitive advantage over the competitors. The management of an organization should establish and encourage the need for strategic planning in their respective organization and formulate political and budget for achieving organizational goals. By establishing the need for strategic planning, the management will collectively work towards achieving the corporate objectives of the firm.

Aside, that from the study findings from qualitative analysis it is clear that companies need to engage the use of Porter's five forces model in their strategic planning because it will help them overcome certain things that they will not normally consider or think of during their planning process. That they need to take threats of new entrants, powerful suppliers, substitute products and services and competitors more seriously so that can be able allocate their resources towards achieving the organization's strategic objectives.

It is however that the firm that the strategic planning performs better compared to those don't and therefore manager should understand that strategic planning provides direction to the overall organization in achieving corporate goals. There are immense barriers to strategic planning process and these barriers can be overcome by aligning organization structure with the corporate goals and involving employees in strategies formulation since they will be responsible in implementing those strategies. The challenges can also be overcome by communicating effectively to employees on what they are supposed to perform in order to achieve organizational goals.

Porter's five forces model was being used in this study to assess SMEs and observe some of the threats and strength they have to overcome these challenges. The result of the responses from the interview shows different ways in which companies are doing well and areas they are not.

It is important to note that although majority of the companies are knowledgeable of what Porter's five forces model entails, however, they are doing different things that are in line and

also not in line with the model. Aside that the questions are things that do come through their mind but they majority do not have a properly well documented strategic plan that takes into consideration what Porter's five model is concerned about.

Using Porter's five forces model, first force which is the threat of new entrants, from the respondent's response it is clear that majority did not consider new entrants as a major threat to them. They are more concerned with existing competitors and those concerned with the threat do not take them seriously and are of the belief that their plan should be more focused on what they are doing and how they can serve their customers better.

So, they basically belief, the way they can strategise their way over new entrants by working on to become better in customer service delivery, recruiting and retaining of quality talents, investing into the business.

The second forces of the model are threat of powerful suppliers, from the responses of the respondent it is shown that they do in most cases use suppliers and competitors interchangeably. In respect to companies that deal with a different kind of business and customer, for instance, majority of the companies stated that powerful suppliers are a threat and asserted that they can strategize through building good business relationship with them aside that they can also work on investing more into the business so that they can have warehouses to store goods for availability all year round.

On the threats of powerful customers, the companies all have a consumer-focused strategy, which entails the employment and training of employees, good customer relation and investment in their business so that they can be able to provide better service delivery to the customers.

Also, on the threats of substitute products and services, the companies are very well aware of substitute's product and services, but their strategy is to ensure no products or services can be an actual substitute to their own services. Majority of the companies belief that their customers use their products or services because other substitutes cannot offer what they do, so their strategic plan is that to focus on being customer friendly and accessible so that they can always correct any issue with their product or services and make better services or product different from their substitute products.

On another area, one of the respondents asserted that they do not have any issue with substitute products or services because they are not yet big enough to attend to the demand of customers, so they understand the need for substitute products.

The threats of competitors are a common issue for all companies, all the companies mentioned their competitors and some point themselves as a competitor. From the response of the respondent, it is clear that they see competitors as threats, but they pointed some of the strategy mentioned is the need to ensure they improve on quality customer services, training of employee on current methods and tools and allowing for creative and innovative working space. Other things pointed out are the need to strategise on increasing their online audience, buy more instruments and equipment to aid employee works and proper remuneration of employees.

5.2 GENERAL DISCUSSION

The major aim of this research is to identify the impacts of strategic planning on organisational performance. The study discovered in the first hypothesis that there is a significant relationship between strategic planning and organization performance. This can be buttressed by the claims made by Kervin (1999) that “companies that engage in strategic planning tends to be more successful than others”.

In a similar manner, there is a significant relationship between organization mission and organization performance. This means that the mission statements of an organisation can also shape the organisational performance. This as well is buttressed by the assertion of Wendy R. (1997) where opined that organisational mission aims to simply tell the employees, stakeholders, investors and the public ‘what’ the organization is all about and what the founder(s) had in mind or their purpose of establishing the firm.

Not only that, but there is also a significant relationship between organization vision and organization performance. This could also be supported by Wendy R. (1997) statements where organization vision on the other hand is a futuristic statement of how or what the organization intends to accomplish. Furthermore, there is a significant relationship between organizational internal and external orientation and organization performance which was buttressed by position of Business Week (2001) where it was stated that “Organization performance is reflective in the general well-being of the internal and external environment of the organization, for example company Levi Strauss a reputable brand witnessed a downfall in the 1900 which even led to laying off of workers as a result of poor strategic planning”

In addition to the objectives, chapter one contains the statement of research problem, the research questions, significance of the study, hypotheses, scope and limitations as well as an

operationalization of the research variables used in the study. In Chapter two, theoretical framework literature review on strategic planning and organisation performance was discussed and the relationship between the strategic planning and strategic factors which can enhance strategic planning were discussed as well in the literature review.

In chapter three, with the aim of achieving the stated objectives of this study, the researcher adopted the descriptive research design and the survey method. The research instruments used for data collection were the questionnaire. The questionnaires were administered 120 small and medium scaled enterprises. Out of the 120 administered, were retrieved and 115 analyzed, also interview of SMEs about Porter's five forces model was done with the interview of 8 companies and analysis of the responses of the respondents. Chapter four involves the presentation and analysis of data which was gotten from questionnaires and interview administered. Descriptive statistics was used for the analysis of the data, Pearson correlation analysis was also used to test all the hypotheses, also analysis of interview responses in relation to Porter's five forces model was done. Chapter five contains discussion of findings with respect to both theoretical and empirical findings.

5.2 SUGGESTIONS/RECOMMENDATIONS

The following suggestions are provided to assist organisations improve its operations based on the analysis discussed.

1. To enable the general organisations workforce to comprehend the primary goals and the strategic plans in place to fulfil the goals of the organisations per each fiscal year of organisations, all aspects of various dimensions should be placed in the proper context. This will educate organisation staff and motivate them to provide services that will improve the organisation's overall strategy and improve performance.
2. Companies especially SMEs need to hire and have a strategy manager within their organisation, which can help them properly assess threats, allocate resources and put strategic plan in place that will help utilize organisation strengths and weaknesses.
3. Furthermore, as part of the planning phase, an in-depth programme review is carried out. This involves evaluation based on established quality benchmarks, specific results, and process objectives, all of which should be reformulated, well-communicated to personnel, and

remedied when errors are made in order to get them back on board and aid the organisation's strategic planning policy.

4. Again, all of the leadership-related elements should be clearly explained to the organisation management and workforce. The staff will benefit from knowing and understanding the leadership style used for the organisation's operations and governance, which will help them stay focused on working to meet the organization's goals.

5. Companies especially SMEs should ensure they take proper analysis of their activities and resources, the use of Porter five forces model or SWOT analysis should be used to assess both their external and environment so that they can further know areas of strength and weakness and how they can build on it to help move their company forward.

6. One other suggestion is that companies need to properly document their strategy so that they always have available response to future threats.

7. Additionally, it is advised that channels of communication between managerial and nonmanagerial employees be bolstered in order to promote and support the exchange of data and feedback systems.

8. In addition to the foregoing, staff members should be appropriately informed of established programme goals and budgets so that they are aware of the organisations' objectives and method of allocating resources.

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Appendix A

QUESTIONNAIRE

Dear participant,

This questionnaire form is related to the application part of the master's in business administration dissertation topic on the impact of strategic planning on organization performance that is being conducted within the Beykoz University Faculty of Business.

This questionnaire has been developed by the researcher to provide answers to the research questions raised in this study, as such the response to the questionnaire is purely for academic purpose. Respondents are assured of confidentiality of no disclosure of any content put forward by the respondents.

I will be grateful if the questionnaire is carefully answered by the respondent and instructions are adhered to, their valued response is very much important to the success of my thesis work.

Thanks, and best regards to you all...

Research Supervisor: Name and email

Research Advisor: Assoc. Professor. Pinar ACAR

Instruction: The questionnaire is divided into five sections, Section one entails the general information of respondent. Section two, three, four and five contains questions on strategic planning and organization performance.

SECTION ONE

Bio Data Information (Please Mark X or fill it out in full)				
Gender:	☐ Male	☒ Female		
Age:	18-24 Years ☒	25-34 Years ☐	35-44 Years ☐	
	45-54 Year ☐	55-64 Years ☐	65 Years & Over ☐	
Department you work in:				
Position/Title:				
Years of Experience:	1-5 Years ☒	6-10 Years ☐	11-15 Years ☐	16-20 Years ☐
	21-25 Years ☐	26-30 Years ☐	31 Years & Over ☐	
Knowledge of strategic planning	Yes ☐	No ☒		

SECTION TWO

Strategic planning

Items	SD	D	N	A	SA

<u>A. Organization vision</u> The integration of organization mission in development of organization strategic planning will do the following. 32. Help to identify ways to attain SMEs vision and objectives. 2. Affect changes in SMEs internal and external resources. 3. Help formulation and amendment of SMEs vision to achieve long term plan and goals. 4. Examine organization future capabilities. 5. Empower SMEs core teams to compete with other organizations. 6. Help inspire employees to carry out their given tasks. 7. Enhance SMEs performance and efficiency.					
<u>B. Organization mission</u> The integration of organization mission in development of organization strategic planning will do the following. 8. Improve organizational confidence in management in development of supportive plans in order to attain stated objectives. 9. Motivate innovative employees' work for the organization. 10. Formulate workable plans and enhance guidelines for teamwork in the organization. 11. Improve favorable competition with other SMEs. 12. Help sustain organization culture. 13. Ensure optimum use of organizational efforts and resources. 14. Help develop a sense of accountability towards organization mission and long-term plans.					
<u>C. Strategic objectives</u> Organization development of strategic objectives will achieve the following. 15. Appropriate planning of company activities. 16. Help identify workable strategies for the company. 17. Enhance sharing of tasks and duties to company core managements in					

line with strategies put in place.					
18. Increase employees' dedication to work.					
19. Ensures allocation of resources to organizational work activities.					
20. Help to know the demands of customers.					
21. Improve cognizance of employees and their input in the organization.					
22. Help select the most appropriate strategies with assured possible execution.					
<u>D. Internal orientation</u> Analysis of internal environment orientation in strategic planning helps the organization too. 23. Design its strategic plan in line with highlighted organization strengths and weakness. 24. Make judicious use of its employees. 25. Optimum use of resources to execute the company's strategic plan. 26. Formulate rectifying plans to improve employee's weakness. 27. Share duties among employees based on their capacities towards achieving better company performance.					
<u>E. External orientation</u> Analysis of internal environment orientation in strategic planning helps the organization too. 28. Develop quality planning and implementation. 29. Understand pattern of demands of customers in the community. 30. Formulate organizations' strategic goals and attain these goals. 31. Know the number of capacities the organization can work with. 32. Develop a plan to deal with challenges emanating from organization success.					

SECTION THREE

Organization Performance

Item	SD	D	N	A	SA
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Job satisfaction 1. The organization takes the job as an essential task. 2. The organization job and task offer opportunities to gain new skills and experience. 3. The organization ensures the pleasure of work and sense of safety. 4. Organization task provides employee with the ability to share information and ideas with colleagues.					
Organizational commitment 5. Organization ensures commitment and loyalty towards organization goals. 6. The company inspires employees to attain optimum performance of their work. 7. Organization changes of employee current situation will not lead change their commitment towards organization goals. 8. The organization is willing to input more towards the success of the company					
Innovative thinking 9. Company employees introduce creative ideas to enhance performance. 10. Employees introduce new ways to improve organization performance. 11. Company employees introduce solutions to its service delivery problems. 12. Employees formulate new ways to do their job.					
Additional role performances 13. Employees do attend additional training sessions. 14. Organization employees help introduces suggestions that enhances organization performance. 15. Employees resume early and leave work late to finish their work. 16. Organization employees attend to their colleagues having issues with their tasks.					

Appendix B

INTERVIEW QUESTIONS FOR SMEs

Dear participant,

This interview form is related to the application part of the master's in business administration dissertation topic on the impact of strategic planning on organization performance that is being conducted within the Beykoz University Faculty of Business.

This interview questions have been developed by the researcher to provide answers to the research questions raised in this study, respondents are asked and pleaded to express themselves to their best of ability, given that the response to the questions is purely for academic purpose. Respondents are assured of confidentiality of no disclosure of any content put forward by the respondents.

I will be grateful if the interview is carefully answered by the respondent and instructions are adhered to, their valued response is very much important to the success of my thesis work.

Thanks, and best regards to you all...

Research Supervisor: Name and email

Research Advisor: Assoc. Professor. Pinar ACAR

PORTER'S FIVE MODEL FOR SMEs

Assessment of SMEs based on Porter's Five Model

Questions
Threat of new entrants

1. What new organization are possible threats for your company?

2. Does your organization have any strategy in place to face them? If not, why? If yes, identify them?

Powerful suppliers

3. What is your organization's strategic plan for powerful suppliers of products and services?

4. Do powerful supplier's activities affect your strategic plan?

Powerful customers

5. To what extent is the company strategic plan customer focused?

Threat of substitute product/services

6. What is the company strategic plan for threats of substitute products/service?

Rivalries among existing competitors (SMEs)

7. Who are your existing competitors?

8. Does the company have a strategic plan for existing competitors? If yes, what is it? If not, why?

Appendix C

List of SMEs involved in the study (population study and sample)

S/N	SMEs	<i>Participated Employees / Managers</i>	<i>No of valid responses</i>
1	Otead Media	4	4
2	GapPoint NG	4	4
3	FEMTECH Enterprise	6	6
4	Tryc8ve NG	5	5
5	God's Peace Enterprise	5	5
6	Famall International	4	4
7	OJ Ventures	6	6
8	Relief and Hope Foundation	5	5
9	Hadassah CakesNmore	5	5
10	Support Health Care	6	4
11	Sustainable Development Solutions Network	5	5
12	Item 7 Venture	6	6
13	Beauty Connoisseur	4	4
14	Sebotimoh Communication	7	6
15	Kalam Diamond Ventures	5	5
16	Ilorin Moves Errands and Delivery Service	7	5
17	Bolaji Electrical	4	4
18	Mal Hub	5	5
19	Gramnet Cafe	2	2
20	Zeemaj Farm	4	4
21	Inspiration Café	2	2
22	AIT Café	2	2
23	Worldlink Café	4	4
24	Fortunate Bakery	5	5
25	Phone Mart	4	4

26	Accuxel Prints & Design	4	4
	Total	120	115

BIOGRAPHY

Kingsley Olumayowa GOLD

Kingsley Gold is a Nigerian-born business analyst and entrepreneur, widely known for his work in the logistics and construction sectors. Born and raised in Lagos, Nigeria, he showed an early interest in business and pursued a degree in Business Administration from the University of Lagos, one of the top universities in the country.

Upon graduation, Kingsley started his career as a business analyst, where he helped numerous companies analyze their market position, develop growth strategies, and improve their financial performance. His exceptional analytical skills and strategic insights made him a valuable asset to every team he worked with.

In addition to his corporate work, Kingsley has also been an active participant in Nigeria's entrepreneurial ecosystem. He co-founded GasPoint, a cooking gas delivery company that provides efficient and reliable delivery services for households and businesses alike.

Kingsley's entrepreneurial spirit did not stop there. In 2018, he co-founded GoldHinge, a construction consulting company that provides expert advice on project management, budgeting, and quality control. With a team of seasoned professionals, GoldHinge has successfully delivered projects for several high-profile clients in Nigeria and beyond.

Despite his busy schedule, Kingsley remains deeply committed to giving back to his community. He is actively involved in various social and philanthropic initiatives, including youth empowerment, education, and poverty alleviation programs.

Kingsley Gold's achievements serve as an inspiration to many young Nigerians, demonstrating that with hard work, dedication, and a passion for excellence, anything is possible.