

## **Corporate war: Live, useful tools in strategizing to a higher ground**

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### **ABSTRACT**

Drawing from strategic management, insights from stakeholder theories and practising management experiences, the researchers empirically analyse that strategy is an organisation's formula to win in corporate war, elevating the organisation to a higher ground through use of tools in Zimbabwean tourism organisations. This article shows that strength, weaknesses, opportunities and challenges (SWOC) analysis, allows the organisation to assess the fit of its current strategy to its changing environment and help to capitalise on internal and external factors to achieve better performance. An application of the Four Arena Analysis, pitching one organisation to another, pinpointed performance differentials. The New 7-Ss Analysis, reinforced critical issues determined from SWOC, Stakeholder Analyses and Stakeholder Prioritisation Grid, enabling the cross examination of performance concerns coming out through the employment of these tools. The 7S Framework was then instituted to inform on broad strategy to be implemented for each of the critical areas in the organisation. The balanced scorecard harnessed the full brainpower, knowledge and experience available as drawn from the sequenced tools into specific strategic focus areas. Results obtained indicated that business is war at best and tools can reposition an organisation to a transformative winning stance. Qualitative approach was employed in this study. An evaluative research design on developed case studies was chosen because it was aimed at making judgements about performance outcome as a result of adopting business as war, with distinct live tools that can be practically, sequentially employed to stimulate performance through strategizing to a higher ground.

Keywords: strategy, tools, higher ground, performance, war.

## INTRODUCTION

Herzog (2010) postulates that the history of strategy and strategic management started in the 1960s with major works of Chandler (1969), Ansoff (1965), and Andrews (1971) and because management strategy consulting firms such as The Boston Consulting Group and McKinsey followed those ideas, they became quickly anchored in the industry (Herzog, 2010). Porter (1991) stated that the reason why firms succeed or fail is perhaps the central question in strategy. To this effect, strategic management tools have been at the centre of growing literature in management. Stenfors and Tanner (2007) posit that strategy tools have generated much interest in organisations as potential ways of supporting modern strategizing. Strategy tools are a heterogeneous group of products designed to support organisations in dealing with complex demands of competitive markets and the quest for maintaining and creating strategic advantage. Xiang, Xu and Liu (2011) argue that the decision-making quality concerns to the success or failure of business.

There is a tacit implication in most writings on strategy, that strategy may best be defined as an “entity’s formula to win” due to critical elements in strategy whether in business, government or warfare. A strategy is thus the pattern or plan that integrates an organisation’s, or individual’s goals, policies and action sequences into a cohesive whole. A well formulated strategy helps to marshal and allocate an organisation’s resources into a unique and viable posture based on its relative internal competencies and shortcomings, anticipated change in the environment and contingent moves by the intelligent opponents (Mintzberg and Quinn, 1991). Stenfors and Tanner (2007) argue that the idea behind a strategy tool is to transform ‘best practices’ or theoretical know-how into steps that are integral to the tool. Ideally, the tool then releases knowledge in a practical and contextual form that supports more effective strategies and facilitates strategizing and posing strategy as a formula to win. Business performance depends on the capability of top leadership to affect strategic change. By understanding and practicing both the science and the art of executing strategic change, leaders will be better equipped for moving their organizations forward quickly and successfully to a higher operating ground.

Herzog (2010) already noted that strategy does not directly lead to an action, but specifies the borders to determine the future direction of an organisation. Additionally, since strategy is future-oriented and based on imperfect information, Mintzberg and Quinn (1991) contend that there is more to strategy being a formula to win. Their argument is based on the premise that a strategy maintains the initiative, preserves the freedom for action and enhances commitment. Strategy thus can be understood as plan, ploy, pattern, position or perspective. The ability of strategy to set the pace and determine the course of events rather than reacting to them makes it a formula to win. Herzog (2010) stresses that strategy and its goals need to be reconsidered and readjusted over time due to the effect of significant other performance drivers at play (Ndoda, 2012). Prolonged reactive posture breeds unrest, lowers morale and surrenders the advantages to opponents. Ultimately, such a posture would increase costs, decrease the number of options available and lowers the profitability potential to achieving sufficient success to ensure independence and continuity. Strategy concentrates superior power at the place and time likely to be decisive.

This research, therefore, builds on existing literature to apply several sequential strategic tools in crafting strategies through an understanding of dynamic environment. The new finding is that the use of strategic tools is still desirable in dynamic environments in developing economies, but that there are limitations that must be considered to obtain useful results when using tools. In this context, we found that managers used various tools to help them resolve uncertainties, understand the market and technology, map out the existing strategic business portfolio, and ultimately inform strategic choices. Tools are artifacts

around which activity and organizing takes place (Bechky, 2003; Beunza and Stark, 2004; Orlikowski, 1992; Vaughan, 1999).

In this research, tools are conceptualized as boundary objects that mediate the initiation and implementation of strategic initiatives across boundaries within organizations (Kaplan and Jarzabkowski, 2006). In conditions of heterogeneous social worlds and uncertainty, boundary objects are the “common coin” that actors adopt or devise to “translate, negotiate, debate, triangulate and simplify in order to work together” (Star and Griesemer, 1989: 389). Boundary objects are “flexible epistemic artifacts (Kaplan and Jarzabkowski, 2006) that inhabit several intersecting social worlds and satisfy the information requirements of each of them” (Star and Griesemer, 1989).

## **RESEARCH METHODOLOGY AND METHODS**

Qualitative approach was employed in this study by the researchers. Qualitative evidence was combined with quantitative elements in a synergistic way. Due to the lack of prior research on the causal relationship between strategy, and strategizing tools in emerging African economies, the desire to understand the resultant economic performance in organisational contexts and the sensitive nature of data needed, qualitative approach and elements of quantitative approach was chosen (Yin, 2009). The choice of this approach was also influenced by the focus of the study. The focus was the economic performance (corporate war) associated with the relationship between strategy, structure, significant other performance drivers and tools used to craft strategies of companies over time (strategizing to a higher ground). The researchers used a multiple longitudinal case design (Newman and Nollen, 1998) to capture the experiences of Zimbabwe Tourism and Hospitality Industry, in the implementation of the tools that can be used to strategize. Longitudinal research has the capacity to study change and development (Saunders, Lewis and Thornhill, 2009). Adams and Schvaneveldt (1991) point out that in observing events over time, the researchers were able to exercise a measure of control over variables being studied.

An evaluative research design on case studies was chosen because it was aimed at making judgments about strategy as a result of the tools that can be used to craft strategy. In order to understand the thought processes underlying major strategic and structure decisions made along the way, it was necessary to include the perspectives of major stakeholders like business executives, worker opinion leaders, and customers. This study is, therefore, an inductive study using grounded theory, rooted in case study method, to examine how chosen organisations engaged strategy formulation. Strauss and Corbin (1990:24) define the grounded theory approach as “a qualitative research method that uses a systematic set of procedures to develop an inductively derived grounded theory about a phenomenon”. This involved inductive insights from field based, case data.

Methods are the tools of data generation and analysis. This study applied qualitative research methods that is, surveys, case study, and participant observation. Yates (2009) argues that qualitative methods, especially survey work, are one of the major ways in which researchers collect information upon which policy decisions are made, as such the researchers deemed it fit to use these methods. Saunders, Lewis and Thornhill (2009) posit that the survey method is usually associated with the deductive approach and is a popular and common strategy in business and management research. Within the survey method, structured interviews and focus group discussions were used in putting across standardised questions to all interviewees in order to construct cases. Ten respondents were selected from each case. A total of four focus group meetings were held for each case corresponding to the

variables, strategy formulation and tools, to enable focused discussions to be held for value information to be obtained.

To explore the key research question, multiple case studies were conducted. In this context, each case was considered analogous to an experiment in traditional hypothesis testing research. Multiple cases, then, were analogous to multiple experiments. This permitted 'a-replication' logic, "in which the cases are treated as a series of independent experiments that confirm or disconfirm emerging conceptual insights" (Yin, 2009, and Brown and Eisenhardt, 1997:3). Yin (2009) motivates that case study method allows investigators to retain the holistic and meaningful characteristics of real-life events such as organizational and managerial processes, neighbourhood change, international relations, and maturation of industries. Saunders, Lewis and Thornhill (2009) argue that the case study method is a very worthwhile method of exploring existing theory, and in addition, case study method can enable you to challenge an existing theory and also provide a source of new hypotheses.

Schweitzer (2009) motivates that a case study is a detailed account of a company, industry, person, or project over a given amount of time. The content within a case study may include information about company objectives, strategies, challenges, results, recommendations, and more. Yin (2009) motivates that the case study inquiry copes with the technically distinctive situation in which there will be many more variables of interest than data points, and as one result relies on multiple sources of evidence, with data needing to converge in triangulation fashion, and as another result benefits from the prior development of theoretical propositions to guide data collection and analysis.

Whereas interviews and questionnaires elicit responses from the subjects, it is possible to gather data without asking questions to the respondents. People can be observed in their natural work environment or in a lab setting and their activities and behaviours or other points of interest recorded on the paradigm strategy formulation and strategy tools and the performance of organisations. Apart from the activities performed by the individuals under study, their movements, work habits, the statements made and meetings conducted by them, their facial expressions of joy, anger and other emotions and body language were observed. Other environmental factors such as workplace layout, workflow patterns, how close the seating arrangement is, were also noted. The researchers played one of two roles while gathering field observational data – that of non-participant or participant observer suitable to each case. Nonparticipant observer - The researcher collected the needed data in the role of a researcher without trying to become an integral part of the organisational system. By merely observing all the activities, recording them in a systematic way and tabulating them, the researcher came up with some findings. For this purpose, observers were physically present in the workplace for extended periods of time.

Participant observer – The researcher entered the organisation or the research setting and become part of the work-team. The researchers used structured observational studies on the respondents. The observers had a predetermined set of categories of activities or phenomena on the strategy formulation and tools used to be studied. Formats for recording the observations were specifically designed and tailored to suit the goals of this research focusing on the strategy formulation tools.

## **Population**

To investigate strategy as a formula to win and the tools used to craft strategy as a determinant of economic performance in the tourism and hospitality industry in Zimbabwe, respondents were drawn from revenue generation ministries, national tourism bodies and companies in the tourism and hospitality industry drawn from facilities, transport, national

tourism bodies, attractions and activities. Due to significant other factors which may have affected tourism business performance, respondents from support ministries were also included. The population drawn from these organisations was inclusive of chief executive officers, general managers, senior and middle level managers and shop-floor workers. To this end, the population of this study is 300 drawn from ministries of government, tourist facilities companies, and national tourism bodies. The population was representative of the tourism and hospitality industry.

### **Sampling Techniques and Sample Size**

According to Leedy and Ormrod (2010) a sample is an individual person or a social group of the chosen population or individual units of analysis that form the basis for sampling. A sample is a subset of the population of the research (Chaneta, 2006). A sample refers to all the elements from which the information is gathered to solve a particular research problem. However, because the population of the survey was known, it was possible to divide it into smaller samples or strata. In the case of this study, the sample was divided into manageable groups within the tourism and hospitality industry. The type of sample that is used determined what the respondents were required to do. In this study, a stratified random sampling was used for selecting a sample for questionnaire distribution (Sarantakos, 2005).

The sampling methods can be grouped into two broad categories specifically, probability sampling and non-probability sampling. Probability sampling refers to a sample in which all the subsets of the population have a known zero-chance of being selected, while non-probability sampling is used when certain subsets of the population have little or no chance of being selected for the sample (Straus and Corbin, 1990). A non-probability sampling yields good estimates of the population's characteristics. It involves the use of personal judgement (Straus and Corbin, 1990). A judgemental sample is defined as an approach in which the researchers attempt to draw a representative sample of the population by using a judgemental procedure. This type of sampling was used in this study to select the in-depth interview and focus group discussions after a careful consideration of its limitations such as high levels of bias (Sarantakos, 2005).

For the purpose of this research, a directory ministries and a directory of all registered national and international tourism and hospitality operators was used. The registers contained the name, physical address, e-mail and other contact details of each of the registered designated tourism operators in Zimbabwe. A sample frame was drawn from the population that the researcher intended to investigate. While the researcher does not claim to have a representative sample frame, the sample comprised 150 people drawn from the tourism and hospitality industry ten of whom were key informants who participated in the interview and focus group discussions drawn from each case. The sample size was influenced by the data collection methods used. The sample of this study was 150 and was made up as follows: 25 executives, 75 middle level managers and 50 shop-floor workers. The sample was randomly selected from the two ministries, two tourism bodies and one business sector organisation referred to above under "population." The cases that made up the sample were Ministry of Environment and Natural Resources (ME&NR), Ministry of Tourism and Hospitality Industry (MT&HI), Zimbabwe Tourism Authority (ZTA), Zimbabwe Council for Tourism (ZCT) and Hotel Groups A & B.

### **Data collection Instruments/Technique**

Media reports about the companies assisted in understanding the forces exerted on the companies by various stakeholders. The records from Published Annual Accounts of the

relevant sectors, Government and industry statistics including physical measure of output were collected.

Reports such as The Company Prospectus – which are published because of legal requirements, market research reports by Zimbabwe Tourism Authority, credit rating agency reports, reports on trends and statistics by Zimbabwe Tourism Authority were also gathered. There was a considerable and ever expanding range of material that was traced through various databases and indexes including the Internet, product launches, competitive issues, and hotel expansion or redundancies.

Multiple data collection methods were employed. These included interviews, focus group discussions to confirm archival data, observations, archival sources and intensive literature search, the triangulation that is made possible by “multiple data collection methods provided stronger substantiation of constructs” (Eisenhardt, 1989: 538). Qualitative evidence was combined with quantitative evidence in a synergistic way. The triangulation that is made possible by “multiple data collection instruments/techniques, provides stronger substantiation of constructs” (Eisenhardt, 1989:538).

## **STRATEGY AS FORMULA TO WIN**

A strategy decides precisely what will make the entity superior that is, “best” in critical dimensions in relation to its opponents. A distinctive competence yields greater success with fewer resources and is the essential basis for higher gains or profits than competitors. The strategy purposely builds in resource buffers and dimensions for flexibility and manoeuvre. Preserved capabilities, planned manoeuvrability and repositioning allow one to use minimum resources while keeping opponents at a relative disadvantage. As collate of concentration and concession, strategies permit the strategist to reuse the same forces to overwhelm selected positions at different times. They also force less flexible opponents to use more resources to hold predetermined positions, while simultaneously requiring minimum fixed commitment of one’s own resources for defensive purposes. A strategy provides responsible, committed leadership for each of its major goals. Successful strategies require commitment, not just acceptance – leaders must be chosen and motivated that their own interests and values match the needs of their roles. A strategy makes use of speed and intelligence to attack exposed or unprepared opponents at unexpected times. With surprise and correct timing, success can be achieved out of all proportion to the energy exerted and can decisively change strategic positions. One critical point of each strategy is the strategic management process during which the strategy is developed and implemented (Herzog, 2010). The strategy secures resource bases and all vital operating points for the enterprise. It develops an effective intelligence system sufficient to prevent surprises by opponents. It develops the full logistics of support for each of its major thrusts. It uses conditions effectively to extend the resources and zones of friendly acceptance for the enterprise.

The very definition of strategy alludes to the fact that it is an entity’s “formula to win.” A strategy is a plan...conception preceding action”...shaping the individual campaigns within those deciding on the individual’s engagements. This is further supported by the Game Theory where strategy is seen as choices that a player will make in every possible situation (Von Newman and Morgenstern, 1944).

A strategy may also be seen a ploy, this being a specific manoeuvre intended to outwit an opponent or competitor. It is also seen as a pattern...stream of actions” which gives an organisation a certain position, this being a means of identifying where the entity locates itself in the environment. It thus becomes the “mediating force” or “match” between the organisation and the environment, that is, between the internal and external context referred to by Andrews (1980) as the “economic strategy.” Friedman and Gyr (1998) argue that in

times of great change, the most helpful strategy and change tools are those that provide a manageable number of basic building blocks, straightforward connections between the building blocks, concrete common-sense language and a shared vocabulary for change and a blue print map to clarify the big picture.

Stenfors and Tanner (2007) argue that strategy tool use is an activity-based view that allows strategy-tool to be viewed as a flow of organisational activity that incorporates rationality and irrationality, content and process, intent and emergence, thinking and acting as reciprocal, intertwined and often inseparable parts in 'corporate war.' The content of the strategy consists of an ingrained way of perceiving the world. This concept should be shared by all the members of the entity thus it becomes their perspective. This perspective comes out clearly through the application of live useful tools such as Porter's Five Forces Model, SWOC Analysis (Henry, 2008), Four Arena Analysis, the New 7-S's Analysis, Stakeholder Analysis and the Stakeholder Prioritisation Grid which maybe used to examine the internal and external environments. The 7S Framework essentially becomes a tool informing the organisation on the critical paths to follow. Radically revamping the organisational culture, reduction in hierarchies and retrenchment of employees in order to foster growth and innovation in an organisation will not succeed and may very well result in the organisation experiencing a decline in profits. Emergent strategies need to be harnessed. Women can be promoted to senior positions and efforts to promote competition among top management team by disclosing financial performance of each business unit through business reviews, to the entire team, can promote growth. The leader should, however, be careful as people may then tend to be internally focused, which maybe irrelevant as compared to competing with other external companies, which matters most.

Stenfors and Tanner (2007) posit that the strategy-as-practice viewpoint through strategy tools, offers us an opportunity to study strategy tools as "...mediators of action, examining their consequences for the strategy, the actors who use them, and the intentions that are conducted (Jarzabkowski, 2005: 10). Friedman and Gyr (1998) posit that the dynamic enterprise enables its people to deliver high performance under complex business conditions — to turn chaos into strategy, and strategy into action. People throughout the enterprise must be able to understand the array of changing forces in the external business environment and translate these into collaborative, coordinated solutions.

When given an integrating model using common sense language, people are able to simplify and understand the complexity around them. This capability settles people. It enables them to think clearly about difficult issues, to build shared views and maps with others and work collaboratively. It enables them to communicate about an otherwise complex business. It promotes a sense of predictability in an otherwise unpredictable environment.

Andrews (1980) added that a strategy is an entity's "formula to win" because it defines the range of business the entity is to pursue, the kind of economic and human organisation it is or intends to be, and the nature of the economic and non economic contributions it intends to make to its shareholders, employees, customers and communities. He argues that the strategic decision contributing to this pattern is one that is effective over long periods of time, affecting the entity in many different ways and focusing on committing a significant portion of resources to the expected outcomes. The pattern resulting from a series of such decisions will define the central character and image of the entity, the individuality it has for its members and various publics and the position it will occupy in its industry and markets. It will permit the specification of particular objectives to be attained through a time sequence of investment and implementation decisions and will govern directly the deployment or redeployment of resources to make these decisions effective.

## **The change triggers in Zimbabwean enterprises**

The change in organisations will be triggered by both internal and external forces. Internal: the human resources development within the organisation – recruitment, motivation etc.; organisational culture; technological capacity – for example, tourism and hospitality industry lagged behind in information technology when compared to its competitors because of its culture and other factors; cost containment – the organisation should realise that in order for the organisation to remain competitive and profitable maintenance of costs should be given a priority. External: the world economic downturn which has been experienced in recent times has affected a lot of companies; some have shed jobs, introduced short working weeks while others have liquidated; increased competition in the industry and operating under sanctions.

The above change triggers may form part of the emergent strategy which can be developed in order for the company to address the organisational challenges and remain competitive in the ever changing global business environment. Emergent strategy is when managers use their learning and experience from intended strategy which could not be implemented due to changes in the market conditions to develop a strategy that meets the needs of the external environment (Henry, 2008). Tools promote a process which includes all stakeholders in the change from the planning stage to the delivery stage, which is anticipated in successful implementation of the strategy. Possible challenges to the proposed emergent strategy include that management could feel that they are no longer in control of the process as it is aimed at changing the organisational culture; the expenditure for the initial change process maybe very high, so starting the process over again might be a costly exercise and as such there is need to structure this change in such a way that all stakeholders embrace it; and the implementation of the process might take at least five years with yearly reviews reduced to quarterly reviews.

The challenges above could be eliminated by the involvement of all the stakeholders in creating an environment conducive for the implementation of a successful cultural change. Organising training and workshops for all stakeholders in order for them to understand the motive for the change and further explain the importance of the exercise in order for the organisation to stay afloat and remain competitive.

## **Analysis of the organisational challenges**

Additionally, since strategy is future-oriented and based on imperfect information, Herzog (2010) stresses that strategy and its goals need to be reconsidered and readjusted over time. It is the unit, coherence and internal consultancy of an entity's strategic decisions that position the company in its environment and gives the entity its identity, its power to mobilise, its strength and its likelihood of success in the market place. The strategy becomes an entity's formula to win because the means by which an entity will be financed will be specified, as well as the profit objectives and the emphasis on capital versus the level of return. Major policy in central functions such as marketing, manufacturing, procurement, research and development, labour relations and personnel will be stated where they distinguish the entity from others, strategizing to a higher ground and usually the intended size, form and climate of the organisation will be included. Thus strategy is seen as an intellectual process of ascertaining what an entity might do in terms of environmental opportunity, of deciding what it can do in terms of ability and power and bringing these two considerations together in optimal equilibrium. Mintzberg (1978) argues that there are three kinds of strategy: intended strategies that are realized are deliberate strategies; intended strategies that do not get realized are unrealized strategies; and realized strategies that were



never intended are emergent strategies. Herzog (2010) argues that “an environment imposes a pattern of action on an organization” (Mintzberg and Waters, 1985, p. 259) and, thus, strategies do not always have to be the result of rational strategy planning, but can also emerge out of the environment without intervention of a company.

Many strategic tools, however, are focused on gathering information about the environment and the organization and, therefore, are related to the strategic analysis (Herzog, 2010). Porter’s five forces model is an analysis tools that is environment-oriented (Simon and Gathen, 2002). Porter (1980) posits that a strategy is an entity’s formula to win. He argues that the essence of strategy is coping with competition. Competition is in the underlying economic and competitive forces. Customers, suppliers, potential entrants, substitute products and industry competition are competitors that maybe more or less prominent or active depending on the industry. He argues that collective strength of these forces widely determines the ultimate profit potential of an industry. The strategy’s goal is then to find a position in the industry where the entity can best defend itself against forces or can influence them in its favour. Porter (1980) argues that for the motion of strategy being an entity’s formula to win, to pass, the knowledge of the underlying sources of these competitive pressures would provide the ground work for a strategic agenda of action. Strategic tools highlight the critical strengths and weaknesses of the entity, animate the position of the company in the industry, clarify areas where strategic changes may yield the greatest payoff and highlight the places where the industry trends promise to hold the greatest significance of either opportunities or threats.

Herzog (2010) posits that the strategic management process starts with strategic analysis, during which information about the internal and external environment of a company is gathered and later aggregated (Goodstein et al., 1993, p. 11). Important factors within the external environment are the macro environment, the industry environment, and the competitive environment (Du Toit, Erasmus and Strydom, 2012; Goodstein et al., 1993, pp. 11-12). Porter (1980) motivates that the crucial strength and weaknesses from a strategic stand point are the company’s posture vis-à-vis the underlying causes of each force, for example, where do we stand against substitute products, against the sources of entry barriers? In his motivation, he explains that the strategy:

- Positions the company – strategy can be viewed as building defences against the competitive forces or finding position in the industry where the forces are weakest. Knowledge of the company’s capabilities and the causes of the competitive forces will highlight the areas where the company should confront competition and where to avoid it.
- Influence the balance – when dealing with the forces that drive industry competition, a company can “craft” a strategy that takes the offensive. This posture is designed to do more than cope with the forces themselves, it is meant to alter their causes.
- Exploiting industry change – do the strategies affect the source of competition? The key to growth, even survival is to stake out a position that is less vulnerable to erosion from the direction of buyers, suppliers and substitute goods. This may take many forms of solidifying relationships with favourable customers, differentiating the product either substantively or psychologically through marketing, integrating forward and backward and establishing technological leadership.

Porter’s Five Forces as indicated in Figure 1 Appendix B is a framework that looks at the industry within which the company operates. It allows the organization to make an informed decision, given its resources, whether the industry is attractive to compete in or not. The Porter’s Five Forces is industry specific. D’Aveni (1994) argues that industries that are hard to enter are cozy for insiders, but also often attractive to outsiders longing for the value being shared by so few. Barriers to entry make it harder for newcomers to play. Herzog (2010) postulates that, whilst the traditional approach focuses on the process of developing a strategy

the capability-approach mainly shaped by Porter (1980), focuses more on the content of strategies.

The tourism and hospitality industry in Zimbabwe is not easy to enter. The industry is imbued by high barriers inclusive of high entry costs; high tooling costs; stringent regulatory framework; and expensive and specialized technology. The extent to which new competitors may decide to enter the industry will result in the reduction of the level of profits. The threat of entry will depend on the existence of barriers of entry such as economies of scale, capital requirements, product differentiation, access to distribution channels and switching costs which is why an organisation should develop very strong brands that will be affordable yet of quality (Interview and focus Group Discussions, 2012).

The customers can affect the industry through their buying ability to force down prices. The power of customers is increased if there is a concentration of buyers and buying volumes are high, the products the customers purchases from the industry are standard, switching costs are low, threat of backward integration, the organisation earns low profit and the customer has full information on demand and cost of the product. Interview and Focus Group Discussions (2012) revealed that the tourism and hospitality products were purchased by price sensitive customers, who have developed a brand loyalty and have the potential to market or de-market the products and services.

Interview and Focus Group Discussions' expositions (2013) were that suppliers affected the industry by raising prices or reducing the quality of purchased goods and services. A multinational company should ensure that their quality control divisions are vigilant to prevent situations that would results in substandard products and services, while trying to strike a balance between the quality of the product and the cost. Suppliers of commodities in short supply may overcharge and suppliers operating as monopolies dictate terms thereby making them attractive.

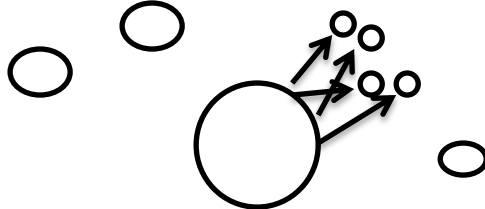
There is a threat of substitute products limiting the potential return of an industry. This is not a threat from new entrants (Interview and Focus Group Discussions, 2013). The tourism and hospitality industry in Zimbabwe is faced with the threat of potential customers using own facilities for conferencing and banqueting. There is also a rampant manifestation of the conversion of private properties into tourism facilities for accommodation (lodges), food and beverage (Interview and Focus Group Discussion, 2013). Due to the phenomenal growth of tourism and hospitality industry there is always an option of cheaper destination which are accessible through direct bookings, thus the industry has a high threat of substitutes which are known as the "Other" in tourism trends and statistics in Zimbabwe (ZTA, 2012). D'Aveni (1994) motivates that industries with few substitute products are more attractive than those with many substitutes. Effective substitutes can often provide ways in for upstarts. The threat of substitutes is often the weakest of the forces -- except during times of high demand or fast change, when interlopers may see opportunities.

As highlighted above, the competition in the tourism and hospitality industry in Zimbabwe is fierce revolving around the four pillars of tourism: accommodation, food and beverage, activities and transport. Under accommodation rivalry is centred on product superiority and service quality. Under activities, rivalry is around innovation and product and service diversity. Under transport, rivalry is around reliability, safety, size, price and comfort and price undercutting and skills poaching are dominant in the tourism and hospitality industry in Zimbabwe where there is stiff competition locally and regionally (Interview and Focus Group Discussions, 2011). The companies should strive to remain competitive by developing new innovative products that are authentic. Companies which are not innovative will always lag behind.

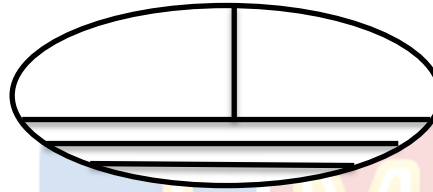
D'Aveni (1994) contends that the weakness of Porter's model is its static nature. It provides a great snapshot of power relations and is a great tool for focusing research, but may

not capture the direction of change in an industry. Industries are dynamic, it is critically important to stay alert to trends -- and more importantly sudden changes of patterns or context (such as new technologies or regulations) -- that might change everything hence the need to use different integrative tools in strategy formation and implementation. Mintzberg (1991) argues that there are “families of strategies” that represent and position an organisation as to whether it is a winner or not.

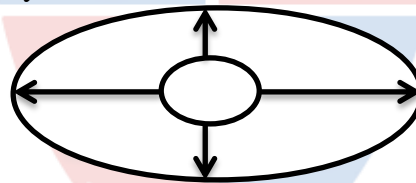
- Locating – the core business, which will be shown as single mode (one circle in a matrix of circles).



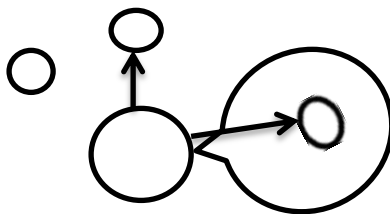
- Distinguishing the core business by looking inside that circle.



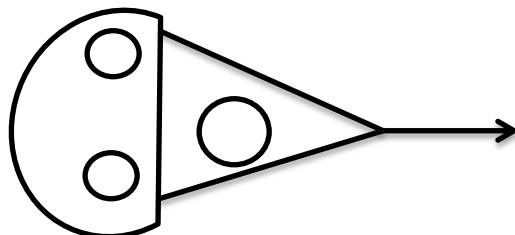
- Elaborating the core business, considering how the circle may be enlarged or developed in various ways.



- Extending the core business, leading the circle to link up with other circles (other businesses).



- Reconceiving the core business (es) in effect changing or combining circles.



Source: Adapted from Mintzberg (1991).

The argument behind this is that in essence the “logical hierarchy” represents a core location strategy “positioning” an entity with respect to the stage of the business in the networks of the particular industry in question all “jockeying” for a winning stance or position. This argument is supported by Porter’s (1981) “generic value chain” where he represents it as a “systematic way of examining all the activities an entity performs and how they interact...for analysing the sources of competitive advantage.” Such a chain and how it performs individual activities reflects an entity’s “history, its strategy, its approach to implementing its strategy and underlying economics of activities themselves.” The aim would be to influence the balance and position and elevates a company to a winning stance through the “value activities” and the “margin.”

Porter’s (1991) framework of “generic strategies” constitutes strategies to distinguish core business which would represent “competitive posture,” in terms of “differentiation and scope” elevating the entity to a winning form. He argues that there are two “basic types of competitive advantage a firm can possess: low cost or differentiation.” These combine with the “scope” of a firm’s operation to produce “three generic strategies for achieving above-average performance in an industry: cost leadership, differentiation and focus.” He concurs that strategy is really the formula to win for if an entity “engages in each generic strategy but fails to achieve any of them is ‘stuck in the middle.’” The intention of generic strategies is to seize and sustain competitive advantage for the entity. It is thus a way an entity aims to improve its position vis-à-vis competition. The fundamental question is, just what is strategy? If you need a structure or approach, adopt a style among alternatives are clear on what skills you require, identify staff requirements, institute appropriate systems all as part of your “formula to win” then strategy remains your formula to win.

## **EMPIRICAL EVIDENCE**

The strength, weakness, opportunity, and challenges analysis (SWOC) relates strategic analysis to strategy development as it combines internal and external perspectives to potential strategies (Herzog, 2010). Strength, Weaknesses, Opportunities and Challenges (SWOC) Analysis as illustrated in Table 1 Appendix A, allows the case study to assess the fit of its current strategy to its changing environment and help turn potential threats into opportunities (external factors) and weaknesses into strength (internal factors). The first tool indicated that the case under study has a strong organizational culture which can see the organization growing to be a global giant with strong brands buttressed by a recruitment policy which promotes training and promotion of existing staff.

Interview and Focus Group Discussions (2012) indicated that whilst they had classified strong organisation culture as strength, the exhibition of a strong, tradition-bound and conservative corporate culture that resists change in an operating environment that is dynamic was drawing them back on performance. Recruitment policy of the organisation targeted incumbents from major universities and leading business schools and less recruitment of qualified experienced people inhibiting growth. Adopted social responsibility initiatives such as adoption of a street, its maintenance and greening the environment gave the organisation invariable strengths. Lack of innovation posed a challenge to an organisation’s success. Interview and Interview and Focus Group Discussions (2011) pointed out that space was not adequately utilised resulting in parts of the hotels being closed down hence losing revenue. This was exacerbated by an inconsistent service delivery culture made worse by poor corporate planning and an ingrained slowness to implement formulated strategies and structures. The case study participants indicated that there was weak market intelligence gathering and that introducing new products by competitors into the market, mergers of competitors to form a bigger company and the world downturn plus other

operating challenges affected the performance of the organisation. Interview and Focus Group Discussions (2011) argued that use of technology in the development of products would result in cutting costs of making and distribution of products and services enhancing brand visibility in the source markets. The interview and focus group reiterated that there was an opportunity of product and services diversification within brands and new brand development through the forging of strategic alliances.

One tool for studying trends and looking for discontinuities is D'Aveni's Four-Arena Analysis (1994). He argues that firms can compete in four arenas -- cost/quality; timing/know-how; barriers to entry; and deep pockets -- And that competition in each arena escalates up a ladder of intensity until competitors fall out, or shift arenas. Thus the analysis consists of identifying which arenas are hot; tracing the ladder of escalation; trying to predict when the competition might shift into a new arena; and trying to predict the next hot arena. An obvious strategy for a new entrant is to stake out a new arena of competition before the established players move. Leadership should recognize that, in order to help manage the dynamics of strategic manoeuvring, there is a need to integrate both static and dynamic views of strategy. Hence there is need to compare the performance of selected market players given the Four Arena Analysis, and to the strengths and weaknesses identified in the SWOC analysis. The Four Arenas of cost and quality, timing and know how, strongholds, and deep pockets further crystallized and manifested the strengths, weaknesses, opportunities and challenges identified in the SWOC analysis in Table 1 Appendix A. D'Aveni (1994) argues that the challenge is to sort through the noise to find the key strategic factors for your organization or industry or market. This requires a constant process of scanning, which is both art and science. As you conduct various analyses of your industry or markets, keep track of the outside forces that affect them, and especially the trends and discontinuities -- the opportunities and threats -- driven by these forces. Outcomes of these analyses are detailed in Table 2, indicated in Appendix A.

Of the two cases presented, on cost leadership vs. differentiation Hotel Group A has an advantage over Hotel Group B (Interview and Focus Group Discussions, 2011) though both seem inclined towards both cost leadership and differentiation strategies rather than dominating on the other. Timing and know how sees Hotel Group A having an edge over Hotel Group B. Hotel Group B has in some instances, first mover advantages but Hotel Group A exhibits fast-follower advantages with an experience curve adapting to environmental changes than Hotel Group B (Interview and Focus Group Discussion, 2011). Hotel Group A's strongholds are such that they operate on a higher ground than Hotel Group B. Hotel Group A illustrates that Brawn often overcomes position, brains and speed in terms of its shareholder size, known balance sheet power and synergies (Interview and Focus Group Discussion, 2011). Interview and Focus Group Discussion (2011) however, indicated that Hotel Group A has very little innovation but rests more on established brands (franchise) than Hotel Group B thereby giving it less time for shifting arenas as the environment changes.

There were some geographical, market-segment and service-based strongholds for Hotel Group A, but all were eroding as the industry consolidated and know-how was developed or bought. Still, Hotel Group A, had built formidable barriers to entry, mostly in the form of layers of advantage in know-how, service and operations which meant very high stakes just to stay in the game forcing new entrants to partner with one of the big few, or shift the rules of the game dramatically resulting in three major groups operating in Zimbabwe.

Just as the Four-Arena Analysis is useful for using history to make guesses about the future -- especially about how trends might stop and the ground might shift, leadership can also use the 7-S's to further crystallize the strengths and Examples of the outcomes of these analyses are detailed in Table 3 in Appendix A, from Interview Focus Group Discussions (2011). The framework is used to guide and evaluate the organisation development to achieve

strategy and produce desired performance results. The case under study exhibited superior stakeholder satisfaction by offering access to anti-retroviral treatment to employees in need and through its winning of hotel and tourism awards. Weaknesses were as indicated through the use of the SWOC Analysis and that the case has a tendency for a follower mind set with no agreed definition of its core competency resulting in inconsistent service delivery. Leadership showed a degree of strategic soothsaying through upcoming projects in two high impact tourism zones in Zimbabwe as a destination. The case demonstrated positioning for speed through the expansion of its market, training and offering of health eating though weaknesses as espoused in the SWOC Analysis manifested themselves again. Positioning for surprise saw the case study escalating it's the learning organisation paradigm through a hospitality training school. Rules were shifted by the organisation under study in terms of innovation of products and services on offer authenticating African cuisine in the country. The case study's vision formulated the foundation and precursor to the development of the organization strategies, systems, structure, style, staff and skills. Vision may need to be adapted based on external and internal dynamics as illustrated by the tools in use. Signalling strategic intent saw the case expanding into the region and adopting best operating practices through its training programmes as offered by the training school. Simultaneous strategic thrusts elevated the organisation to a higher performance ground though its corporate uniform clashed with the concept of unique African hospitality as a distinctive competence. There is championing of synergy resulting from alignment throughout the organization with regard to strategies, systems, structure, style, staff and skills. The "results" of the New 7-S assessment provided data that can be used to formulate recommended interventions. Strategies can then be developed and executed with involvement of the appropriate organization leaders and staff.

Waterman, Peters, Phillips (1980) argued that by analysing each of the elements in the 7-S framework, inconsistencies are revealed which can then be aligned with the other elements before change is effectively implemented. The central theme of the model is that the seven elements are interconnected and interdependent upon one another. In order to achieve business success, each of the seven elements must be aligned and mutually reinforcing each other. Effecting change using this model involves the assessment of all areas, simultaneously taking into account, their nature and effect on each other. By asking questions to check the congruence of the key elements of a business, the 7-S model can help the case under study to analyse and improve existing processes, examine potential effects of a future venture, identify gaps and align departments, or determine how best to implement a strategy. The model can be used as shown in Table 3 in Appendix A, where highlighting inconsistencies of approach may be beneficial especially in accordance with the use of other tools as already indicated.

The New 7-S framework was thus used to optimise leadership and management effectiveness for the case study. The framework was also used to develop capabilities and indicate contributions in the context of real work and teams building a reservoir of talent that can grow with the organisation and be ready to assume greater leadership responsibilities. The framework moves the case to build functional role clarity towards its structure to support cross functional effectiveness encouraging or indicating a need for a culture of initiative, leadership and contribution through the use of tools which accurately, candidly measure and track leadership and functional effectiveness. The New 7-S gave us a framework for understanding the issues and challenges a leader must master, providing a tracking mechanism to demonstrate that leaders are working more effectively and solving performance problems through strategy and how changes in one area may affect other areas.

Leadership should clearly identify the key stakeholders and articulate their needs and expectations as depicted in Table 4 in Appendix A. Mindtools (2012) argue that Stakeholder Analysis is the technique used to identify the key people who have to be won over.

Stakeholder Analysis as shown in Table 4, Appendix A may be used to build the support that helps the organisation to succeed. The opinions of the most powerful stakeholders can be used to shape implementation of projects at an early stage. Not only does this make it more likely that the stakeholders will support the case under study, but that their input can also improve the quality of projects. Gaining support from powerful stakeholders can help the case study to win more resources – this makes it more likely that projects will be successful. By communicating with stakeholders early and frequently, the case ensure that stakeholders fully understand what is being done and understand the benefits of the project – this means stakeholders can support the case under study actively when necessary. The leadership can anticipate what people's reaction to strategies to be implemented may be, and build into the organisation's plan the actions that will win people's support. In this case study, dialogue centred on how employees, customers, suppliers, communities, shareholders, business partners and authorities impacted on case study on strategy formulation and implementation through indicated needs and expectations as shown in Table 4 Appendix A.

Gawler (2005) posit that stakeholders (and beneficiaries) are individuals or groups with a direct, significant and specific stake or interest in a given territory or set of resources and, thus, in policies or projects relating to those resources. A “stakeholder” can be defined as: any person, group, or institution that – positively or negatively – affects or is affected by a particular issue, goal, undertaking or outcome. Stakeholder analysis is a crucial initial step in situation analysis. It identifies all primary and secondary stakeholders who have a vested interest in the issues with which the policy or project is concerned. The goal of stakeholder analysis is to develop a strategic view of the human and institutional landscape, and the relationship between the different stakeholders and the objectives under consideration. Stakeholder analysis is best seen as a continuing process, which should engage different groups, as issues, activities, and agendas evolve. Management should also use the stakeholder prioritization grid approach to further analyse the behaviour of key stakeholders as indicated in Table 5 in Appendix A.

Dialogue that is open and transparent is critical to long-term success. The goals of any collaboration venture must be clarified before engaging stakeholders. Goals help identify and target those interests that need to be represented in collaboration processes, and those that can be left out. In this case study, dialogue centred on how employees, customers, suppliers, communities, shareholders, business partners and authorities impacted on case study on financial and intangible inputs to the business, intangible contributions, ability of stakeholder to cooperate and operate independently from others, how the stakeholder judges business outcomes and overall performance, the relative importance of the stakeholder group in terms of their ability to influence business outcomes, and the alignment of the key values and beliefs of the stakeholder group. The overall outcome was that all key stakeholders must be involved in the design and implementation of strategies if successful results are to be achieved. Deciding on the scale of impact to a collaboration process was very relevant to strategy outcomes and to their sustainability. Interview and Focus Group Discussions (2011) indicated that all stakeholders came to the process with their own biases. Stakeholder Prioritisation Grid or collaboration was a process that required the opportunity and space for participants to listen to and learn from one another. For the case under study, it was important to create spaces for stakeholders to come together to develop and share their visions and agendas. Monitoring and evaluating the nature of the collaboration is as important as measuring specific strategy or project outcomes.

The McKinsey 7-S framework as indicated in Figure 2 Appendix B, as modified by Charles Handy, maybe adopted to agree on critical success factors for the organization. Strategy, structure and systems, the hard S's (cold triangle) and the soft S's (Warm Square)

of staff, style, shared values and skills. These all need to be in harmony with each other. There is no use inventing a great new strategy if the organisation does not have the skills or staff to implement it (Handy, 1992). The 7-S framework was used to help identify the critical success factors of the case study and how change in one can affect the other, thereby mapping the way forward for the case study.

Despite the fact that strategy is the formula to win, the McKinsey's 7-S framework indicated above, unlocks elements that should be addressed and create a concentration on interactions and fit. Chandler (1962) pointed out that "structure follows strategy" or more precisely, that a strategy of diversity forces a decentralized structure. Interview Focus Group Discussion (2011) supported this view point, cementing that structure will be flat and guided by strategy.

Systems are all the procedures, formal and informal, that make an organization go, for example, capital budgets, cost accounting procedures and budgeting system (base, best and worst case scenarios). This one variable can dominate the others in the framework. "Do you want to understand how an organization really does (or does not) get things done? - look at the systems." Erstwhile proponents have argued that other organisations have succeeded very well with well laid down systems with emergent strategies. In tandem, Interview Focus Group Discussion (2011) revealed that for the case under study, systems will be responsive to business requirements and continuously upgraded to match evolving demands. Strategy, structure and systems constitute the "cold triangle." Style is characterized by how key managers behave in achieving the entity's goals. Interview and Focus Group Discussions (2011) revealed that the case in question will apply an Afrocentric leadership style rooted in Ubuntu, servant leadership and transformational thinking. Staff is in the sense of people and not line staff. There is the hard end of the spectrum, that is, appraisal systems, pay scales, formal training programmes and the soft end, that is, morale, attitudes, motivation and behaviour. People should be regarded as a pool of resources to be nurtured, developed, guarded and allocated. This turns staff into something amenable to and worthy of practical control by senior management.

The case study revealed that the organization will consider their staff as business partners, attracting and retaining competent ones (Interview and Focus Group Discussions, 2012). Skills enable us to capture an entity's crucial attributes as no other concept can do. Entities tend to be characterized by what they do best. These dominating attributes or capabilities are what is meant by skills. One should manage these capability needs well as they may get lost when an entity experiences a "strategy shift" or a "structure fit." Interview and Focus Group Discussions (2012) revealed that the organization will continuously develop existing staff. External consultants will be engaged only where there is demonstrated value-enhancement for the case that was under study. Style, staff and skills constitute the "warm square." Superordinate goals are the higher order goals or shared values. These are the guiding concept, that is, set of values and aspirations. They are the fundamental ideas around which a business is built – they are its main values. They are the broad notions of future direction that the top management team wants to infuse throughout the organization. They are the way in which the team wants to express itself to leave its mark. Interview and Focus Group Discussions (2012) revealed that the organisation's core values will be a derivative of individual workers' values which will be shared with the relevant others through value alignment. Doherty and Horne (2002) argued that the framework might have been better with an eight element: S for Synergy representing how well all the elements work together.



## Balanced scorecard (BSC)

The next step is called strategy development, sometimes also strategy formulation, where based on existing data, the actual strategy is developed. The development of the strategy often consists of a mission and a vision, which explain the what and why, and strategies for the strategic business units and the enterprise as a whole (Herzog, 2010). The next and most critical step is the strategy implementation, during which the strategy is rolled-out and managers should include it in their every day decisions as captured by the Balanced Scorecard. In the final step, strategy evaluation and control, the company monitors in an ongoing process if the strategy is implemented in the desired way and if the premises are still valid with regard to changing conditions (Herzog, 2010, Ndoda 2012). The best example for strategy implementation is probably the Balanced Scorecard (BSC) that helps measuring the implementation success of a strategy (Simon and Gathen, 2002). The balance scorecard, however, can also be used as a strategy evaluation and control tool as it shows whether strategic goals have been reach.

An organization should harnesses the full brainpower, knowledge and experience available harnessed from Porter's Five Forces Model, SWOC Analysis, Four Arena Analysis, The New 7'Ss and Stakeholder Analysis in order to evolve continually for the benefit of all its stakeholders. Kaplan and Norton (2004) argue that the concept of the 'balanced scorecard' (BSC) recognizes that financial results are the outcome of achieving success on a range of measures as indicated in tourism trends and statistics. An organisation can adapt the BSC concept as shown in Table 6 below to permit it to realize the improvement of its operations and contribute towards the revival of the Zimbabwe national economy. Kaplan and Norton's (2004) approach links performance measures in four areas; how does the organisation look up to its shareholders, customers/communities, what the organisation should excel in, in terms of internal processes and systems and how the organisation can continue to improve and create value as illustrated in Table 6 Appendix A.

## CONCLUSION

Corporate war, a case of live, useful tools in strategizing to a higher ground has shown that an organisation can be smarter in strategy crafting the later not divorced from implementation. It is evident and critical that management should consider both internal and external forces that affect performance and efficiency for them to compete in global markets and maintain sustainability. An organisation with insular and rigid culture needs change, however, the approach is equally important and transformational processes rather than radical processes need to be followed by the use of tools. Whilst a number of tools were readily in use by different managers, the balanced scorecard remained the tool most favoured to implement strategy in the cases focused on. Interview and Focus Group Discussions (2011) argued that a strategy implementation team (SIT) selected from senior and middle level management and workers council representatives, was seen to be effective in strategy implementation other than the subsequent assessments made through the balanced scorecard.

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**APPENDIX A**

Table 1: SWOC Analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Brand diversification</li> <li>• Internal capability for skills development</li> <li>• Induction of all employees</li> <li>• Participation in social responsibility initiatives</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Space utilization</li> <li>• Inconsistent service delivery</li> <li>• Poor corporate planning</li> <li>• Slow strategy/policy implementation</li> <li>• Limited innovation</li> <li>• No real time interface system (Global Distribution Systems)</li> <li>• Weak market intelligence</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Product/service diversification within brands</li> <li>• Enhancing brand visibility</li> <li>• Brand expansion</li> <li>• Brand development</li> <li>• Forging strategic alliances</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>• Developing language skills to serve in global markets</li> <li>• Communication</li> <li>• Responding to changes in policies/regulations/trade practices</li> </ul>

Source: Interview and Focus Group Discussion (2011).

Table 2: Four Arena Analysis.

Arena	Arena Analysis:	Hotel Group A	Hotel Group B
Cost and Quality	<ul style="list-style-type: none"> <li>Occupancy/Pax</li> <li>Capacity local, regional and international</li> <li>Direct costs</li> <li>Overhead costs</li> <li>Staff costs: turnover</li> <li>Return on sales</li> <li>Return on investment</li> <li>Procurement</li> <li>Products</li> <li>Service</li> <li>Skill &amp; support base</li> <li>Hygiene (Swab Tests)</li> <li>Direct empowerment</li> <li>Pricing</li> </ul>	<ul style="list-style-type: none"> <li>47%</li> <li>1840, 456, N/A (Rooms)</li> <li>11% of revenue</li> <li>53% of revenue</li> <li>18%</li> <li>133%</li> <li>21%</li> <li>Central procurement (saving unknown)</li> <li>Accommodation, safari operations, conferencing &amp; banqueting, training school</li> <li>Fair</li> <li>Needs improving</li> <li>Hygiene audits (trading at less than 85%), minimum acceptable pegged at 85%</li> <li>Well empowered</li> <li>Replacement costing</li> </ul>	<ul style="list-style-type: none"> <li>54%</li> <li>438, 900 , N/A (Rooms)</li> <li>34% of revenue</li> <li>72% of revenue</li> <li>22%</li> <li>24%</li> <li>9%</li> <li>Central procurement (saving unknown)</li> <li>Accommodation, safari operations, conferencing &amp; banqueting</li> <li>Inconsistent</li> <li>Exposure to Regional operations</li> <li>Hygiene audits (trading at less than 85%), minimum acceptable pegged at 90%</li> <li>Limited empowerment</li> <li>Replacement costing</li> </ul>
Timing and Know How	<ul style="list-style-type: none"> <li>Decision making process (bureaucracy)</li> <li>Risk</li> <li>Legal compliance</li> <li>Training &amp; development</li> <li>Exposure to international trends</li> <li>Institutional knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Fast decision making with slow implementation – 4 to 5 layers to get to Board from General Manager with Group Chief Executive fully responsible</li> <li>Risk takers</li> <li>Fully compliant</li> <li>HTA, internal training &amp; use strategic partners</li> <li>Fair</li> <li>Average</li> </ul>	<ul style="list-style-type: none"> <li>Slow, given requirement to consult upwards – 8 layers to get to Board from General Manager with Executive Chairman fully responsible</li> <li>Have been in risk management longer</li> <li>Fully compliant</li> <li>No school, internal training &amp; use strategic partners</li> <li>Weak</li> <li>Unknown</li> </ul>
Strongholds	<ul style="list-style-type: none"> <li>Geographical positioning</li> <li>Distribution system/database</li> <li>Brand</li> <li>Networks</li> <li>Government linkages</li> </ul>	<ul style="list-style-type: none"> <li>Located in Harare, Masvingo, Bulawayo, Hwange, Victoria Falls, Kariba, Nyanga, Beit Bridge, Mutare, Obudu, Lagos, Accra, Malabo, Johannesburg, Cape Town</li> <li>On Holidex</li> <li>Crown Plaza, Holiday Inn, Express by Holiday Inn, The Kingdom, Fothergill, Troutbeck Resort, Caribbea Bay Resort, The Victoria Falls Hotel, Sun Casinos, Hwange Safari Lodge, Great Zimbabwe Hotel, Elephant Hills, The Grace, Lakes, Clear Essence California Resort &amp; Spa, Obudu Resort</li> <li>Good</li> <li>Dependent on individual(s)</li> </ul>	<ul style="list-style-type: none"> <li>Located in Harare, Bulawayo, Francistown, Gaborone, Kasane, Maun, Palapye, Lusaka, Accra</li> <li>On GDS</li> <li>Cresta Hospitality</li> <li>Fair</li> <li>Fair</li> </ul>

Table 2: Four Arena Analyses (Continued)

Arena	Arena Analysis:	Hotel Group A	Hotel Group B
Deep Pockets	<ul style="list-style-type: none"> <li>Shareholder size</li> <li>Balance sheet power</li> <li>Synergies</li> </ul>	<ul style="list-style-type: none"> <li>3 Top shareholders: 26% for Ruistrix Investments, 25% Old Mutual, 18% for Masasa Nominees</li> <li>Net assets US\$ 20 million</li> </ul>	<ul style="list-style-type: none"> <li>100% Owned by TA (Hotel Group has anchor shareholder)</li> <li>Unknown Exploiting TA &amp; Regional synergies</li> </ul>

Source: Interview and Focus Group Discussions (2011).

Table 3: The New 7-S's Analysis

THE NEW 7-S's	STRENGTH(S):	WEAKNESS(ES):
S-1: Superior stakeholder satisfaction	<ul style="list-style-type: none"> <li>Offering access to anti-retroviral treatment to employees in need</li> <li>Winning Hotel &amp; Tourism awards</li> </ul>	<ul style="list-style-type: none"> <li>Inconsistent service delivery</li> <li>No agreed definition &amp; acceptance of authentic African hospitality by employees</li> <li>Follower mind-set</li> </ul>
S-2: Strategic soothsaying	<ul style="list-style-type: none"> <li>Victoria Falls &amp; Kariba hotel projects</li> <li>Regional expansion initiatives</li> </ul>	<ul style="list-style-type: none"> <li>Promising unique authentic African experience and failing to consistently deliver</li> </ul>
S-3: Positioning for speed	<ul style="list-style-type: none"> <li>Organic food</li> <li>Training academy</li> <li>New fleet for tour operations</li> <li>ISO certification</li> <li>Inclusive strategy development</li> <li>South African marketing office</li> </ul>	<ul style="list-style-type: none"> <li>Slow strategy/policy implementation</li> <li>Poor corporate planning</li> <li>Follower mind-set</li> </ul>
S-4: Positioning for surprise	<ul style="list-style-type: none"> <li>Setting up of training academy</li> </ul>	<ul style="list-style-type: none"> <li>Slow strategy/policy implementation</li> <li>Poor corporate planning</li> <li>Follower mind-set</li> </ul>
S-5: Shifting the rules	<ul style="list-style-type: none"> <li>Setting up of training academy</li> <li>First to offer authentic African cuisine in Zimbabwe</li> <li>Implementing safari dining concept at Victoria Falls</li> </ul>	<ul style="list-style-type: none"> <li>Follower mind-set</li> </ul>
S-6: Signalling strategic intent	<ul style="list-style-type: none"> <li>2 Deals concluded as a result of Regional expansion initiatives</li> <li>Putting in place mechanisms for organisation-wide ISO certification</li> <li>Skilling employees through training academy</li> </ul>	<ul style="list-style-type: none"> <li>Follower mind-set</li> </ul>
S-7: Simultaneous and sequential strategic thrusts	<ul style="list-style-type: none"> <li>Victoria Falls and Kariba hotel projects</li> <li>Launching local &amp; Regional expansion initiatives</li> <li>Training academy &amp; ISO projects</li> <li>Inclusive strategy development</li> </ul>	<ul style="list-style-type: none"> <li>Follower mind-set</li> <li>Uniform clashing with unique African experience intent</li> </ul>

Source: Interview and Focus Group Discussions (2011).

Table 4: Stakeholder Analysis

Stakeholder	Needs:	Expectations:
Employees	<ul style="list-style-type: none"> <li>• Compensation</li> <li>• Personal and career growth</li> <li>• Tools of trade</li> <li>• Enabling working environment</li> </ul>	<ul style="list-style-type: none"> <li>• Performance-based and market-related compensation</li> <li>• Availability of agreed personal and career growth opportunities</li> <li>• Availability of tools of trade</li> <li>• No accidents at work due to provision of protective clothing and thereby being no incidents of work stoppage</li> <li>• Resolution of work-related disputes</li> </ul>
Customers	<ul style="list-style-type: none"> <li>• Value for money</li> <li>• Safety and security</li> <li>• Responsiveness</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to service contracts/agreements</li> <li>• Compliance with safety, security, health and environmental (SHE) regulations and standards according to Zimbabwe Tourism Authority</li> <li>• Resolving of customer concerns</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>• Ethical business practices</li> <li>• Business relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to local, regional and international best practices in sourcing/procurement of products and services</li> <li>• Honouring of agreed business terms</li> <li>• Ethical business practices</li> </ul>
Communities	<ul style="list-style-type: none"> <li>• Plough-back into communities</li> <li>• Jobs</li> <li>• Green revolution</li> </ul>	<ul style="list-style-type: none"> <li>• Contribution to community development</li> <li>• Jobs offered to locals (full time and casual)</li> <li>• Operations environmentally friendly</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>• Return on investment (ROI)</li> <li>• Growth in shareholder value</li> <li>• Reduction of exchange rate risk</li> <li>• Information</li> </ul>	<ul style="list-style-type: none"> <li>• % ROI</li> <li>• An annual dividend</li> <li>• Current ratio maintained</li> <li>• An increase in net asset value of % per annum in real terms</li> <li>• Foreign debt less than % of immovable assets</li> <li>• Compliance with publication requirements</li> </ul>
Business Partners	<ul style="list-style-type: none"> <li>• Ethical business practices</li> <li>• Business relationship</li> </ul>	<ul style="list-style-type: none"> <li>• Adherence to local, regional and international best practices in sourcing/procurement of products and services</li> <li>• Honouring of agreed business terms and Ethical business practices</li> </ul>
Authorities	<ul style="list-style-type: none"> <li>• Compliance</li> </ul>	<ul style="list-style-type: none"> <li>• Compliance with statutory obligations</li> </ul>

Source: Interview and Focus Group Discussions (2011).

Table 5: Stakeholder Prioritisation Grid

Stakeholder	Financial and intangible inputs to business:	Intangible contributions:	Ability to co-operate and operate independently of the other stakeholders	How the stakeholder judges business outcomes and overall performance	The relative importance of the stakeholder group in terms of their ability to influence business outcomes,	The key values and beliefs of the stakeholder group:
Employees	<ul style="list-style-type: none"> <li>Revenue</li> <li>Labour and skills</li> </ul>	<ul style="list-style-type: none"> <li>Business strategy and policy inputs</li> </ul>	<ul style="list-style-type: none"> <li>Cooperate with all stakeholders</li> <li>May withhold labour</li> </ul>	<ul style="list-style-type: none"> <li>Market-based compensation</li> <li>Improved quality of life</li> </ul>	<ul style="list-style-type: none"> <li>Extremely high</li> </ul>	<ul style="list-style-type: none"> <li>Commitment</li> <li>Teamwork</li> <li>Integrity</li> <li>Respect</li> </ul>
Customers	<ul style="list-style-type: none"> <li>Revenue</li> <li>Needs &amp; expectations</li> </ul>	<ul style="list-style-type: none"> <li>Feedback</li> </ul>	<ul style="list-style-type: none"> <li>Cooperate with Authorities</li> <li>Can withdraw business</li> </ul>	<ul style="list-style-type: none"> <li>Value for money products and service</li> </ul>	<ul style="list-style-type: none"> <li>Extremely high</li> </ul>	<ul style="list-style-type: none"> <li>Service quality</li> <li>Recognition</li> <li>Respect</li> <li>Safety</li> <li>Security</li> </ul>
Suppliers	<ul style="list-style-type: none"> <li>Cost driver</li> <li>Needs and expectations</li> </ul>	<ul style="list-style-type: none"> <li>Market intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Can operate as cohorts</li> </ul>	<ul style="list-style-type: none"> <li>Prompt payment</li> </ul>	<ul style="list-style-type: none"> <li>High</li> </ul>	<ul style="list-style-type: none"> <li>Integrity</li> <li>Fairness</li> <li>Respect</li> <li>Win-win</li> <li>Commitment</li> </ul>
Communities	<ul style="list-style-type: none"> <li>Revenue</li> <li>Labour</li> </ul>	<ul style="list-style-type: none"> <li>Market intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Cooperate with Authorities</li> <li>Can withdraw business</li> </ul>	<ul style="list-style-type: none"> <li>Plough-back into community</li> <li>Job opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Very high</li> </ul>	<ul style="list-style-type: none"> <li>Respect</li> <li>Fairness</li> <li>Integrity</li> <li>Recognition</li> <li>Win-win</li> </ul>
Shareholders	<ul style="list-style-type: none"> <li>Capital</li> <li>Leadership</li> </ul>	<ul style="list-style-type: none"> <li>Strategy direction</li> <li>Market intelligence</li> </ul>	<ul style="list-style-type: none"> <li>Can operate independently</li> </ul>	<ul style="list-style-type: none"> <li>Dividend</li> </ul>	<ul style="list-style-type: none"> <li>Extremely high</li> </ul>	<ul style="list-style-type: none"> <li>Success</li> <li>Innovation</li> <li>Leadership</li> <li>Ethical practices</li> <li>Commitment</li> </ul>
Business Partners	<ul style="list-style-type: none"> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Advisory services</li> </ul>	<ul style="list-style-type: none"> <li>Can operate as cohorts</li> </ul>	<ul style="list-style-type: none"> <li>Prompt payment</li> </ul>	<ul style="list-style-type: none"> <li>Medium</li> </ul>	<ul style="list-style-type: none"> <li>Profit</li> <li>Integrity</li> <li>Win-win</li> <li>Commitment</li> <li>Ethical practices</li> </ul>
Authorities	<ul style="list-style-type: none"> <li>Legislation</li> </ul>	<ul style="list-style-type: none"> <li>Feedback</li> <li>Creation of enabling environment</li> </ul>	<ul style="list-style-type: none"> <li>Can operate independently or in cohorts</li> </ul>	<ul style="list-style-type: none"> <li>Compliance on all issues</li> </ul>	<ul style="list-style-type: none"> <li>Very high</li> </ul>	<ul style="list-style-type: none"> <li>Patriotism</li> <li>Success</li> <li>Accountability</li> <li>Ethical business practices</li> <li>Loyalty</li> </ul>

Source: Interview and Focus Group Discussions (2011).



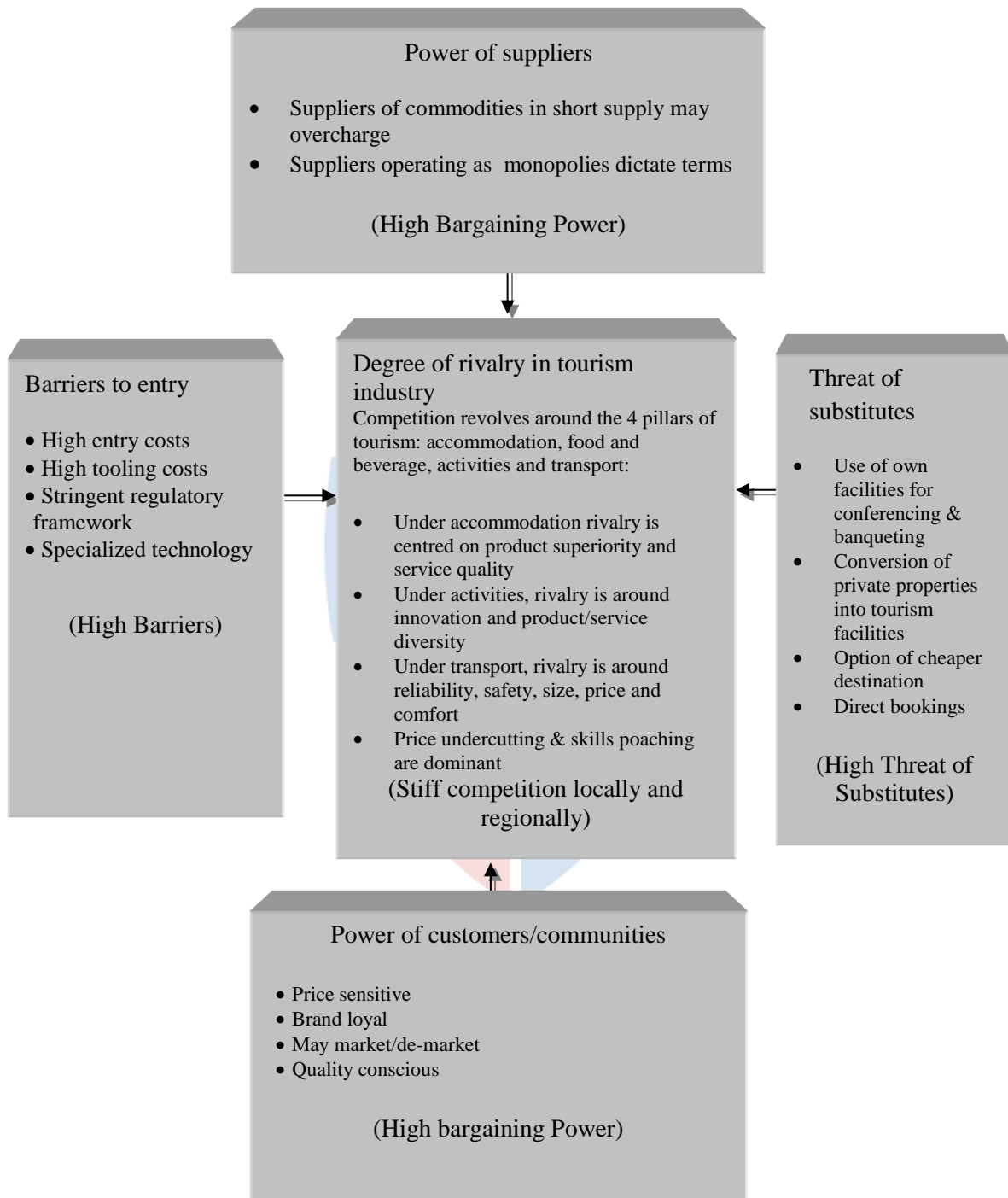
Table 6: Balanced Scorecard

Shareholder (Financial Perspective)	<ul style="list-style-type: none"> <li>• Strategic leadership</li> <li>• Business growth</li> <li>• Resource mobilization and allocation and Financial management reporting</li> <li>• Forging strategic alliances</li> </ul>
Customers' Viewpoint	<ul style="list-style-type: none"> <li>• Social responsibility</li> <li>• Service delivery</li> <li>• Product upgrade &amp; refurbishment</li> <li>• Research &amp; Development</li> <li>• Branding (visibility, positioning, expansion)</li> </ul>
Internal Processes and Systems	<ul style="list-style-type: none"> <li>• Organisation-wide operating systems and processes</li> <li>• Information Communication Technology (ICT)</li> <li>• Organisation-wide risk management and compliance</li> <li>• Safety, Security, Health, Environment (SHE) and quality management</li> </ul>
Learning and Growth Viewpoint	<ul style="list-style-type: none"> <li>• Organizational culture</li> <li>• Leadership development</li> <li>• Employee Learning and Development</li> <li>• Performance management</li> <li>• Compensation management</li> <li>• Succession planning</li> <li>• Coaching, mentoring and counselling</li> </ul>

Source: Adapted from Kaplan and Norton (2004).

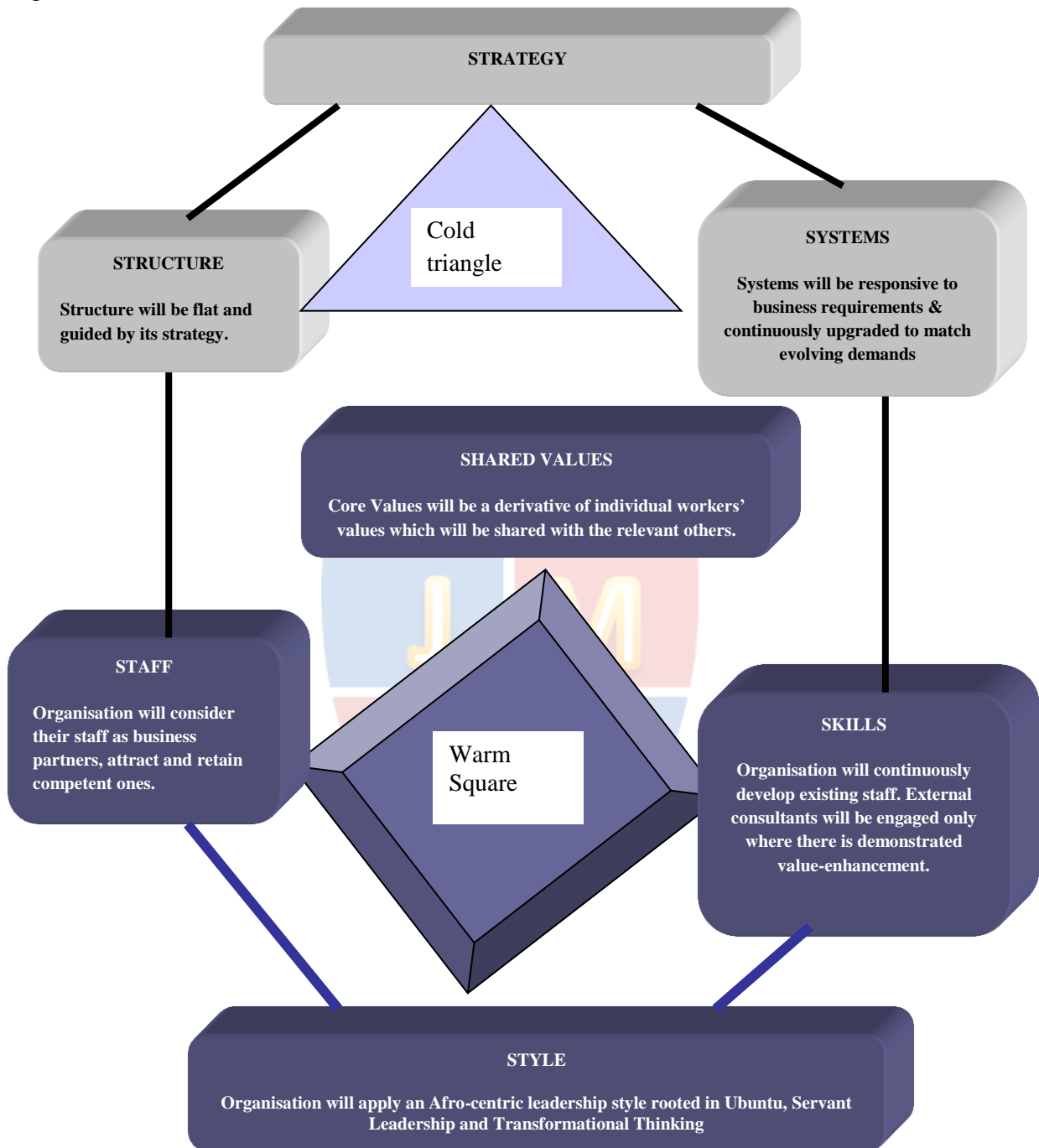
**APPENDIX B**

Figure 1: Porter's Five Forces Model



Source: Interview and Focus Group Discussions (2011).

Figure 2: 7'S Framework



Source: Interview and Focus Group Discussion (2011; 2012).