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SCHOOL OF GRADUATE STUDIES

**STRATEGIC IMPLEMENTATION PRACTICES AND
CHALLENGES IN ANBESSA CITY BUS SERVICE
ENTERPRISE**

BY
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CHALLENGES IN ANBESSA CITY BUS SERVICE ENTERPRISE

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Declaration

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Wubishet Bekalu(PhD). All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institutions for the purpose of earning any degree.

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June, 2015

Endorsement

This thesis has been submitted to St. Mary's University, School of Graduate Studies for Examination with my approval as a university advisor.

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TABLE OF CONTENTS

Acknowledgement	i
Table of Contents	ii
List of Tables	v
List of Acronym	vi
Abstract	vii

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the Study	1
1.2. Background of the Organization	2
1.3. Statement of the Problem	2
1.4. Research Questions	4
1.5. Objectives of the Study	4
1.5.1. General Objective	4
1.5.2. Specific Objectives	4
1.6. Delimitation of the Study	4
1.7. Significance of the Study	5
1.8. Organization of the Study	5

CHAPTER 2

2. LITERATURE REVIEW

2.1. Definition of Strategic Implementation	6
2.2. Perspectives on Strategy Implementation	7
2.2.1. Hard vs. Soft Aspect of Strategy Implementation	7
2.2.2. Planned vs. Emergent Strategy Implementation	7
2.2.3. Top-Down vs. Bottom-Up Strategy Implementation	8
2.2.4. Formulating-Implementing Relationship	8
2.3. Nature of Strategic Implementation	10
2.4. Why Strategy Do Fails?	11
2.5. Drivers of Strategic Implementation	14
2.5.1. Structure and Strategy Implementation	14

2.5.2. Culture and Strategy Implementation	16
2.5.3. Human Resource and Strategy Implementation	16
2.5.4. Reward and Strategy Implementation	17
2.5.5. Leadership and Strategy Implementation	17
2.5.6. Information system and Strategy Implementation	19
2.5.7. Technology and Strategy Implementation	19

CHAPTER 3

3. RESEARCH DESIGN AND METHODOLOGY

3.1.Introduction.....	21
3.2.Research Design	21
3.3.Population, Sampling Technique & Sample Size	21
3.4.Types of Data Collected.....	23
3.5.Methods of Data Collection.....	23
3.6.Data Analysis Methods	24
3.7.Trustworthiness of the study	24
3.7.1. Validity Procedures	24
3.7.2. Reliability Test	25
3.8.Ethical Considerations	25

CHAPTER 4

4. PRESENTATION AND DISCUSSION OF THE DATA

4.1.Introduction.....	26
4.2.Characteristics of the Study Population.....	26
4.3.Analysis of the Finding of the Study	28
4.3.1. Managing Strategic Plan Implementation	28
4.3.2. Pitfalls on Strategic Implementation	32
4.3.3. Obstacles on Strategic Implementation	35
4.3.4. Roles of management bodies in Execution Process	42

CHAPTER 5

5. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1.Summary of major findings	48
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5.2.Conclusions	49
5.3.Recommendations.....	50

REFERENCE

APPENDICES

Appendix A: Survey Questionnaire (English Version)

Appendix B: Survey Questionnaire (Amharic Version)

LIST OF TABLES

Table 1: Strategic Formulation vs. Implementation	10
Table 2: Drivers of Strategic Implementation	20
Table 3: No of Employees and Proportion of Samples Taken from each Department.....	22
Table 4: Personal Profile of Respondents	27
Table 5: Stakeholders Participation	29
Table 6: Managing Strategic Plan Implementation	31
Table 7: Pitfall of Strategic Implementation	33
Table 8: Obstacles Strategic Implementation	35
Table 9: Role of Administrative Bodies in Execution Process	44

LIST OF ACRONYMS

ACBSE:	Anbessa City Bus Service Enterprise
CEO:	Chief Executive Officer
E.C:	Ethiopian Calendar
G.C:	Gregorian Calendar
GTP :	Growth Transformation Plan
ICT:	Information Communication Technology
IT:	Information Technology
MBA:	Masters of Business Administration
MIS :	Management Information System
PTC:	Public Transport Corporation
SBU:	Small Business Unit
SPSS:	Statistical Package for Social Science

ABSTRACT

The ability to implement strategies successfully is important to any organization. However, most of the organizations fail to implement the given strategy. Most of the survey revealed that majority of the strategies fail on the implementation phase. This paper tries to assess the existing strategy implementation practices, challenges and roles of management bodies in Anbessa City Bus Service Enterprise, which is government owned transport enterprise. The researcher used primary and secondary data collected from the enterprise. Data was collected through questionnaire from a sample of 332 and 284 were properly filled and returned. The data collected from the questionnaire were analyzed using SPSS version 20 statistical tools such as mean and standard deviation and followed by interpretation. The finding showed that in major pillars of the strategic implementation practices the enterprise faced difficulties. These are organizational structure, leadership, organizational culture, human resource, information system, technology, and reward system. Therefore, for successful implementation process, the enterprise should provide adequate resource like human, finance, material and technology, aligning of organizational structure and culture with strategy, clear and well developed strategy, proper communication, proper reward system, and support by top management.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Strategic management includes strategic planning, implementation and review/control of the strategy of an organization. Organizations engage in strategic management to ensure that they achieve the desired level of performance. Strategic management has been touted as one of the effective management tools in strengthening organization performance through effective decision-making and systematic strategic formulation and implementation. One of the strategic management process is strategic implementation and it is crucial to a company's success, addressing who, where, when, and how of reaching the desired goals and objectives. Implementation involves assigning individuals to tasks and timelines that will help an organization reach its goals (David, 1997). Furthermore, Thompson and Strickland (2003) argued that strategy execution deals with the managerial exercise of supervising the ongoing pursuit of strategy, making it work, improving the competency with which it is executed and showing measurable progress in achieving the targeted results. In addition, these authors stated that good strategy execution involves creating a strong fit between the way things are done internally and what it is needed for strategic success help unite the organization behind the accomplishment of strategy. Wheelen and Hunger (2004) stated that strategic implementation is the sum total of the activities and choices required for the execution of a strategic plan. It is the process by which strategies and policies are put into action through the development of programs, budgets, and procedure. In addition, Abbass (2003) argued that strategic implementation refers to the way a company structures itself in order to execute its strategic plan efficiently and achieve its objectives.

Therefore, the most important aspect in the organization is strategic implementation. It is management process of executing the chosen strategy efficiently and effectively to meet the company's vision by evaluating the performance; implementing strategy means putting plans and strategies into action to reach goals because the strategic plan is written for executing, without implementation the strategic plan makes nothing. However, well-formulated strategies produce superior performance for an organization when they are successfully implemented. The best-

made strategies are worthless if they cannot be implemented successfully. Thus, strategic success not only requires an appropriate strategy but also requires that the strategy is implemented successfully, and timely. Furthermore, strategies that fail to be implemented can be very costly in terms of formulation costs and foregone benefits (Arnoud, 2008). Good strategy implementation involves creating a strong fit between the way things are done internally and what it will take for the strategy to succeed. The stronger the methods of implementing fit the strategy's requirements the better the odds that performance target will be achieved (Kristie, 2012).

1.2. Background of the Organization

Anbessa City Bus Service Enterprise is established in 1943. From 1943-1959 right after the Italian occupation, the government collected the used trucks and started the first public city transportation services. After the 1974 revolution, the company was nationalized and continued the service under "Public Transport Corporation-PTC". In 1994 it established as an autonomous business enterprise by the council of Ministers regulation number 187/94. In 2011 G.C the enterprise is transferred to the City Administration Road and Transport Bureau. The organization has three depots in Yeka, Shegole and Mekanissa. In Yeka total numbers of employees are 2096. The supportive departments are finance, technique, purchasing, information communication technology, communication, audit, budget, human resource, and legal departments.

Thus, the researcher is highly interested to conduct a research on strategic implementation practices and challenges. This study evaluates the strategic implementation practices and challenges in ACBSE.

1.3. Statement of the Problem

For the past two decades, strategy formulation has been widely regarded as the most important component of the strategic management process – more important than strategy implementation or strategic control. However, recent research indicates that strategy implementation, rather than strategy formulation alone, is a key requirement for superior business performance. In addition, there is growing recognition that the most important problems in the field of strategic management are not related to strategy formulation, but rather to strategy implementation, and

that the high failure rate of organizational initiatives in a dynamic business environment is primarily due to poor implementation of new strategies (Jooste & Fourie, 2009).

One of the keys to successful implementation is for management to communicate the case for organizational change so clearly and persuasively to organizational member that there is determined commitment throughout the ranks to carry out the strategy and meet performance target. And also organization should develop, utilize, and amalgamate organizational structure, control systems, and culture to follow strategies that lead to competitive advantage and a better performance. Not only these but also right person must be place at right time and available resources have to be allocated. In addition, the reward system have to be appropriate for the entire position and there must be monthly meeting schedule to assess everyone is on the track and review progress report. However, in modern business environment firms faces different problems related with strategic implementation. These challenges come from internal or external (Arnold, 2011).

Addis Ababa is one of the fastest growing city in Ethiopia and this in turn requires development of better transport system and services and mass transport infrastructure. Anbessa city bus services enterprise has one of the enterprises that serve mass transportation services. The enterprise formulates strategy to minimize the problems that are faced to the city. However, the enterprise has some indications that influence the implementation of strategic planning.

From survey on middle term strategic implementation report the researcher found problems. The problems are there is no enough resource to execute the strategy during the schedule especially financial resource, there is no technology that support the system, that is, the manual system must be changed to automation system like maintenance management system, the enterprise hasn't capable to execute the plan because employees were not trained effectively, managers couldn't be able to do leading and directing properly, there is no information system for sufficient control of activities, reward system problem affect the enterprise to met the objectives. These problems lead to employees do not guide with the strategy, the employees do not very well understood the strategic plan, lack of motivation and commitment. (Anbessa City Bus Service Enterprise Growth Transformation Plan, 2005).

In addition to the preliminary interview, the researcher got some symptoms related with strategic implementation; disharmony of employees, weak managing team, lack of resources like material, financial, human, and technology, poor and improper communication, non-commitment of decision makers, and leaders focus on daily activity than being directed by the strategy. Therefore, these problems may lead to the enterprise static or not competent with other transportation services. For better strategic implementation practice, the research has major role.

1.4. Research Questions

- ✚ What does the strategic plan implementation practices look like in the enterprise?
- ✚ What are the major pitfalls on strategic implementation process?
- ✚ What are the roadblocks that the enterprise faced during strategic implementation?
- ✚ What are the roles of management bodies during strategic implementation?

1.5. Objective of the Study

1.5.1. General Objective

The main objective of this study is to examine strategic implementation practices and challenges in the case of Anbessa City Bus Service Enterprise.

1.5.2. Specific Objectives

- ✚ To assess practices of managing strategic plan implementation in the enterprise.
- ✚ To investigate pitfalls of strategic implementation.
- ✚ To identify bottlenecks of strategic implementation.
- ✚ To examine the roles of management bodies during strategic implementation?

1.6. Delimitation of the Study

The enterprise has three depots in Addis Ababa, which is, Yeka, Shegole, Mekannisa so the study delimits the area in the head office that means Yeka depot. Because major task are executed in head office and the management bodies and supportive staffs are available in this

depot. Beside this, the study also delimits the time. The current strategy starts from 2003 to 2007 E.C therefore the paper focuses on the current strategy because it requires sufficient time to analysis and collect data in order to use more than three years but to compare and contrast the previous and current strategy execution the study may includes the previous strategy (2001-2002). Based on topic relatedness the study focuses on permanent employees because they well know the enterprise system than temporary employees. Therefore, the paper excludes all temporary workers in the enterprise.

1.7. Significance of the Study

The researcher believes that the finding of the study had some contribution. The researcher gain experience related with strategic implementation practices and challenges and prepares to further research activity. The second one is to pin down the weakness and strength of strategic implementation practice and challenges of the enterprise and establish better strategic implementation practices. Moreover, it is very essential for other researchers to study further and help them to have an insight understanding about strategic implementation and its challenges.

1.8. Organization of the Study

The research report organized into five chapters. The first chapter deals with introduction. The introductory part contains the background of the study, statement of the problem, research questions, significance of the study, objectives of the study, delimitation of the study, limitations of the study and organization of the study. The second chapter deals with review literature on definition of strategic implementation, perspectives of strategic implementation, nature of strategic implementation, pitfalls of implementation, obstacles and drives of strategic implementation. The third chapter contains the research methodology applied for gathering data in order to answer the research question for this study. In addition, includes: the research design, sample design, types of data, methods of data collection, methods of data analysis, validity of the study, reliability test, and finally ethical considerations. The fourth chapter deals with data presentation, interpretation and analysis of the study. The last chapter comprises three sections, which include summary of findings, conclusions, and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1. Definitions of Strategy Implementation

Before defining strategic implementation first define what is strategy? On the word of Zaribaf and Hamid (2008), strategy is a pattern or plan which integrates goals, policies, and operation activities chain of an organization as a whole. In addition, Peter said, strategy refers to all decisions related to business objectives and the courses of action to achieve them.

In strategic management process (i.e. formulating, implementing, and controlling) the most important stage is implementing the strategy because it connects both stages that means loop between formulating and controlling. Strategic implementation concern with the managerial exercise of putting a freshly chosen strategy into place, it deals with the managerial exercise of supervising the ongoing pursuit of strategy making it work, improving the competence with which it is executed, and showing measurable progress in achieving the targeted result. The process is the most complicated and time consuming part of strategic management. In time of execution of the strategy the management bodies are ultimately responsible for seeing whether it is implemented successfully or not. The process typically affects every part of the firm, from the biggest operating unit to the smallest frontline work group (Thompson & Strickland, 2004). As said by Kristie (2012), Strategic implementation is put simply the process that puts plans and strategies into action to reach goals. A strategic plan is a written document that lays out the plans of the business to reach goals, but will sit forgotten without strategic implementation. The implementation makes the company's plans happen. Strategic implementation is critical to a company's success, addressing who, where, when, and how of reaching the desired goals and objectives. It focuses on the entire organization. Implementation involves assigning individuals to tasks and timelines that will help an organization reach its goals. Moreover, Martin and et al (2006) stated that strategy implementation is an iterative process of implementing strategies, policies, programs, and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment. According to Wheelen and Hunger (2004), Strategy implementation is the sum total of the activities and choices required for the execution of strategic plan by which strategies and policies are put into action through the development of

programs, budgets and procedures. Although implementation is usually considered after strategy has been formulated, implementation is a key part of strategic management. Thus, strategy formulation and strategy implementation are the two sides of same coin.

2.2. PERSPECTIVES ON STRATEGY IMPLEMENTATION

2.2.1. Hard versus Soft Aspects of Strategy Implementation

The hard or analytical dimension of strategy implementation includes information analysis, evaluation, action and project plans, and monitoring and controlling. Pennings (1998) refers to these hard aspects as the ‘hardware’ of strategy implementation, which includes organization structure, reward systems, and control and information systems. Because of this rational and hard focus, strategy implementation research has traditionally emphasized changes in tangible organization structures and systems, while giving less attention to intangible or behavioral aspects.

Contrary, behavioral and ‘soft’ aspects are important to strategy implementation as well. Soft or behavioral aspects include perception of information, creative thinking, structure and culture fit, power and influence fit, communication, commitment, and encouragement and support (Hussey, 1996). (Pennings, 1998) refers to selection and socialization, power and politics and organizational culture as ‘software’. Others point to the importance of soft aspects such as social and political aspects of strategy implementation.

2.2.2. Planned versus Emergent Strategy Implementation

The planning approach views strategy as ‘a plan – to be fully formulated explicitly and rationally, and only then implemented. Hence, the planning approach is focused on deliberate strategies (ibid). A deliberate strategy is a strategy that is realized as intended. In this approach strategy is implemented in a planned, structured and rational way.

On the other hand, emergent strategies, which are ‘patterns of consistencies realized despite, or in the absence of, intentions’. The strategy as ‘a pattern in the stream of organizational activities; strategy is formulated, implemented, tested, and adapted, sometimes rationally, sometimes influenced by nonrational behavior, but always in small steps and on a continuous basis, blurring

the distinction between formulation and implementation. In this view a predetermined strategy 'is subject to modification during implementation as a response to either changing circumstances or to new information in the feasibility or desirability of certain actions (Bill, 2009).

2.2.3. Top-Down versus Bottom-Up Strategy Implementation

In top-down approach, the top management team formulates the strategy and then delegates implementation responsibilities throughout the rest of the organization. Strategy implementation is seen as a rather centralized process, in which the CEO (or top management team) conceives the strategic plan and imposes its implementation on the rest of the organization. Many strategy implementation frameworks identify a set of levers with which management can implement a strategy. These levers often include organization structure, reward systems, staff, culture, and information and control systems. Implicit to these frameworks is that management can use these levers to impose a strategy on the organization. Less attention is paid to the involvement of organizational members in the process (ibid).

On the other hand, strategies can also be formulated from the bottom up, without the participation of top management. Strategy often results from autonomous initiatives at operational and middle levels of the organization. Even if the top management team formulates the strategy, the implementation of that strategy will almost certainly require the involvement of employees lower in the organization. Thus, the fundamental point of this approach is that strategy formulation and implementation takes place at the lowest or mid level of the organization (ibid).

2.2.4. Formulating-Implementing Relationship:

Strategic formulation is the development of long range plans for the effective management of the environmental opportunities and threats, of corporate strengths and weakness (Wheelen and Hunger, 2004).

Strategy making brings into play the critical management issue of the how to achieve the targeted results in the light of the organizations situation and prospects. An effectively formulated strategy marshals, integrates, and allocates the firm's resources, capabilities, and

competences so that it will be properly aligned with its external environment. A properly developed strategy also rationalizes the firm's strategic intent and strategic missions along with the actions taken to achieve them (Hitt et al, 2005).

The formulation of strategy and goals is often considered the exclusive realm of to management, yet many different individuals may be involved in the strategic management process. Strategic formulation includes performing situational analysis, defining the corporate vision, mission, specifying achievable objectives, developing strategies and setting policy guidelines (Glueck and Jauch, 1984).

Every point of view shaped in real world, emphasizes that, though formulating and implementing are performed separately, these two have deep relationship. Formulating affects implementing. Implementing can always influence strategies and plans. This relationship leads to focus on two critical points:

1. Strategies are responsible for best outputs when formulating is done as a part of implementation that requires basic interaction between planners and executives. In this case, success is likely to increase.
2. An important matter in a successful strategy is to review formulating and implementing simultaneously. Managers should think about implementing when they are planning, because implementation of strategies should not cause to feel trouble for them in future. Of course, all decisions and executing activities couldn't be perform completely, but implementing assumptions or problem's limitations should be chosen properly in order to make a great imagination of formulating and implementing (David, 2006).

David (2006), Successful strategy formulation does not guarantee successful strategic implementation. It is always more difficult to do something (strategic implementation) than to say you are doing it (strategic formulation). Strategic formulation is different from strategic implementation. They can be contrasted as following:

Table 1: Strategic Formulation vs. Implementation

Strategic Formulation	Strategic Implementation
*Positioning forces before action	*Managing forces during the action
*Focus on effectiveness	*Focus on efficiency
*Intellectual process	*Operational process
*Require good intuitive & analytical skill	*Require motivation and leadership skill
*Requires coordination among few individuals	*Requires coordination among many individuals

(Source: David, 2006)

In the word of Martin et al (2008), it is clear that a poor or vague strategy can limit implementation efforts dramatically. Good execution cannot overcome the shortcomings of a bad strategy or a poor strategic planning effort. Several studies mention the fact that the kind of strategy that is developed and the actual process of strategy formulation, namely, how a strategy is developed will influence the effect of implementation. He believes that the need to start with a formulated strategy that involves a good idea or concept is mentioned most often in helping promote successful implementation. As his notes, good implementation naturally starts with good strategic input: the soup is only as good as the ingredients. Whether a strategy itself is consistent and fitting or not is a key question for successful strategy implementation, but even a consistent strategy cannot be all things to all people.

2.3. Nature of Strategic Implementation

Kazmi (2006), Strategies by themselves, do not lead to action, therefore, strategies have to be activated through implementation. The implementation structure will be divided into five, i.e. strategies lead to several plans. Each plan lead to several programs, each program leads to results in several projects, and projects are supported by funds through budget. Strategic implementation involves:

- Allocation and management of sufficient resources (financial, personnel, time, and technology support)
- Establishing a chain of command or some alternative structure
- Assigning responsibility of specified tasks or processes to specific individuals or groups
- It also involves managing the process. This includes monitoring result, comparing to benchmarks, and best practices, evaluating the effectively and efficient of the process, controlling for variance and making adjustment to the processes as necessary
- When implementing specific program, this involves acquiring the requisite resources, developing the process, training, process testing, documentation, and integration with legacy processes (Ibid.).

Glueck and Jauch (1984) presented the specific activities involved in the strategic implementation process:

- Determine strategy and communicate measurable objectives for a company as a whole structure
- Allocate resources to sub-units and departments
- Determine key managerial tasks
- Assigning tasks to various parts of the organization or restructure is necessary
- Delegate authority relationships and establish methods for coordination
- State policies as guides for action
- Clarify goals of various individual managers
- Operationalize ways to measure performance
- Build MIS to provide adequate and timely data useful for business evaluation
- Making provision for a reward system reinforcing desired behavior
- Developing managers talent and educate managers in value and style of the organization (Ibid.).

2.4. Why Strategies Do Fail?

According to Salem (2005) survey found that the five top reasons why strategic plans fail are related to motivation and personal ownership, communications, no plan behind the idea, passive

management, and leadership. In addition, in his research on implementation problems note that “ignoring to anticipate future problems” hinders successful strategy execution. Kalali et al (2001), identify 14 factors that leads to strategic implementation failure ; these are:- resource limitation, poor and improper communication, conflicting goals and priorities, environmental uncertainty, disharmony, incapable of human resource, improper management team, inefficient operational planning, lack of support by senior managers, non-assessability of implemented strategic decision, non- acceptor organizational culture, organizational structure, non-commitment, and unclear strategy.

Furthermore, Santiago (2003), also put his argument on why strategy fails; these are purpose, process, resource, people involvement, support system, and follow up. Salem (2005) examined “the six strategy killers” of strategy execution, pinpointed by Bear and Eisenstat (2000). He found that four of these factors particularly hamper or destroy strategy execution. These are: Ineffective senior management, Top-down or laissez-faire senior management style, Unclear strategies and conflicting priorities and Poor coordination across functional boundaries (Ibid.).

Moreover, Salem research also revealed several other potential reasons for the failures in strategy execution. These included: Lack of knowledge of strategy and the strategy process; no commitment to the plan; the plan was not communicated effectively; people are not measured or rewarded for executing the plan; the plan is too abstract, people can’t relate it to their work; people are not held accountable for execution; senior management does not pay attention to the plan; reinforcers, such as culture, structure, processes, IT systems, management systems and human resource systems, are not considered, and/or act as inhibitors; people are driven by short-term results.

Zaribaf and Hamid (2008), put 8 threats in implementing the strategy that should be considered as opportunity areas, which leads to success. Relative areas to successful implementation are: developing a model for directing decisions or implementing activities, knowing that how creating strategy can affect implementation, effective change management such as change culture, knowing that power and influence is essential for successful implementation, developing structures, sharing information, coordinating and clarifying accounts, developing control and

feedback mechanisms, knowing that how a supportive culture for implementation should be created, and exercising implementation under leader's control (Ibid.).

As stated by Mike (2008), there are pitfalls when implementing strategy; increasing misinterpretation of the big strategic idea vision as it moves out of the executive suite into the organization, not starting the process with a thorough unpacking of the detailed changes required to implement the new strategy, inadequate realignment of company resources with the new strategy, and leaving the product portfolio untouched.

Here are the most common reasons strategic plans fail:

- **Lack of ownership:** The most common reason a plan fails is lack of ownership. If people don't have a stake and responsibility in the plan, it'll be business as usual for all but a frustrated few.
- **Lack of communication:** The plan doesn't get communicated to employees, and they don't understand how they contribute.
- **Getting mired in the day-to-day:** Owners and managers, consumed by daily operating problems, lose sight of long-term goals. Out of the ordinary: The plan is treated as something separate and removed from the management process.
- **An overwhelming plan:** The goals and actions generated in the strategic planning session are too numerous because the team failed to make tough choices to eliminate non-critical actions. Employees don't know where to begin.
- **A meaningless plan:** The vision, mission, and value statements are viewed as fluff and not supported by actions or don't have employee buy-in.
- **Annual strategy:** Strategy is only discussed at yearly weekend retreats. Not considering implementation: Implementation isn't discussed in the strategic planning process. The planning document is seen as an end in itself.
- **No progress report:** There's no method to track progress, and the plan only measures what's easy, not what's important. No one feels any forward momentum.
- **No accountability:** Accountability and high visibility help drive change. This means that each measure, objective, data source, and initiative must have an owner.

- **Lack of empowerment:** Although accountability may provide strong motivation for improving performance, employees must also have the authority, responsibility, and tools necessary to impact relevant measures. Otherwise, they may resist involvement and ownership (Ryszard, 2005).

These are major obstacles faced by modern organization that identified by Salem (2005) in his research paper on Obstacles to Successful Implementation of Strategic Decision. Took more time than originally allocated, Major problems surfaced which had not been identified earlier, Coordination was not sufficiently effective, Competing activities distracted attention from implementing this decision, Capabilities of employees involved were insufficient, Training and instruction given to lower level employees were inadequate, Uncontrollable factors in the external environment had an adverse impact on implementation, Leadership and direction provided by departmental managers were inadequate, Key implementation tasks and activities were not sufficiently defined, Information systems used to monitor implementation were inadequate, Advocates and supporters of the strategic decision left the organization during implementation, Overall goals were not sufficiently well understood by employees, Changes in responsibilities of key employees were not clearly defined, Key formulators of the strategic decision did not play an active role in implementation, Problems requiring top management involvement were not communicated early enough, Deviation from original plan objectives, People are not measured or rewarded for executing the plan, Lack of feelings of "ownership" of a strategy or execution plans among key employees, Lack of understanding of the role of organizational structure and design in the execution process, Insufficient financial resources to execute the strategy.

Abbass (2005) suggest that effective strategy implementation should focus on four critical factors. These elements are the organizational structure, the corporate culture, human resources, and organizational rewards. The relationship between these five factors and organization strategy has a great impact on the outcome of strategy implementation.

2.4.1. Structure and Strategy Implementation

Strategy outlines the tasks that must be performed and structure coordinates the people who perform those tasks. Therefore, strategy and structure must have a proper fit. The right type of employee at an appropriate number ensures that tasks can be carried out in a manner consistent with overall strategy if situated in the proper place within an organization (Ibid.).

One of the most important aspects of organizational structure is the way the company decides to divide itself into different divisions or departments. This division is based on people skills and experience as well as the match between the human resources, the task, and the equipment available. The next important aspect of the structuring is how to create an environment for all those divisions or departments so that they can work together efficiently and achieve the company's objectives (Abbass, 2005).

Furthermore, Kazmi (2006), an organizational structure is the way in which the tasks and subtasks required to implement a strategy is arranged. The diagrammatic representation of structure could be an organization chart but chart shows only the skeleton. A strategy has to grapple with the complexities of creating the structure, making it work, redesigning when required, and implementing changes that will keep the structure relevant to the needs of the strategies that have to be implemented. The total responsibility to implement strategy has to be subdivided and distributed to different organizational units. The authority to discharge the responsibilities will also have to be delegated if the tasks have to be performed. To ensure that different organizational units do not work at cross-purpose, coordination will have to be ensured through communication. The performance will have to be appraised and controlled so that the tasks are performed in a sequence and according to a schedule. Desirable behavior to perform these tasks will have to be encouraged and undesirable behavior curbed. For this, reward and penalties will have to be used. Since the performance of tasks cannot be left to chance, the creation of motivation will have to be facilitated so that organizational effort is directed towards a common purpose.

In strategy-structure studies, Zaribaf and Hamid (2008), suggest that the organizational structure has been influenced by its strategies (Structure follows Strategy). To distinguish between strategy and structure, setting long & short-term goals, finding the path to obtain goals and allocating resources are the strategy components and the formation of these elements to implementing

strategies is called structure. Therefore, structure consists of corporate hierarchy, division of labor, delegating and communications. Besides initial information and organization's current issues are included. Strategy implementing is a process in which all planning and budgeting activities, policies and procedures follows the defined strategy. It may involve some changes in organization's culture, structure and managerial system or even a wide general change in all these mentioned fields. In order to set an adaptive and conforming relationship between structure and strategy, following points should be considered: measuring the adaptability level of structure, centralization & decentralization, strategy and structure relationship, corresponding to gain and share information all through the organization, and clarifying responsibilities (Ibid.).

2.4.2. Culture and Strategy Implementation

The culture is a pattern of norms, attitudes, values, beliefs, and customs that governs the behavior of people within the organization. When organizational strategy is compatible with corporate culture, strategy implementation is facilitated. However, when strategy and culture are incompatible, implementation often suffers from “strategy sabotage.” In this difficult situation, efforts must be made to close the gap between the corporate culture and the proposed strategy. (Abbass, 2005). Strong cultures promote successful strategy implementation while weak cultures do not. By strong culture, mean there is a shared belief in practices, norms and other practices within the organization that helps energize everyone to do their jobs to promote successful strategy implementation. In weak cultures, employees have no pride in ownership of work, work is sloppy, and there are very few values and people from political groups within the organization. Such cultures provide little or no assistance to implement strategy (Michal, 2010).

2.4.3. Human Resources and Strategy Implementation

Once the organization has used strategy formulation to decide what it must do, the organization must employ people who have the skills appropriate for those tasks. Since strategies and tasks vary with the situation, specific characteristics of the ideal employee will also vary with situations. There is a need to identify the individual and the group who possess the appropriate skills needed to implement the strategy efficiently and effectively. According to Wheelen and Hunger (2004), the implementation of new strategies and policies often calls for new human

resource management priorities and a different utilization of personnel. This may mean hiring new people with new skills and/or training existing employees to learn new skills. Plus Training and development is one way to implement a company's corporate or business strategy. Training is also important when implementing a retrenchment strategy (Abbass, 2005).

2.4.4. Reward and Strategic Implementation

Incentives for productive employees should be tied to the objectives and strategies that they are expected to pursue. Since objectives for various SBUs may be vastly different, differing types of behavior will be deemed appropriate and worthy of reward. Essentially, each individual's performance should be measured by criteria that are specific to the situation. Different types of behavior may ultimately receive similar types of rewards (Abbass, 2005).

As stated by (Kristie, 2012), a successful implementation plan will have a very visible leader, such as the CEO, as he communicates the vision, excitement and behaviors necessary for achievement. Everyone in the organization should be engaged in the plan. Performance measurement tools are helpful to provide motivation and allow for follow up. Implementation often includes a strategic map, which identifies and maps the key ingredients that will direct performance. Such ingredients include finances, market, work environment, operations, people and partners. To get employees' undivided commitment to the strategy, you have to be resourceful in designing both monetary and non-monetary motivational incentives. Understanding what motivates each employee can help you design such systems that will earn you their commitment. The role of a reward system is to align employee commitment to the organizational strategy. The most dependable way to keep employees focused on organizational objectives and their performance targets is to generously reward and recognize individuals and teams who have achieved their targets. A properly designed rewards structure is most powerful tool for mobilizing organizational commitment for strategy execution. Company's incentive system is the vehicle by which your strategy is emotionally ratified in the form of your employee commitment. Strategy driven performance objectives must be established for every employee, manager, and team member (Michal, 2010).

2.4.5. Leadership and Strategic Implementation

The role of appropriate leadership in strategic success is highly significance. It has repeatedly been observed that leadership plays a crucial role in the successes and failure of an enterprise and it has been considered one of the most important elements affecting organizational performance. For the manager, leadership is the focus of activity through which the goals and objectives of the organization are accomplished (Kazmi, 2006). According to Mvana (2011), the required organizational change does not occur spontaneously, nor does a strategy implement itself. Somewhere in the organization someone must have a vision of the ideal state and be willing to guide the organization to the achievement of this vision through successful strategy implementation. Such a person is a strategic leader.

Strategic leadership drives strategic change, and strong leadership is perhaps the most important "tool" that a strategist can have in the implementation toolkit to give direction and purpose to integrated strategy formulation, implementation and control. Strategic leadership is the ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary; to articulate a strategic vision for the organization and to motivate others to buy into the vision. Strategic leadership involves managing through others and influencing human behavior in order to achieve goals. Strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing (Ibid.).

Moreover, Jooste and Fourie (2009) stated that several identifiable actions characterize strategic leadership that positively contributes to effective strategy implementation these are: determining strategic direction, establishing balanced organizational controls, effectively managing the organization's resource portfolio, sustaining an effective organizational culture, and emphasizing ethical practices (Ibid.). Strategic leaders have a role to play in each of the above-mentioned strategic leadership actions. In turn, each of these strategic leadership actions positively contributes to effective strategy implementation. In the light of the importance of strategy implementation as a component of the strategic management process, the high failure rate of change initiatives due to poor implementation of new strategies and the fact that a lack of strategic leadership has been identified as one of the major barriers to effective strategy implementation (Jooste & Fourie, 2009).

2.4.6. Information Systems and Implementation of Strategy

Information is the same of blood which streams into the organization's vessels and brings it to life. Information systems' function in implementing process is mainly concern with internal circulation of information and appears on environmental uncertainty phenomenon. Information ambiguity is a situation in which problems couldn't empirically and explicitly be understood or analyzed and gathering more data about them is not possible. Another important matter that displays the role of information systems in implementing strategy is managers' need to reciprocal exchange of information. It means a system that transmits information up and downward (Zaribaf and Hamid, 2008). Management information system is one of instruments can collect and organize data for managers in order to do their tasks. In every information system, an executive information system has been recognized, which provides a fair possibility for planners and even for formulators. One considerable point in information discussions is the role of applicable factors to promote effectiveness and efficiency of information systems. These factors are as follows: the quality of information, time appropriateness of information, quantity of information, and relevancy of information (Ibid.). There are guidelines for strengthening information systems in implementing strategies. Some of these are software & hardware should help global compatibility, common channels of processing system should be available, and all the parts should be self-sufficient and well matched to information systems capabilities (Ibid.).

2.4.7. Technology and Implementation of Strategy

Technology has had a great impact on human development and civilization expansion all through the history. Technology can be defined as knowledge, products, processes, instruments, procedures and systems which helps producing goods and services. Technology is at the center of systems designed for finding customers needs and satisfaction. Successful implementing of strategies results from integrating and coordination of technologic innovations, production processes, marketing, financing and personnel. By this means defined goals are achieved (Bill, 2009).

Table 2: Drivers of Strategic Implementation

Drivers of Implementation	Aspects
Information System	<ul style="list-style-type: none"> - Poor quality of information - Time appropriateness of information
Organization structure	<ul style="list-style-type: none"> - Activities and tasks not sufficiently defined (inefficient operation planning) - Poor coordination across functions or divisions - Improper communication - Lack in measuring performance - Responsibilities not clearly defined
Organization culture	<ul style="list-style-type: none"> - Poor implemented beliefs and values system - Lack of employee commitment - Ethical practices are not evident
Human Resources	<ul style="list-style-type: none"> - Inadequate employee skills and capabilities - Inadequate training and instructions - Too few people involved in implementation
Leadership	<ul style="list-style-type: none"> - Vague strategy formulation - Leaders consider their job is done when they finished with the planning - Leaders do not support the strategy - Implementation tasks and activities not defined enough detailed - Leaders consume by daily operating problems than achieving long term goal - Goals and target not well understood - Inability to overcome resistance to change
Technology	<ul style="list-style-type: none"> - Lack of technology - Improper use of technology
Reward	<ul style="list-style-type: none"> - Inefficient incentive programs - Inadequate reward system - Improper monitoring and incentive system

(Source: Salem, 2005)

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Introduction

This chapter clarifies the research methodology used in this study. It covers, research design and methodology, sources of data collection, data collection instruments, target population, sample size, sampling techniques, methods of data processing and analyzing, credibility of the study and ethical consideration.

3.2. Research Design

A research design is the program that guides the researchers in the process of collecting, analyzing and interpreting the data (Robson, 2002). The research design have used descriptive method, because the study describes the present strategic implementation practices and challenges of the enterprise and aiming at collecting information from respondents on their attitude and opinions in relation to the strategy implementation variables. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts and describes the data collection (Malhotra, 2007).

3.3. Target Population, Sampling Technique and Sample Size

The population of the study was management and employees. The enterprise has 2096 employees. Among these 123 employees are temporary staffs and this paper focus on only permanent employees so total population of the study is 1973. There are ten departments in the head office; these are majority transport, technique, finance, human resource, audit, communication, ICT, supply, law, and budget.

The researcher used the following sample size determination formula to determine the sample size of the population in ten departments. The formula was developed by Taro Yamane (1967). It is calculated as follows:

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

Where **n** = is the sample size,

N = is the population size, and

e = is the level of precision or sampling error = (0.05)

$$n = \frac{1973}{1 + 1973 (0.05)^2} = 332$$

Hence, the total sample size is 332. Since the number of people in each department is not the same, the number of samples for each department was calculated by the following formula:

$$n_1 = \frac{nN_1}{N}$$

Where **n**= total number of samples

N= total number of population

N₁= total number of population in each department

n₁= number of samples in each department

Table 3: Number of Employees and Proportion of Samples Taken from each Department

No	Department	Total Number of Population	Total Number of Sample
1.	Majority Transport	1098	184
2.	Technique	627	105
3.	Finance	87	14
4.	Human Resource	46	8
5.	Audit	20	4
6.	Communication	13	2
7.	ICT	16	3
8.	Supply	34	6
9.	Law	12	2
10.	Budget	20	4
	Total	1973	332

(Source: Own Survey, 2015)

After each department sample size was determined, the researcher used systematic sampling (Quasi-random) to select the target population. The first step to do this technique is identifying

the target population. From the study, the target population was permanent employees that mean 1973 staffs. Then determine desire sample size. Based on Taro Yamane (1967) formula sample size was known that is 332. After that by obtaining the population within each each department, determine the skip interval (K^{th}) by dividing the size of population by the desired sample size then start with random place in the population list and take K^{th} until reached sample size.

$$K^{\text{th}} = \frac{N \text{ (total population)}}{n \text{ (sample size)}} = \frac{1973}{332} = 6$$

3.4. Types of Data Collected

For the purpose of this research, data was intended to collect using structured questionnaire and interview. However, the researcher could not manage the interview as the planned population was too busy to meet due to their daily activity. The researcher used primary and secondary source of data. The primary data were collected through questionnaires. The questionnaires were both open ended and close ended. The questionnaires articulate major pillars of implementation; these are organization structure, culture, staff, reward system, leadership, information system and technology. The variables were measured using Likert scale with five response categories (strongly disagree, disagree, neither agree nor disagree, agree and strongly agree). The Likert scale method is preferred to make questions interesting to respondents and there by enhance their cooperation, ultimately to ensure maximum response rate (Robson, 2002). In addition, other methods like open-ended questionnaires used to get additional, accurate and credible information. The secondary data collected through company website, brochures, periodicals and other documents.

3.5. Methods of Data Collection

The researcher used both primary and secondary data sources. For primary sources questionnaires were distributed to permanent employees of the head office. For secondary sources five years, (2002-2007) strategic plan and annual reports of the enterprise were important data for this study. In addition, data from different documents of the company like manuals, articles, journals, magazines, books, previous research and various internet sites were used for the proper accomplishment of this study.

3.6. Data Analysis Method

Data were collected, sorted, classified and coded then tabulated for ease of analysis. The data was summarized and categorized according to common themes. The collected data were analyzed using frequency distribution table and descriptive statistics. Mean and standard deviation was used for the result of the survey and was presented using tables. The Statistical Package for Social Science (SPSS) computer software aided the analysis as it is more users friendly and most appropriate for analysis of management related attitudinal responses.

3.7. Trustworthiness of the study

3.7.1. Validity procedures

“Validity means the accuracy of measurement of which the data is intended to be measured and how truthful the results of the research” Hair, et al., (2006). For the reliability & validity of this study, the researcher follows procedures starting from the beginning of preliminary study to analysis of the study. For the pilot tests, the researcher was following different procedures in order to increase the correctness of the responses obtained from the respondents as per the need of this research study. First, the questionnaires were developed as per the research objectives and research questions .After the questionnaire were developed, it translated into Amharic language in order to make the items compatible with the participants . This makes the questionnaires was easy for the respondents. Then, a pilot test was conducted to assess the questionnaire in order to eliminate possible problems created because of translation. For this purpose, the researcher distributed the sample questionnaires to two selected individuals to check the translation. Those individuals were one from MBA graduate and the last one is from employee of Anbessa City Bus Service Enterprise, she has worked there for long. There response helped the researcher to modify or add on the questionnaire. The checked questionnaire was distributed to a sample of three friends; before it was distributed to the target respondent of the study. After the response from the sample, pre-test friends were collected, the questionnaire amended as per the need and distributed for the end respondents. On secondary data, the researcher first collects the data from middle term strategic report of enterprise by the authorized body, and unpublished reports in addition visit company website. In addition scientific articles, journals and books were used to

guarantee the reliability and validity of the data. The largest part is, statically analysis tools like SPSS computer program and MS-Excel office application were used to analysis obtained data in order to increase the validity. That long list of care reduces the possibility of getting wrong answers.

3.7.2. Reliability Test

Reliability is defined as be fundamentally concerned with issues of consistency of measures. (Bryman and Bell, 2003). According to Hair, et al., (2006), if α is greater than .7, it means that it has high reliability and if α is smaller than 0.3, then it implies that there is low reliability. To meet consistency reliability of the instrument, the questionnaire was distributed to 15 permanent employees. Cronbach's alpha was found for stakeholder's participation 0.727, for pitfalls of the strategy 0.853 and for hindrance of strategy implementation 0.900 and role of managers in implementation process 0.952; therefore, all variables are above 0.7. The following table presents the consistency of measures based on statistics tool.

3.8. Ethical Considerations

Before the research was conducted on the enterprise, the researcher informed the participants of the study about the objectives of the study, and was consciously consider ethical issues in seeking consent, avoiding deception, maintaining confidentiality, respecting the privacy, and protecting the anonymity of all respondents. A researcher must consider these points because the law of ethics on research condemns conducting a research without the consensus of the respondents for the above listed reasons.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF THE DATA

4.1. Introduction

This chapter is concerned with the presentation and discussion of the gathered data through questionnaires on strategic implementation challenges and practices of Anbessa City Bus Services Enterprise. For research credibility, purpose the study needed to use 332 respondents through questionnaires including for pilot testing purpose that means 15 copies were distributed to sampled respondents in each contingency. Among the distributed questionnaires, for employees 306 were returned timely and 22 of them were discarded as incomplete so all these make the response rate 86%. These questionnaires are analyzed using computer program i.e. SPSS version 20. Analysis of primary data was made based on this information-using table for simplicity purpose. Following this, the gathered data were edited, coded, classified, analyzed and carefully interpreted using percentage, mean, and standard deviation to assess the relationship exist among different variables.

4.2. General characteristics of the respondents

The data obtained from the questionnaires indicates the biographies of respondents that are summarized as under.

Table 4: Personal Profile of the Respondents

Item	Personal Profile	Alternatives	Frequency	Percent
1	Sex	Male	162	57
		Female	122	43
		Total	284	100
2	Work Experience	Less than 3	65	22.9
		3 up to 5	38	13.4
		6 up to 10	11	3.9
		Above 10	170	59.9
		Total	284	100
3	Department	Major Transport	166	58.5
		Technique	56	19.7
		Finance	13	4.6
		Human Resource	34	12
		Audit	6	2.1
		Communication	2	0.7
		ICT	1	0.4
		Supply	1	0.4
		Law	3	1.1
		Budget	2	0.7
		Total	284	100
4	Qualification	Certificate	64	22.5
		Diploma	175	61.6
		First Degree	45	15.8
		Master Degree	-	-
		Others	-	-
		Total	284	100

(Source: Own Survey, 2015)

As indicated in the table 1, item 1 describes that among 284 respondents 162 (57%) were male and the rest 122 (43%) were female.

From the above table in item 2 it concerned with 'work experience of respondents', the work experience distribution skew to above 10 years experience, which is 170 (59.9%), 6 up to 10 years work experience 11 (3.9%), 38 (13.4%) and 65 (22.9%) of the respondents are 3 up to 5 and less than 3 years work experience respectively. Therefore, this indicates that most employees are witnesses of the enterprise strategic planning process because they were employees of the enterprise when the strategic plan was developed and have been implemented then after.

In item 3 from the above table shows 'department of the respondents', majority of the respondents were major transport which account 166 (58.5%), since it is core department for the enterprise and the number also very high referring to other departments. Therefore, mainly this department is backbone of the enterprise to execute the strategy.

The last item of the above table portrays 'qualification of respondents', among 284 employees majority of the respondents were diploma holders which is 175 (61.5%), certificate and first degree is 64 (22.5%) and 45 (15.8%) respectively. Therefore, from this one can infer that most of the employees are educated to perform the strategy.

4.3. Analysis of major findings of the study

This section presents finding obtained from the data collected on basic elements of strategic implementation. The findings are divided into three main parts. The first part starts with strategic plan implementation and other one is pitfalls of strategic implementation. The third part details a set of common barrier during strategic implementation. The final part presents role of administrative bodies in execution process.

4.3.1. Strategic Plan Implementation

This section presents findings for the first objective, which is managing strategic plan implementation. Participants were asked to give response on involvement of stakeholders in the formulation process, making strategic decision, on delegation of responsibility, on clearness of measurable performance, responsibility of employees towards implementation.

Involvement of Stakeholders

Participation of the strategy consists of articulating strategic goals and nominating a task force that develops and proposes corresponding implementation options. As shown in the above table, the extents on stakeholders' participation are listed and the respondents were asked to respond on stakeholders' involvement during the planning process.

Table 5: Stakeholders Participation

Item	Questions	Yes		No		No Idea						
		No	%	No	%	No	%					
1	Did Anbessa City Bus Service Enterprise stakeholders participate in preparation of strategic planning?	145	51.1	110	38.7	29	10.2					
2	If your answer is Yes for Question Item 1, how do you rate the participation of each stakeholder?											
Stakeholders		Very High (5)		High (4)		Moderate (3)		Low (2)		Very Low (1)	Mean	
		No	%	No	%	No	%	No	%	No		%
2.1	Customers	10	3.5	18	6.3	64	22.5	39	14	14	4.9	2.8
2.2	Board members	145	51.6	51	18	29	10.2	15	5.3	-	-	3.94
2.3	Government Officials	41	14.4	39	13.7	43	15.1	18	6.3	4	4.1	3.66
2.4	Employees	29	10.2	44	15.5	41	14.4	18	6.3	13	4.6	3.4

(Source: Own Survey, 2015)

Item one of the above table shows that 145 (51.1%) of the respondents replied that the stakeholders participate in preparation of the strategic planning on contrary others 29 (10.2%) responded have no idea about participating the stakeholders and the remaining respondents replied stakeholders in the preparing the strategic planning the stakeholder did not participate. From this, one can induced that majority of the respondents agreed on the participation of in strategic planning.

The next question in item two describes, ‘extent the participation of the stakeholders in preparation of strategic planning’, for customers majority of the respondents 64 (22.5%) ranked participation of customers are moderate followed by 39(14%) as low. The remaining 10 (3.5%), 18 (6.3%) and 14 (4.9%) replied as very high, high and very low respectively. Finally, when we see the weighted mean value is 2.8. Therefore, most of the respondents replied moderate participation of customers. Customers’ involvement is essential to become part of the process and the extent of their participant. This is particularly important when the business involve a high level of customer contact like Anbessa City Bus Service Enterprise.

Based on participation of board members, majority of the respondents, 145 (51.6%) and 51 (18%) believe that board members participate as very high and high in preparation of strategic

planning on the other hand 29 (10.2%) and 6 (2.1%) responded as moderate and low respectively in participation of strategic planning. Moreover the weighted mean is 3.94 approximate to 4, therefore, this shows that the involvement of board members as having participation high.

For government officials in participation of strategic planning, majority of the respondent responded moderately, which is 43 (15.1%) followed by 41 (14.4%) and 39 (13.7%) respond very high and high respectively. In contrary 18 (6.3%) and 13 (4.6%) responded low and very low respectively. The weighted mean is 3.66; from this, it can be concluded that the involvement of government officials are high.

Lastly, employees participation as shown in item 2.4 majority of the respondents 44 (15.5%) responded high the rest 29 (10.2%), 41 (14.4%), 18 (6.3%) and 13 (4.6%) was rated as very high, moderately, low and very low respectively. The mean value is 3.4. Therefore, the figure is above average so the participation is fortune, because employees are major role in strategic implementation. Involvement of employees during the strategy formulation process is also a great influence to the successful implementation of strategies. Strategies are often formulated in the Boardrooms with a few top level managements and consultants; however, if employees are involved during the formulation process, they are willing to support the process of implementation.

Table 6: Managing Strategic Plan Implementation

Item	Questions	Very High (5)		High (4)		Normal (3)		Low (2)		Very Low (1)		Mean
		No	%	No	%	No	%	No	%	No	%	
4.1	To what extent the organization make strategic decisions (implementation action plans) based upon the strategic plan?	48	16.9	80	28.2	86	30.3	49	17.3	21	7.4	3.3
4.2	To what extent the organization clearly delegates responsibility for action plan implementation?	14	4.9	30	10.6	42	14.8	87	30.6	111	39.1	2.11
4.3	To what extent the organization set clearly defined and measurable performance standards for each plan element?	25	8.8	56	19.7	43	15.1	53	18.7	107	37.7	2.43
4.4	To what extent the organization develop an organized system for monitoring how well those performance standards were met?	15	5.3	40	14.1	59	20.8	83	29.2	87	30.6	2.34
4.5	To what extent individuals responsible for strategic planning and implementation rewarded for successful performance?	64	22.5	68	23.9	47	16.5	28	9.9	77	27.1	3.04

(Source: Own Survey, 2015)

In regard to managing strategic plan, to what extent the organization make strategic decision implementation action plans based upon the strategic plan, majority 86 (30.3%) and 80 (28.2%) of the respondents respond normal and high whereas 49 (17.3%), 48 (16.3%), and 21 (7.4%) respondents replied low, very high and very low respectively. In addition, the weighted mean is 3.3. This means that most respondents are agreed on strategic decisions are based up on the strategic plan. Strategic decision is crucial for seeing long-term goals than focusing daily operating problems.

On delegation of responsibility of action plan implementation, most of the respondents replied very low and low, which are 111 (39.1%) and 87 (30.6%) respectively. Beyond that 14 (4.9%), 30 (10.6%), and 42 (14.8%) respondents answered very high, high, and normal respectively. Besides the mean value is 2.11 and this value indicate that the delegation of responsibility is not satisfactory.

Based on clearly define and measurable performance standards for each plan elements, most of the respondents 107 (37.7%) answered very low; the remaining 25 (8.8%), 56 (19.7%), 43 (15.1%), and 53 (18.7%) responded very high, high, normal, and low respectively. The mean value is 2.43 approximate to 2 thus it is not satisfactory on clearly define and measurable performance standards.

In regard to organized system for monitoring performance standards were met, most of the respondents 87 (30.6%) respond very low; the rest replied very high, high, normal and low, which is 15 (5.3%), 40 (14.1%), 59 (20.8%), and 83 (29.2%) respectively. The weighted mean value is 2.34. The figure shows on supervising performance standard on organized system is not suit. An organization's structure is one of the organizational variables for achieving strategic fit. The finding corresponds with the study of strategy-structure fit where an organization's performance is dependent on achieving fit between the organizational structure and strategy. The structure of an organization dictates whether a strategy can be supported. Further to that, the structure can also be adapted to assist the organization towards achieving its goals and objectives (Okums, 2003).

Item 4.5 shows accountability of the individual for strategic planning majority of the respondents 77 (27.1%) respond very low followed by 68 (23.9%), 64 (22.5%), 59 (20.8%), and 87 (30.6%) replied high, very high, normal, and low respectively. Moreover, the weight mean is 3.04. It depicts that most of the respondents are agreed on the individuals responsibility for strategic planning and implementation rewarded for successful performance.

4.3.2. Pitfalls of Strategic Implementation

Most of the time strategies are not implemented because of many reasons; however, these are common potential implementation traps. Therefore, the researcher asked the respondents on feeling of ownership, on being mired in the day to day, on having progress report, on accountability and empowerment of the workforce.

Table 7: Pitfalls of Strategic Implementation

Item	Questions	Yes		No		No Idea	
		No	%	No	%	No	%
3.1	Do the employees lack ownership during implementation process?	86	30.3	181	63.7	17	6
3.2	Do the managers consumed by daily operating problems than achieving long term goal?	150	52.6	77	27.1	57	20
3.3	Does the organization have progress report in regular time?	172	60.6	49	17.3	63	22
3.4	Does the organization lack accountability in implementation process?	139	48.9	102	35.9	43	15
3.5	Does the organization lack empowerment?	123	43.3	89	31.3	72	25

(Source: Own Survey, 2015)

As shown from the above table different criteria that can be used to evaluate the pitfalls of implementing strategy were listed and the respondents were asked whether they are practically happened in the enterprise or not. Accordingly, the frequency distribution and percentage value of these criteria is presented as follows.

The first reason for strategic plan fail is ‘lack of ownership’. According to Mabaka & Mugambi (2014), organizations should involve the employees during the strategy formulation process so that everyone can own it and work for good of it. In this respect, the survey indicates that 86 (30%) of the respondents said, there is lack of ownership in the enterprise. In contrary 181 (63.7%) of the respondents opposed in the absence of ownership therefore majority of the the respondents were agreed on having a stack and responsibility in the plan. If employees have ownership and commitment to a strategy could essentially be the biggest opportunity to any implementation initiatives. The greater participation in strategy formulation by different levels of employees increases the success of implementation.

On the middle term strategic implementation report (2005), managers consumed their time by doing daily operating problems than foreseeing long-term goals. According to Jooste & Fourie (2009), determination of a strategic direction for the organization as the strategic leadership

action, that plays the most important role in effective strategy implementation. Therefore on item 3.2 the majority of the respondents agreed on managers' consume daily operating problems than achieving long term goal while 77 (27.1%) of the respondents' do not agree on consume daily operating problem and 57 (20%) have no idea. Therefore, most of the respondents are agreed on managers incinerate their time on daily operating problems than long term goal, this problem has great role in implementation process because managers' lose sight of long term goal and the plan treated as something separate and remove from the management process.

For effectiveness of strategic implementation, progress report is very crucial to know the progress of the track. According to Martin et al. (2008), progress report is one common reason for failing of strategic plans. In item 3.3 from the above table focusing on 'having progress report regularly', the majority 172 (60.6%) of the respondents revealed that there is progress report in the enterprise, on the contrary 49 (17.3%) of the respondents' replied that there is no progress report in regular time and 63 (22%) replied that no idea. Some of the respondents comments that the reports are written for the formality purpose. Therefore, it is possible to say that for effective execution of the strategy, the company measured forward momentum by doing progress report. However, the report should not use as satisfying bureaucracy.

Accountability and empowerment have strong relationship on implementation process. Accountability may provide strong motivation for improving performance and leads to active involvement & feeling ownership. In item 3.4 from the above table related with 'accountability', the majority 139 (48.9%) of the respondents replied that there is lack accountability in the enterprise, where as 102 (35.9%) of the respondents said there is no lack accountability and the remaining 43 (15%) have no idea. Similarly, from the above table concerning with 'empowerment', majority of the respondents replied 123 (43.3%) there is lack of empowerment in the enterprise. From this, one can deduced that empowerment and accountability are major factors for implementation and these factors leads to the business activity and each measure, objective, data source, and initiative do not have an owner.

4.3.3. Obstacles on Strategic Implementation

This section presents the major findings on third objective, which are barriers of strategic implementation. The following are major barriers that are identified from the literature review: structure, culture, leadership, human resource, information system, technology, and reward system.

Table 8: Obstacles Strategic Implementation

Item	Questions	Strongly Agree (5)		Agree (4)		Moderately (3)		Disagree (2)		Strongly Disagree (1)		Mean	SD
		No	%	No	%	No	%	No	%	No	%		
5.1	The organization strategy is not effectively communicated through work force	29	10.2	61	21.5	65	22.9	115	40.5	14	4.9	2.92	1.11
5.2	The work force doesn't understand the organization strategy	32	11.3	76	26.8	100	35.2	58	20.4	18	6.3	3.16	1.07
5.3	The strategic leaders of the organization don't provide strategic direction for the organization	39	13.7	61	21.5	71	25	93	32.7	20	7	3.02	1.17
5.4	The goals of, and incentive for, the work force are not aligned with the strategy of the organization	98	34.5	86	30.3	40	14.1	36	12.7	24	8.5	3.69	1.29
5.5	The allocation of the resource are not aligned with the strategy of the organization	76	26.8	94	33.1	60	21.1	40	14.1	14	4.9	3.62	1.16
5.6	There is lack of alignment between the culture of the organization and the strategy	62	21.8	51	18	57	20.1	95	33.5	19	6.7	3.15	1.28
5.7	There is inability to manage changes effectively	61	21.5	95	33.5	47	16.5	58	20.4	23	8.1	3.4	1.25
5.8	The strategy are poorly or vaguely formulated	58	20.5	70	24.6	73	25.7	65	22.9	18	6.3	3.31	1.2
5.9	Top managers don't support strategic planning	43	15.2	61	21.5	85	29.9	77	27.1	18	6.3	3.11	1.16

(Source: Own Survey, 2015)

From Table 8: Continued

Item	Questions	Strongly Agree (5)		Agree (4)		Moderately (3)		Disagree (2)		Strongly Disagree (1)		Mean	SD
		No	%	No	%	No	%	No	%	No	%		
5.10	The implementation of the strategy is not effectively controlled	61	21.5	80	28.2	89	31.3	38	13.4	16	5.6	3.46	1.14
5.11	Ethical practices are not evident in strategic implementation	44	15.5	101	35.6	71	25	53	18.7	15	5.3	3.37	1.11
5.12	The leader are not competent enough	47	16.5	76	26.8	82	28.9	57	20.1	22	7.7	3.24	1.18
5.13	Human capital is not effectively developed to support strategy implementation	32	11.3	96	33.8	78	27.5	60	21.1	18	6.3	3.22	1.1
5.14	There is poor reward system towards strategic implementation	106	37.3	111	39.1	44	15.5	13	4.6	10	3.5	4.02	1.02
5.15	There is lack of technology that support the implementation process	85	29.9	129	45.4	36	12.7	24	8.5	10	3.5	3.91	1.04
5.16	There is poor facilitation of policy and procedure towards implementation	92	32.4	89	31.3	44	15.5	37	13	22	7.7	3.78	1.26
5.17	There is Inadequate information system	111	39.1	79	27.8	34	12	46	16.2	14	4.9	3.8	1.25

(Source: Own Survey, 2015)

In response to ‘effective communication through work force’ is responded by 45.4% and 31.7% of the respondents agree and strongly agree respectively. Whereas, the remaining 22.9% of the total respondents revealed moderately. The weight mean value is 2.92. This figure shows that communication is ineffective through workforce; hence, employees do not understand how they contribute to the plan. Most of the participants who were responded believed that communication is a common barrier to implementation initiatives they had been involved in a frequent complaint from participants was the lack of communication between different levels and departments. It was felt that those who formulated strategies often so not communicate enough to those who had to implement the strategies. There were suggestions that instead of talking to others in different departments to gather more information, it seemed that most people tended to prefer basing their

decisions on their own assumptions. This often leads to misinformed decisions being made, which can be a barrier to the implementation process.

In response of 'understanding of the strategy' majority of the employee's replied employees are not grasp the strategy of the enterprise which is 38.1% in contrary 26.7% of the respondents answered the work force understand the strategy and the rest 35.2% responded moderately. The weight mean is 3.16. The figure shows that the strategy is not well understand. If employees are not grasping the strategy, they do not know goals, and objectives of the organization therefore this leads to lack of motivation and belongingness. One of the most common reasons that were given to explain strategy implementation as a barrier is poor understanding of the strategy. A majority of the participants responded that if those who had to implement the strategy understood the strategy worse, the implementation process would happen more hardly. Most of the time strategies were implemented without a clear understanding of the strategy. Consequently, this caused unnecessary delays and errors being made causing inadequacies to the outcome of the strategy (Salem, 2005). These roadblocks could have been eliminated with a better understanding of the strategies. Furthermore, the lack of understanding of strategies may be caused by strategies, which are too complex. This would cause unnecessary issues during implementation. If the strategies are too complex and those who implement do not understand its objectives, then the effectiveness of the strategy could be lost. Although there are some managers or staffs who were more tolerant to ambiguity, it was found that those who are able to tolerate the ambiguity to tolerate complexity of strategies are more successful during the implementation stage. Otherwise, is they felt that the implementation was not as successful as it could be, the flow on effect of this could start a form of passive compliance (Hrebiniak, 2006).

In reply to item 5.3 which concerns with 'leader provide strategic direction', 35.2% and 39.7% of the respondents expressed their agreement on lack of showing direction replied as agree and strongly agree. In other ways, the remaining 32.7 and 7% of the total respondents was yet disagree on lack of providing direction and 25% of the respondents answered moderately. The weight mean is 3.02 It infers leaders are not well give direction for the organization in other words they are not addressing who, where, when and how of reaching desired goal. It can be viewed as one's influence in the internal and external elements and processes to an organization

to ensure the organization's efficiency, consistency and receptivity to its environment. Therefore, for the implementation process to happen smoothly, it is necessary for the leadership can affect the outcome of implementation (Okums, 2003). The importance of leader's ability to communicate the strategy clearly. When staff involved in the implementation process have a clear understanding of the strategy, they will be able to implement the strategy better.

In response to 'incentive of work force' majority of the respondents 64.8% replied goal and incentive of work force is not aligned with strategy in reverse 21.1% of the respondent agree on goal and incentive are support the strategy. The weight mean is 3.69. This infers that incentive of work force is not aligned with the strategy. Improper incentive system mostly powerful tool for lack of commitment in strategy execution and lose sight towards enterprise objectives (Salem, 2005). Incentive systems/motivation system in an organization can greatly affect the implementation of strategy. An organization should consider altering existing incentive systems to coincide with the new strategic objectives. Motivation of staff is very critical as will affect employee performances.

In response to 'resource allocation' most of the respondents revealed that the resources are not aligned with strategy, which is 59.9% the remaining respondents 19% and 21.1% responded resource aligned with strategy and moderately support the strategy respectively. The weight mean is 3.62. It reveals that allocation of resources are not aligned with the strategy. Any strategy requires resources in order to be executed and implemented. Without proper resources, the strategy execution process will freeze to a halt (Hrebiniak, 2006). Therefore, it is important for an organization both to calculate the quantity and nature of resources the strategy execution process requires and allocate them accordingly. If the strategy requires resources from one or more departments that have not aligned their budgets and plans with the strategy, the execution process will almost inevitably risk conflict between departments and eventually execution failure. Therefore, it is paramount that all functions who are stakeholders in the strategy execution process are all aligned with the requirements of the strategy. They have to allocate resources directly in their budgets in order to ensure a successful strategy execution process.

In response to 'culture alignment' factor, respondents indicate that there is inconsistent between culture and the strategy ,which is 40.2% and 39.8% agree on alignment between culture and

strategy the remaining replied moderately align. The weight mean is 3.15. This exhibit that culture not aligned with the strategy. When strategy and culture are incompatible, implementation often suffers from strategy sabotage. Organizational culture is most important strategic implementation initiative. It is the shared values, beliefs and norms within an organization, and is the foundation from which strategy emerges. In order for strategy to receive sustained support, it must be aligned with organizational culture. Organization's strategy requires a culture that is supportive of change. Strategic balancing is based on the principle that the strategy of a company is equivalent to the strategy of an individual. Indeed, the performance of companies is influenced by the actors' behavior, including the system of leaders' values (Hart, 1992).

The next obstacle shown in the above table, which discusses about 'ability of managing change effectively' is answered by most of the employees 55% don't agree on effectiveness of managing changes and 28.5% agree on effective managing changes the remnant responded moderately. The weight mean is 3.4, thus the managers are not well effective in managing change. One of quality of leadership is managing change in the organization, there are factors that lead to change that come from internal or external so leaders' always effective in managing changes unless it leads to the business static. Organizations have their own culture, which represents the norm and behaviors of the organization; it can be a challenge to persuade them to change. One of the most frequent themes implied from the organizational culture barrier is well not managed effectively (Hrebiniak, 2006). Several participants commented that resistance to change is something that is always prevalent in the implementation initiatives they had been in. Change is usually perceived as a complex process. People tend to dislike change because they are reluctant to move out of their comfort zone, either because they are worried they might lose control of their responsibilities or having to adjust to new environments. The exclusivity of the industry may also encourage the feeling of being comfortable with status quo (Salem, 2005).

In reply to item 5.8, which concerns with 'vaguely formulation of the strategy', majority of the respondents 45.1% responded that the strategy formulation is poor and 29.2% of the employees answered the strategy is not vaguely formulated and the remaining replied moderately. The weight mean is 3.31 so the strategy is so hazy. Strategy formulation and implementation are two

sides of same coin; if the input (formulation) is poor, the output (implementation) also the same. It is clear that a poor or vague strategy formulation process can limit implementation efforts dramatically. Good execution cannot overcome the shortcomings of a bad strategy or poor strategic planning effort (Mvana, 2011).

The responses for item 5.9, which is 'top management support during planning', as can be seen from the above table shows that majority of the respondents agreed on top managers' do not support strategic planning; 33.4% of the respondents consent on top managers' care for strategic planning and the rest 29.9% replied moderately. The weight mean is 3.11; the figure describes that top management not well support in strategic planning.

In response to item 5.10, which concerns with 'controlling of strategy implementation', most of the respondents 49.7% agreed on implementation of the strategy not effective on controlling, in contrary 19% of the respondents replied effective controlling of execution of the strategy and the remaining answered moderately. The weight mean is 3.46. Therefore, the controlling mechanism is feeble on monitoring the strategy implementation. The organization must have strategy control systems to measure and track the execution of the strategy. They must be able to monitor the strategy implementation so that if there are any deviations corrective measures can be taken to correct them (Hrebiniak, 2006). The criteria of the success of strategic decisions are not specific and clear.

The responses for item 5.11, which is 'ethical practices on strategic implementation', as can be seen from the above table shows that majority of respondents agreed on lack of evident ethical practices in strategic implementation. In opposite 24% agreed on evident ethical practices in execution of strategy the remaining replied moderately. The weight mean is 3.37 so this value shows ethical practices are not evident in strategic implementation.

The finding of item 5.12 as indicated in the above table, which deals with 'competency of the leaders' shows that majority of the respondents 43.3% responded leaders are not competent enough to execute the strategy, in opposite 27.8% replied leaders are competent to perform the strategy. The weight mean is 3.24. The result reveals that leaders are not competent to execute the strategy. For effectiveness of strategy implementation, competency of leaders is crucial.

Strategic implementation affected by the quality of leaders involved in the process. Here, quality refers to skills, attitudes, capabilities, experiences and other characteristics of leaders required by a specific task or position (Peng & Litteljohn 2001). Leaders working in an organization are the key to achieve effective implementation of the strategy. Knowledgeable, dependable and versatile leaders have the ability to overcome the obstacles to change and can meet performance goals even when other resources are scarce. If all other elements are present, but the workforce does not meet these criteria, then achieving the implementation of the strategy may be nearly impossible.

Similarly, the responses for item 5.13, which is 'development of human capital for strategy implementation' as can be seen from the above table shows that majority of the respondents 45.1% have the same opinion on human capital is not effectively developed to support strategy implementation. In reverse 27.4% responded that human capital effectively developed to support strategy implementation and the remaining replied moderately. The weight mean is 3.22. The value portrays that human capital is not well to support the strategic implementation. That means related with hiring new people with new skill & knowledge, and training existing employees is not well done. Human resource is common barrier to implement initiatives. For any organization, one of the most important resources to the organization is the skills and experience of staff (Hrebiniak, 2006). For operational strategic decisions to be realized successfully, knowledge and experience of the industry is valuable.

Item 5.14 depicts reward system in implementation process; majority of the respondents 76.4% answered there is poor reward system towards strategic implementation, in converse 8.1% of the respondents don't agree on poor reward system and the rest replied moderately. The weight mean is 4.02. The value shows the reward system is poor or not aligned with the strategy. If there is poor reward system in organization, people are not pursuing the target objectives.

The other obstacle shown in the above table, which discusses about 'installation of technology towards strategic implementation', is answered by most of the respondents have same opinion on lack of technology that support implementation process, which is 75.3% and 12% of the respondents agree with technology hold up the execution process. The weight mean is 3.91. According to the result shows almost all of the the respondents showed there agreement on lack

of technology in implementation of process. One of obstacles for unsuccessful implementation is lack of technologic improvement. The technological Infrastructure can give an organization valuable assistance in implementing new policies, procedures and initiatives. Utilize technology to enhance and maintain communication and accountability for all relevant managers and operational employees throughout the change process, and to keep track of implementation and performance goals and their achievement (Noble, 1999).

The finding of item 5.16 as indicated in the above table, which deals with ‘facilitation of policy and procedure’ shows that majority of the respondents 63.7% replied that there is poor facilitation of policy and procedure towards implementation, in contrary 20.7% of the respondents answered that there is no poor facilitation of policy and procedure towards implementation process. The weight mean is 3.78; the result gives an idea about poor facilitation of policy and procedure towards implementation.

The responses for item 5.17, which is ‘information system installation’, as can be seen from the above table shows that majority of the respondents have same opinion on lack of information system that support implementation process which is 66.7% and 21.1% of the respondents agree with information system hold the execution process. The weight mean is 3.8. This reveals that there is gap in information system to support the strategic implementation. Information systems function in implementing process is mainly concern with internal circulation of information and appears on environmental uncertainty phenomenon (Schein, 1996). Information ambiguity is a situation in which problems could not empirically and explicitly be understood or analyzed and gathering more data about them is not possible. Therefore, installing information system is one of key strategic implementation initiative if organizations doing well in this, the outcome will be effective on gathering, articulating and disseminating information.

4.3.4. Role of Administrative Bodies in Execution Process

As shown in the table 9, a number of criteria regarding the roles and responsibilities of managers are listed and the respondents were asked to describe the level of their agreement concerning the extent to which they are carried out.

Table 9: Role of Administrative Bodies in Execution Process

Item	Questions	Very Strong (5)		Strong (4)		Neutral (3)		Weak (2)		Very Weak (1)		Mean
		No	%	No	%	No	%	No	%	No	%	
6.1	Creating a company culture and work climate conducive to successful strategy implementation	11	3.9	68	23.9	46	26.8	66	16.2	83	29.2	2.49
6.2	Installing information, communication, and operating system that enable company personnel to carry out their strategic roles effectively	14	4.9	68	23.9	44	15.5	83	29.2	75	26.4	2.51
6.3	Tying the reward structure to the achievement of targeted results	21	7.4	23	8.1	15	5.3	124	43.7	101	35.6	2.08
6.4	Instituting best practices and programs for continuous improvement	76	26.8	31	10.9	74	26.1	78	27.5	25	8.8	3.19
6.5	Motivating people in ways that induce them to pursue the target objectives energetically for successful execution	66	23.2	21	7.4	41	14.4	100	35.2	56	19.7	2.79
6.6	Allocating company resources so that organizational units charged with performing strategy critical activities to do their work successfully	85	29.9	43	15.1	60	21.1	75	26.4	21	7.4	3.33
6.7	Building an organization capable of carrying out the strategy successfully	3	1.1	33	11.6	64	22.5	57	20.1	127	44.7	2.04

(Source: Own Survey, 2015)

The other criterion shown in the above table is item 6.1, which asserts ‘creating company culture and work climate conducive towards successful implementation’. As can be seen from that table, most of the respondents 29.2% replied very weak on creating conducive work environment, 16.2% (weak) and 26.8% (neutral) each respectively. On the other hand, the remaining 23.9% and 3.9% of the total respondents were revealed as strong and very strong respectively. The weight mean is 2.49. This result infers that administrative bodies are not creating conducive environment for successful implementation.

In response to item 6.2 about ‘installing information, communication and operating system that enable company personnel to carry out their strategic roles effectively’ is responded by 23.9%

and 4.9% of the respondents agree and strongly agree respectively, in contrary 26.4% and 29.2% of the respondents replied very weak and weak whereas, the remaining 15.5% responded neutral. This indicates that leaders in installing information communication and operating system are not effective. According to Peng and Littlejohn (2001), effective communication is a key requirement for effective strategy communication. Organization communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Therefore, effective communication should clearly explain the new responsibilities, duties and tasks, which will be done by targeted employees. The management should ensure every staff member understands the strategic vision, the strategic themes and what their role will be in delivering the strategic vision. It is important that all employees are aware of expectations. How are they expected to change? What and how are they expected to deliver? Each individual must understand their functions within the strategy, the expected outcomes and how they will be measured.

As shown in item 6.3 in tying the reward structure to the achievement of targeted results 35.6% (very weak), 43.7% (weak), 5.3% (neutral), 8.1% (strong) and 7.4% (very strong). The weighted mean is 2.08. The result shows that administrative bodies not as much of tying reward structure to met objectives of the organization. When an organization rewards one thing and expects another to happen, the outcome is almost certainly failure. If an organization want to ensure that certain objectives and goals are being met, it is necessary to adjust the incentive and reward system accordingly. What gets rewarded is what gets done. To ensure that the employees are motivated to execute the strategy, the organization therefore has to tie incentives and rewards to strategic objectives. People need to be motivated to achieve a certain objective (Ryszard, 2005).

As shown in item 6.4 in instituting best practices and programs for continuous program; 26.8% very strong, 10.9% strong, 26.1% remained neutral, 27.5% weak and 8.8% very weak. The weighted mean is 3.19. Therefore, the value shows respondents argued that benchmarking is strategically aligned for the results to be implemented and to achieve maximum benefits. They should not be used to achieve local objectives in separation of strategic objectives. By strategically aligning the programs, benchmarking activities can be prioritized easily in terms of their contribution to these objectives. It is of key importance that the objective of the

benchmarking study supports the overall business objectives and contributes to the achievement of business plan targets (Sweeney, 1994). Benchmarking can be seen to be a way of managing change where external perspectives on problems can act as a catalyst in change programs and can help provide vision. Benchmarking may not be enough to eliminate a culture of fire-fighting that is preventing the implementation of best practices. Improvement programs may help eliminate the root causes of problems, allowing best practices to be implemented effectively.

As shown in the above table is item 6.5, which asserts ‘people motivation to peruse the target objectives’. As can be seen from that table, most of the respondents 35.2% replied weak on people motivation to peruse the target objectives energetically for successful execution, 19.7% (very weak) and 14.4% (neutral) each respectively. On the other hand, the remaining 23.2% and 7.4% of the total respondents were revealed as very strong and strong respectively. The weight mean is 2.79. Therefore, majority of the respondents are disagreed on employees’ motivation to pursue the targeted objectives.

As shown in item 6.6 in allocating company resources so that organizational units charged with performing strategy critical activities to do their work successfully; 29.9% (very strong), 15.1% (strong), 21.1% (neutral), 26.4% (weak) and 7.4% (very weak). The weighted mean is 3.33. This means administrative bodies are worthy in allocating resources for performing critical activities. Chimanzi and Morgan’s (2005) study indicated that firms which focus their attention to involvement of all employees significantly realize higher percentages of strategy implementation. Therefore, organization should involve all the employees for the success of the strategy. Not only human resource but also other resources have to use effectively and efficiently. Allocating adequate funds and managing the budgets to deliver the company’s strategic initiatives is fundamental for the success of any strategy. It is recommended that the strategic initiatives be allocated specific budget alongside capital and operating budgets. This protects strategic expenditure from being re-allocated to short-term requirements whilst subjecting strategic initiatives to a rigorous review.

As shown in item 6.7 in building organization capable to carry out the strategy successfully; 44.7% (very weak), 20.1% (weak), 22.5% (neutral), 11.6% (strong), and 1.1% (very strong). The weighted mean is 2.04. The result shows that the organization not efficiently capable of

executing the strategy. According to Freedman (2003), an organization has focused on building a platform for strategy execution. It focuses on translating the strategy into clear steps and actions and defines clear metrics for control of the process, as well as formulates clear plans for communication, coordination and resource allocation; the foundation for execution success has been laid. Moreover, the organization has to focus on implementing best practices. Secondly, avoid the execution obstacles that have been conceived. Some of the key factors that can help companies avoid the syndromes.

Strength of the enterprise during the strategic implementation

The following strengths were collected using questionnaires

- ✚ Employees and managements are commitment to execute the strategy
- ✚ Training and development granted for management bodies
- ✚ The vision and mission statements of the enterprise are posted in office
- ✚ For core departments start incentive scheme
- ✚ Government give attention on transportation sector

Weakness of the enterprise during the strategic implementation

The following weaknesses were collected using questionnaires

- ✚ Took more time than originally allocated
- ✚ Major problems surfaced which had not been identified earlier.
- ✚ Co-ordination was not sufficiently effective
- ✚ Uncontrollable factors in the external environment had an adverse impact on implementation
- ✚ Key implementation tasks and activities were not sufficiently defined
- ✚ Changes in responsibilities of key employees were not clearly defined
- ✚ Key formulators of the strategic decision did not play an active role in implementation
- ✚ Problems requiring top management involvement were not communicated early enough.
- ✚ Deviation from original plan objectives

Solutions suggested by the respondents

- # Enhance reward system by using intrinsic and extrinsic reward system for motivate employees towards the strategic implementation.
- # Intense controlling and evaluation mechanism
- # Should allocate sufficient resources to the strategy
- # Improve communication capability in all direction of the enterprise
- # Continuous discussion between the management and departmental employees
- # Key implementation tasks and activities have to be clearly defined
- # Installing Information systems
- # Overall goals should sufficiently well understood by employees
- # Changes in responsibilities of key employees have to be clearly defined
- # Key formulators of the strategic decision ought to play an active role in implementation
- # Develop commitment in execution of the strategy especially key employees
- # Creating awareness on strategy
- # Top management actively participate in execution process
- # Installing technology

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

From the analysis and interpretation made in the previous chapter the following summary, conclusions, and recommendations are drawn up.

4.1. Summary of the major findings

Based on the analysis made in the previous chapter, the following major findings are summarized.

- ✚ Regarding the participation of stakeholders' in preparation of strategic planning, 51.1% of the respondents replied 'yes' from this figure they rated their participation as 2.8, 4.28, 3.94, 3.66, and 3.4 for customers, managers, board members, government official, and employees respectively.
- ✚ From the findings on pitfalls of strategic implementation, employees do not lack of ownership during implementation process, managers consume daily operating problems than achieving long term goal, enterprise have progress report in regular time, and also there is lack of accountability and lack of empowerment.
- ✚ On implementation action plan based on strategic plan- in aggregate, majority of the employees' agreed making strategic decision up on the plan and the mean value is 3.3; it is above the average.
- ✚ Totally most the respondents' answered show that 69.7% agreed on there is no clear delegation of the responsibility.
- ✚ Majority of the respondents replied have no clearly defined and measurable performance standard for each plan, which is 56.4% with 2.43 weighted mean.
- ✚ On monitoring of performance standards were met, in aggregate 59.8% of the respondents agreed on there is weakened monitoring system.

- ✚ Majority of the employees agreed on individual responsibility in implementation process and for successful performance, which is 46.4% and mean is 3.04; that is above average.
- ✚ There are obstacles that influence the enterprise. These are ineffective communication, lack of awareness related with the strategy, leaders do not provide direction for the organization, reward and incentive system not align with strategy, lack of resource, culture not match with the strategy, inability of managing change, poor formulation, top management don't support the strategic plan, lack controlling on implementation, incompetent of leaders, lack of technology and information system, and poor facilitation of policy and procedure towards implementation.
- ✚ Majority of respondents on administrative bodies' role in implementation rated 2.49, 2.51, 2.08, 3.19, 2.79, 3.33, and 2.04 for work climate conducive to successful implementation, installing information system, tying reward system, practicing continues improvement, motivating employees, allocating company resource, and building an organization capable for successful implementation.

4.2. Conclusions

By considering the summary of findings, the researcher made the following conclusions

- ✚ As revealed in the summarized findings the participation of customers, board members, government officials, and employees are high.
- ✚ On pitfalls of strategic implementation, employees feeling of ownership and have progress report in regular time is high in contrary managers consume achieving long term than daily operating problem, extent of accountability, and empowerment is low.
- ✚ Largest number of respondents indicated that extent individual responsible for successful implementation high and the enterprise implementation action plan based on strategic planning, in reverse, the organization have no clear delegation of responsibility, have no clearly define and measurable performance standards for each plan, and poor monitoring system on meting performance standard.

- ✚ Enterprise faced problems that influence the enterprise. These are ineffective communication, lack of awareness related with the strategy, leaders do not provide direction for the organization, reward and incentive system not align with strategy, lack of resource, culture not match with the strategy, inability of managing change, poor formulation, top management don't support the strategic plan, lack controlling on implementation, incompetent of leaders, lack of technology and information system, and poor facilitation of policy and procedure towards implementation.
- ✚ In general administrative bodies' are responsible on implementation process for practicing continues improvement, motivating employees, allocating company resource, in opposite they are not accountable on building an organization capable for successful implementation, work climate conductive for successful implementation, tying reward system, and installing information system.

4.3. Recommendations

By considering all the results, the researcher forwards the following recommendation for best of the enterprise.

- ✚ It has been shown that the enterprise participate the stakeholders' in preparation of the strategic plan, also there is progress report timely and employees feel responsibility for their work therefore this trend shall continue.
- ✚ For successful implementation practices the enterprise improved on creating awareness related with the strategy and managers also give strategic direction for successful implementation process, by doing that, employees know their goals, and objectives of the organization.
- ✚ The research suggests that planners should place more emphasis on implementation issues while they are drafting their plans. Most of these obstacles are avoidable if they have been accounted for during the formulation stage. Some of the implications for managers aiming to successfully implement strategies provide staff employees with the needed training & instructions during implementation phase, management should link employee performance during implementation phase with the overall reward and compensation system in the organization, also develop a good information system.

- ✚ The organizations should provide technological infrastructure and quality information system that will give an organization valuable assistance in implementing new policies, procedures and initiatives for the success of the strategy implementation process.
- ✚ Support of top level management is crucial to strategy implementation. The Managers and heads of Departments should provide sufficient support in implementation of strategies.
- ✚ Employees need to be updated on implementation tasks, and they have to align its own organizational structure to what the strategy is calling for in order to enhance effectiveness of communication and coordination during implementation processes. The higher the quality of strategic control is, the better the effect of strategic implementation is.
- ✚ The organization should train its employees to equip them with the right skills so that they are to cope up with the new roles of strategy implementation or hire competent employees that have the right skills, altitudes and capabilities to drive through the implementation process.
- ✚ The management should develop strategy control systems so that they are able to monitor the strategy execution and therefore recommend corrective measures and also monitor the success of the strategy execution.
- ✚ Lastly, it is also important to note that implementation is an ongoing process not an annual event and thus it should be updated often to ensure relevance with the competitive environment. They should also try to change from the old ways of doing business to the modern way of doing.

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Human Resource

Law

Audit

Budget

4. Educational Qualification

Certificate

Masters

Diploma

Any other, please specify _____

First Degree

Part II- Questions relating to the topic under considerations

1. Did Anbessa City Bus Service Enterprise stakeholders participate in preparation of strategic planning?

Yes

No

No Idea

2. If your answer is Yes for Question Number 1, how do you rate the participation of each stakeholder?

Stakeholders	Extent of Participant				
	Very High	High	Normal	Low	Very Low
Customers					
Board members					
Government Officials					
Employees					

3. Pitfalls of strategic implementation

3.1. Do the employees lack of ownership during implementation process?

Yes

No

No Idea

If your answer is 'No', please specify the reason

3.2. Do the managers consumed by daily operating problems than achieving long term goal?

Yes

No

No Idea

If your answer is 'No', please specify the reason

3.3. Does the organization have progress report in regular time?

Yes No No Idea

If your answer is 'No', please specify the reason

3.4. Does the organization lack accountability in implementation process?

Yes No No Idea

3.5. Does the organization lack empowerment?

Yes No No Idea

4. Managing Strategic Plan Implementation

No	Item	Extent of Improvement Needed				
		Very high	High	Neutral	Low	Very low
4.1	To what extent the organization make strategic decisions (implementation action plans) based upon the strategic plan?					
4.2	To what extent the organization clearly delegates responsibility for action plan implementation?					
4.3	To what extent the organization set clearly defined and measurable performance standards for each plan element?					
4.4	To what extent the organization develop an organized system for monitoring how well those performance standards were met?					
4.5	To what extent individuals responsible for strategic planning and implementation rewarded for successful performance?					

5. Obstacles of Strategic Implementation

No	Item	Extent of Agreement				
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5.1	The organization strategy is not effectively communicated through work force					
5.2	The work force doesn't understand the organization strategy					
5.3	The strategic leaders of the organization don't provide strategic direction for the organization					
5.4	The goals of, and incentive for, the work force are not aligned with the strategy of the organization					
5.5	The allocation of the resource are not aligned with the strategy of the organization					
5.6	There is lack of alignment between the culture of the organization and the strategy					
5.7	There is inability to manage changes effectively					
5.8	The strategy are poorly or vaguely formulated					
5.9	Top managers don't support strategic planning					
5.10	The implementation of the strategy is not effectively controlled					
5.11	Ethical practices are not evident in strategic implementation					
5.12	The leader are not competent enough					

5.13	Human capital is not effectively developed to support strategy implementation					
5.14	There is poor reward system towards strategic implementation					
5.15	There is lack of technology that support the implementation process					
5.16	There is poor facilitation of policy and procedure towards implementation					
5.17	There is Inadequate information system					

6. The role of administrative bodies in execution process

No	Item					
		Very Strong	Strong	Neutral	Weak	Very Weak
6.1	Creating a company culture and work climate conducive to successful strategy implementation					
6.2	Installing information, communication, and operating system that enable company personnel to carry out their strategic roles effectively					
6.3	Tying the reward structure to the achievement of targeted results					
6.4	Instituting best practices and programs for continuous improvement					
6.5	Motivating people in ways that induce them to pursue the target objectives energetically for successful execution					
6.6	Allocating company resources so that organizational units charged with performing strategy critical activities to do their work successfully					
6.7	Building an organization capable of carrying out the strategy successfully					

7. What strength did you observe in overall strategic implementation process?

8. What problems did you observe in overall strategic implementation process?

9. What solutions do you suggest to ease the problems?

Appendix B

St. Mary's University
School of Graduate Studies
MBA Programme

ይህ መጠይቅ በአንበሳ ከተማ አጠቃላይ ድርጅት የስትራቴጂ አተገባበር እና ተግዳሮቶች በሚል ርእስ አስፈላጊ መረጃዎችን ለመስብሰብ የተዘጋጀ የጥናት ጽሁፍ ነው። ይህ ጥናት ለስራ አሟሪ ሁለተኛ ዲግሪ ማሟያ የተዘጋጀ የመመሪቂያ ጽሁፍ ነው። የእርስዎ መልስ የሚያገለግለው ለትምህርት (ለመመሪቂያ ጽሁፍ) ብቻ ነው።

ለሚያደርጉልኝ ትብብር ምስጋናዬን አቀርባለሁ።

መመሪያ

ሀ. ስም መጻፍ አያስፈልግም

ለ. በሚስማማዎት መልስ ላይ በሳጥን ዉስጥ ✓ ምልክት በማድረግ ይግለጹ

ሐ. ለባዶ ቦታዎች በክፍት ቦታዎች ላይ መልስ ይስጡ

ክፍል 1. አጠቃላይ መረጃ

5. ጾታ: ወንድ ሴት

6. በድርጅት ዉስጥ የሰሩበት አመት
ከሰዓት ያንሳል 6-10
3-5 ከ10 ይበልጣል

7. ስራዎት		
የብዙሀን ትራንስፖርት	<input type="checkbox"/>	የህዝብ ግንኙነት <input type="checkbox"/>
ቴክኒክ	<input type="checkbox"/>	ኢንፎርሜሽን ቴክኖሎጂ <input type="checkbox"/>
ፋይናንስ	<input type="checkbox"/>	ግዥ <input type="checkbox"/>
የሰው ሀይል	<input type="checkbox"/>	ህግ <input type="checkbox"/>
አዲት	<input type="checkbox"/>	በጀት <input type="checkbox"/>

8. የትምህርት ደረጃዎት

ስርተፍኬት ሁለተኛ ዲግሪ
 ዲፕሎማ እባክዎ ከላይ ከተጠቀሰው ወጪ ከሆነ ክፍት ቦታው
 የመጀመሪያ ዲግሪ ላይ ይግለጹ

ክፍል 2. ከጥናቱ ጋር የተያያዙ ጥያቄዎች

10. አንበሳ የከተማ አውቶቢስ ድርጅት ስትራቴጂ እቅድ ሲያዘጋጅ ባለድርሻ አካላትን አሳትፏል
- አዎ አላወቅም ሀሳብ የለኝም
11. የሁለተኛውን ጥያቄ መልሱን አዎ ብለው ከመለሱ የተሳትፎዎን ደረጃ ይግለጹ

ባለድርሻ አካላት	የተሳትፎ ደረጃ				
	በጣም ክፍተኛ	ክፍተኛ	በቂ	ዝቅተኛ	በጣም ዝቅተኛ
ተገልጋዩ ማህበረሰብ					
የስራ አመራር ቦርድ					
የመንግስት ባለስልጣናት					
ስራተኞች					

12. የስትራቴጂያዊ አተገባበር እንቅፋቶች
- 12.1. በስትራቴጂ አተገባበር ጊዜ ስራተኞች የባለቤትነት ስሜት ያንሳቸዋል
- አዎ አያንሳቸውም ሀሳብ የለኝም
- 12.1.1. መልስዎ አዎ ከሆነ ምክንያቱን ይግለጹ

- 12.2. የስራ አመራሮች ከረጅም ጊዜ ግብ ከመተግበር ይልቅ በየቀኑ የሚሰሩ ስራዎች ላይ ያተኩራሉ
- አዎ አያተኩሩም ሀሳብ የለኝም
- 12.2.1. መልስዎ አዎ ከሆነ ምክንያቱን ይግለጹ

- 12.3. የድርጅቱ በስትራቴጂ እቅድ የተጋነነ (የማይተገበር) ነው
- አዎ አይደለም ሀሳብ የለኝም

12.4. የድርጅቱ በስትራቴጂ እቅድ ትርጉም የሌለው ነው
 አዎ አይደለም ሀሳብ የለኝም

12.5. ድርጅቱ በየጊዜው ፕሮግራም ሪፖርት የለውም
 አዎ አይደለም ሀሳብ የለኝም

12.5.1. መልስዎ አዎ ከሆነ ምክንያቱን ይግለጹ

12.6. በስትራቴጂ አተገባበር ጊዜ የተጠያቂነት ጉድለት አለ
 አዎ የለም ሀሳብ የለኝም

12.7. በድርጅቱ ውስጥ የስልጣን ክፍፍል ጉድለት አለ
 አዎ የለም ሀሳብ የለኝም

13. ስትራቴጂያዊ እቅድ አተገባበር መምራት

ተ.ቁ		የሚስማሙበት ደረጃ				
		በጣም ከፍተኛ	ከፍተኛ	በቂ	ዝቅተኛ	በጣም ዝቅተኛ
4.1	ምን ያህል የመርሀ-ግብሩ እቅድ ከስትራቴጂ እቅድ ጋር አብሮ ይሄዳል					
4.2	ድርጅቱ በመርሀ-ግብሩ እቅድ አተገባበር ጊዜ ምን ያህል ለስራተኞች ወይም ለግሩፕ ሀላፊነት በግልጽ ይሰጣል					
4.3	ምን ያህል ድርጅቱ ለእያንዳንዱ ግብ በግልጽነት የአፈጻጸም መለኪያ አስቀምጧል					
4.4	ድርጅቱ ለአፈጻጸም መለኪያዎቹ አተገባበር ምን ያህል የተቀናጀ ስርአት ዘርግቷል					
4.5	በምን ያህል ደረጃ የድርጅቱ ሰራተኞች የተሰጣቸው ሀላፊነት በብቃት ለመወጣት ዝግጁ ናቸው					

14. የስትራቴጂ አተገባበር ተግዳሮቶች

ተ.ቁ		የሚስማሙበት ደረጃ				
		በጣም እስማማለሁ	እስማማለሁ	መካከለኛ	አልስማማም	በጣም አልስማማም
5.1	የድርጅቱ ስትራቴጂ ሰራተኞችን የሚያግባባ አይደለም					
5.2	የድርጅቱ ሰራተኞች ስትራቴጂውን አልተረዱትም					

5.3	የድርጅቱ አመራሮች የስትራቴጂውን አቅጣጫ በግልጽ አያሳዩም					
5.4	የሰራተኞች ግብና ጥቅማጥቅም ከስትራቴጂው ጋር አለመጣጣም					
5.5	ግብአት አመዳደብ ከድርጅቱ ስትራቴጂ ጋር አለመጣጣም					
5.6	የድርጅቱ ባህል ከስትራቴጂው ጋር አለመጣጣም					
5.7	አዲስ ለውጥ በአግባቡ አለመምራት					
5.8	ስትራቴጂው ሲሰራ ግልጽ ያለመሆን					
5.9	ከፍተኛ አመራሮች ለስትራቴጂው ትኩረት አለመስጠት					
5.10	ስትራቴጂውን አተገባባር በስርአት አለመቆጣጠር					
5.11	የስነምግባር ችግሮች በስትራቴጂው አተገባበሩ መኖር					
5.12	አመራሮች ስትራቴጂውን ለማስፈጸም ብቁ አለመሆናቸው					
5.13	የሰው ሀይል አቅርቦት ስትራቴጂውን አለመደገፍ					
5.14	ለስትራቴጂው አተገባበር በቂ ሽልማት ያለመኖር					
5.15	ስትራቴጂውን ለመደገፍ በቂ ቴክኖሎጂ ያለመኖር					
5.16	መመሪያዎች እና ደንቦች ከስትራቴጂ አተገባበር ጋር ያለመደራጀት					
5.17	ደረጃውን ያልጠበቀ የመረጃ ስርአት					

15. አመራር አካሎች በስትራቴጂ አተገባበር ያላቸው ሚና

ተ.ቁ						
		በጣም ጠንካራ	ጠንካራ	በቂ	ደካማ	በጣም ደካማ
6.1	የድርጅቱ ባህልና የስራ መንፈስ ሳቢ ማድረግ					
6.2	ደረጃውን የጠበቀ የመረጃ ስርአት መተግበር					
6.3	ጥሩ የሽልማት ስርአት መዘርጋት					
6.4	መርገግብሩ በየጊዜው እንዲሻሻል ማድረግ					
6.5	የተፈለገውን አላማ እንዲሳካ ስራተኛውን ማበረታታት					
6.6	ለስትራቴጂው አተገባበር በቂ የሆነ ግብአት ማሟላት					
6.7	የድርጅቱን አቅም መገንባት					

16. በስትራቴጂው አተገባበር ሂደት ያዩት ጠንካራ ጎን ይግለጹ

17. በስትራቴጂው አተገባበር ሂደት ያዩት ደካማ ጎን ይግለጹ

18. ለችግሮቹ መፍትሄ የሚሉትን ይግለጹ
