

## The Effectiveness of Strategic Planning on the Performance of Startup Businesses: Case of Imprimerie Hope Design

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### Abstract

### Original Research Article

The overall objective of this research was to analyze the importance of effective strategic planning on the performance of Hope Design. The ultimate beneficiaries of the research includes entrepreneurs, stakeholders and further researchers among others. The target population of interest in this study comprised of employees and senior staff of Hope Design. We used Alan Bouchard method to select a sample that represented the entire population of 40 employees and 12 senior staff of Hope Design from which a sample of 52 (83.87%) was used. The study performed data collected through a questionnaire structured to meet the objectives of the study. Descriptive statistics was undertaken to analyze quantitative, qualitative data using content analysis. The findings indicate that all the respondents answered the questionnaire to the researcher's expectations with 100 percent. The findings strongly acknowledged that strategic planning is the foundation that improves the performance of the business processes and ultimately reduces the internal costs of operation.

**Keywords:** Strategic, Planning, Strategic Planning, Performance, Organisational Performance, Strategic Implementation, Performance, Startup Businesses.

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## INTRODUCTION

Many global enterprises particularly startup Businesses face challenges and difficulties in planning and implementing strategies in order to have a competitive advantage. Strategic planning is finding the best future for your organisation and the best path to reach that destination. It can be understood as systematic method used by organizations to anticipate and adapt to unexpected change.

Nonetheless, it seems evident that the planning performance relationship bears significantly on strategic management research and practice. This study evaluates the effectiveness of strategic planning and its impact on organizational performance which has effects on its survival.

Effective strategic planning and its implementation enhances growing Businesses' performance which in the long run has a significant impact on their survival. Hence, the plans become handy as they influence better decisions, accountability, organization focus, proper resources allocation and utilisation, good returns, market recognition, growth and success of entrepreneurial ventures. Startup Businesses

are important for economic and social development in both developed and developing countries (Hobohom, 2008). However, in Burundi, Startup Businesses are facing high failure rate and many are underperforming despite the government's continuous effort on encouraging entrepreneurial growth in this sector (Moshi, 2014). Poor performance of Startup Businesses has been largely attributed by lack of strategic plans (Nkonoki, 2010). The overall objective of this research is to analyze the importance of effective strategic planning on the performance of Hope Design company. According to the nature of our study subject and in relation to our research hypotheses such that the way The strategic planning implemented within Hope Design is effective because it leads to the growth of the company. After dropping the letter of access to the documentation in Hope Design, we had to demand the HR managers to give us the approximate number of senior staff of Hope Design and Hope Design staff. In other words we estimate a population of 52 people. Then the targeted population of this study is 52 composed of 12 senior staff of Hope Design and 40 agents. In this research, drivers and ordelies do not appear in the target population because they are not supposed to know anything or know very little about strategic planning of Hope Design. The data will include activities carried out

as Hope Design activities. Secondary data also was used to talk about Strategic Planning in literature review.

The study will use the primary data collected from Hope Design using questionnaires. The respondents were senior staff of Hope Design and Hope Design agents. A semi structured questionnaire was used. Open-ended questions was used and aimed to obtain qualitative data while closed questionnaires aimed at obtaining quantitative data for statistical analysis.

The questionnaire will be divided into three parts. The first set of questions was general in nature and was used to gather basic information about the firm. The second section was addressing the objective of establishing Hope Design practice in their Business while section three will be addressing benefits of Hope Design in an enterprise.

According to Edmonson & McManus (2007) a methodological research approach and design is a framework that binds research together so that the research questions can be analyzed effectively. Identification of the research method is important because it makes the collection of data easier, and gives a clear idea about the required information (Trochim & Donnelly, 2006). Before carrying out the survey, permission was sought from HOPE authorities, mainly in order to administer the questionnaire and the interview. The researcher was introduced to the Human Resource Department and to the Heads of Departments and chiefs of Services where participants were selected from. This involved collecting information and data from books, surveys, year's reports, dissertations, theses, reviews' articles, and various documents on the topic. To this end, different places were visited: HAU library, University of Burundi, IDEC library, Internet, etc. Also, the following elements have been determined: population, sample and sample size, and research instruments. Mugenda and Mugenda state that questionnaires are commonly used to obtain important information about the population. Each item in the questionnaire is developed to address a specific object, research questions or hypothesis of the study. Then the researcher must know how information obtained from each questionnaire item will be analyzed (Mugenda & Mugenda 2003, 71). According to Yang & Miller (2007) the questionnaires can be administered in person, questionnaire forms with open and closed questions were addressed respectively to the all categories of participants. Open questions allowed participants to explain themselves according to their understanding, whereas closed questions permitted the participants to choose between different options given by the researcher. An interview is an oral administration of an interview schedule. The researcher must therefore establish a friendly relationship with the participants prior to conducting the interview (Mugenda 2003, 83). The interview schedules provided a framework for eliciting the data needed to examine each stakeholder's perceptions of private higher education. Before starting

any interview session, the researcher introduced himself and explained the purpose of the research. During the interview, the researcher was concerned with providing a relaxed environment for the participants. The duration of each interview session was, on average, one hour. In the course of the interviews, hand written notes were taken by the researcher. Notes regarding the sequence of the questions or about which questions should be asked were also written after the interviews. Given the exploratory nature of the study, interview questions were broad in nature so as not to be biased for or against any particular view. All interviews were mainly conducted in English, and occasionally in French or in Kirundi. The researcher learnt an important lesson from the pilot study when participants were interviewed in French and in Kirundi: the participants became less elaborative and tended to provide short answers. While conducting the pilot study, all participants were free to reply to questions in a language of their choice: French, Kirundi or English. Few insisted on using Kirundi; but, unfortunately, for those who did, it resulted in poorer quality interviews compared to those conducted in English. Nevertheless, it was necessary to carry out interviews in English with the foreign instructors interviewed as they did not speak Kirundi.

## METHODS

Our research work "The effectiveness of strategic planning on the performance of startup businesses: case of imprimerie hope design", the study took place in Bujumbura Mairie, a town located south of Bubanza province, north of Bujumbura province east of RDC country. The total population was composed by 52 composed of 12 senior staff of Hope Design and 40 agents. For our study, researcher used Alain Bouchard's formula to find the sample size as for the instruments, we have seen fit to use the written questionnaire under the Likert scale to which the respondent responds in writing by filling out the given form. This instrument is interesting for reasons of convenience and operationality. To avoid potential language problems and misunderstandings by 52 participants, the questionnaire was done in French and Kirundi even though the interpretation was done in French. For further understanding, the compilation of the data for the questions and answers are done in tables and excel software has been used for the analysis and interpretation of the results. Our research questions were sent to the Academic Research Supervisor for comment. Redundancies and misunderstandings have been corrected based on comments received.

## RESULTS

To currently interpret the questions given to my respondents, we found it preferable to group the answers in the two groups: the first concerned the data of the employees and agents of the HOPE DESIGN and the second group are senior executives of the HOPE DESIGN. The table in the appendix, "AP" means the point of analysis and "A" the answer. Next, all answers are

tired into categories based questions. This means that each category corresponds to the question. The results were grouped into 41 categories and the interpretation was done question by question. Question 1: Have you noticed a positive change after the implementation of strategic planning?

For this first question, answers were provided by 52 respondents with a maximum of 156 points. It must also be remembered that the maximum score of "Yes/Accept" for each respondent, there were 3 points, those of "Sometimes/Somehow" were 2 points and for "No/Not accept" the score was 1 point while we had 52 respondents, which gives us a maximum score of 156 points, which is also 100% of the points awarded by 52 respondents.

Regarding whether there is a positive change after the implementation of strategic planning, we noticed that the majority of the points, 92% of the expressed points confirm this. This brings us to the realization that there is a positive change in the management of HOPE DESIGN, which refers to the effectiveness of strategic planning of the whole circuit for the performance of this company. Question 2: Regarding the process of setting up a strategic planning, is the staff involved?

For this question, answers were provided by 52 respondents with a maximum of 156 points., which is also 100% of the points awarded by 52 respondents.

By analyzing the data in table concerning the process of setting up a strategic planning, whether it is the staff involved, the majority of the points expressed by respondents 94% points made show that Hope Design staff is involved in the setting up and implementation of strategic planning and this proves that once the grievances submitted during the establishment of this strategic planning, staff is involved and the results will be better. Question 3. Is there a department that deals with strategic planning?

To this question, the answers were provided by 52 respondents with a maximum of 156 points. It must also be remembered that the maximum score of "yes" for each respondent, there were 3 points while we had 52 respondents, which gives us a maximum score of 156 points, which is also 100% of the points awarded by 52 respondents.

According to the results obtained in the field, with regard to the existence within the Hope Design of a service that deals with the management of strategic planning, we found that the majority of points expressed, 92% points have affirmed the existence within the Hope Design of a service which deals with the management of the Strategic planning which shows us the performance of this company. Moreover, this percentage that does not directly affirm of that has doubts proves problems that

can be observed despite the existence of this service which must be corrected in time to operate a great success. Question 4: Is the satisfaction of customer needs due to the existence of strategic planning?

To this question, the answers were provided by 52 respondents with a maximum of 156 points. It must also be remembered that the maximum score of yes for each respondent, there were 3 points while we had 52 respondents, which gives us a maximum score of 156 points, which is also 100% of the points awarded by 52 respondents.

By analyzing the results found on the ground on the question of whether a meeting customer needs by service of strategic planning, the satisfaction of the needs of the customers are due to the implementation of strategic planning, the majority of points expressed 77% report that the satisfaction of customer needs is due to the existence of effective strategic planning. We note that this score is not approved by all respondents hence the other factors that are causing customer satisfaction but we see that this Strategic planning is a primary source of customer satisfaction. Question 5: In your opinion, is strategic planning Important?

For this question, the answers were provided by 52 respondents with a maximum of 156 points. It must also be remembered that the maximum score of yes for each respondent, there were 3 points while we had 52 respondents, which gives us a maximum score of 156 points, which is also 100% of the points awarded by 52 respondents. The question was whether the employees recognize the importance of strategic planning. The results showed that 82% of points obtained according to respondents "recognize this importance.

By analyzing these data, we realize that the Hope Design employees have already yet understood the importance of strategic planning which leads to its effectiveness and consequently has positive impact to the performance of this company. Question 6: Are you satisfied with the way strategic planning is implemented?

For this question, the answers were provided by 52 respondents with a maximum of 99 points. It must also be remembered that the maximum score of yes for each respondent, there were 3 points while we had 52 respondents, which gives us a maximum score of 156 points, which is also is 100% of the points awarded by 52 respondents. The obtained results on the ground show that 94% of the points expressed by all respondents confirmed that the satisfaction of the implementation of strategic planning within Hope Design. This shows that strategic planning provides staff satisfaction and allows for transparency. Question 7: Is meeting deadlines for achieving the objectives set by Hope Design Satisfactory?

For this question, the answers were provided by 52 respondents with a maximum of 156 points. It must also be remembered that the maximum score of yes for each respondent, there were 3 points while we had 52 respondents, which gives us a maximum score of 156 points, which is also 100% of the points awarded by 52 respondents. For this category, the results show that 91% of points expressed by all respondents confirmed the timeframe for achieving the strategic objectives set by the Hope Design is satisfactory and this proves that the strategic planning is well ensured. Question 8: Is turnover increase strong?

For this question, the responses were provided by 52 respondents with a maximum of 156 points. It must also be remembered that the maximum score of yes for each respondent, there were 3 points while we had 52 respondents, which gives us a maximum score of 156 points, which is also 100% of the points awarded by 52 respondents. However, The results showed that 88% of the points expressed by all respondents stated that the increase in turnover was strong thanks to the implementation of strategic planning. It makes us realize that this management is very important to the life of the HOPE DESIGN. We must also draw a conclusion that once the turnover increases, staff and customers also benefit. Question 9: The quality of the specifications and standards service is good?

For this question, the responses were provided by 52 respondents with a maximum of 156 points. It must also be remembered that the maximum score of yes for each respondent, there were 3 points while we had 52 respondents, which gives us a maximum score of 156 points, which is also 100% of the points awarded by 52 respondents. Regarding this category, you find that 90% of the points expressed by all the interviewees converged on the answer that has the quality specifications and standards service is good. In analyzing these results, we find that in the Hope Design, strategic planning is taken into consideration with all its indicators. Question 10: Is the contribution of Strategic planning on the performance of Hope Design satisfactory?

For this question, the responses were provided by all respondents. The results showed that 93% of the points expressed by all respondents stated that the strategic planning contribute satisfactory to the performance of the company. It makes us realize that this strategic planning play a great of importance in achieving strategic objectives and goals which consequently contributes to its performance. Question 11: Importance of effective strategic planning leads to effective organizational communication?

Regarding research, the results showed that 87% of the issues raised by respondents agree that strategic planning allows developing or enhancing effective organizational communication. Question 12:

Effective strategic planning is to strengthen Human Resource Management?

For this category, the results show that 89% of the points expressed, the respondents confirmed that effective strategic planning is to create a positive impact on Human Resource Management in Hope Design. Question 13: Organisational growth is achieved through effective strategic planning?

The results show that for 94% of the points, the respondents said that the effective strategic planning lead to the business growth. This proves that strategic planning is very important to manage the organization well because it allows the business to grow. Question 14: Effective strategic planning allows to take better decision. The results show that 93% of the points, the respondents said that effective strategic planning allows the organization to take better decision. This proves that strategic planning can help the organisation to build its performance. Question 15: Trough Effective strategic planning problems are handled with better solution?

The results show that for 86% of the points, the respondents said that effective strategic planning allows the board management of the company to take better better solution on any problem occurs. This proves that strategic planning helps managers to handle problems in effective way and contribute to the performance of the business. Question 16: Effective strategic planning improves customer satisfaction?

The results show that for 86% of the points, the respondents said that strategic planning allows attracting customers and increasing the level of customer satisfaction. This proves that effective strategic planning is very important to manage the business because it allows the increase of the clientele and also improves the customer satisfaction which consequently has a positive impact on the performance of the Business.

## CONCLUSION

From the findings of the research carried out, the researcher concludes that effective strategic planning is very vital tool which should not be taken for granted. An organization which needs to excel must use effective strategic planning to withstand competitive advantage over its competitors. Strategic planning is applicable to all organizations regardless of their size and scope of operations. The management of the organizations should establish the need for effective strategic planning in their respective organizations and formulate policies and budgets for achieving organizational goals. By establishing the need for strategic planning, the management will collectively work towards achieving the corporate objectives of the firm. It is evident that the firms that use strategic planning perform better compared to those don't and therefore managers should understand that strategic planning provides direction to the overall organization in achieving corporate goals.

There are immense barriers to strategic planning process and these barriers can be overcome by aligning organization structure with the corporate goals and involving employees in strategy formulation since they will be responsible in implementing those strategies. The challenges can also be overcome by communicating effectively to employees on what they are supposed to perform in order to achieve organizational goals. This can be done by communicating the corporate goals to employees. This will bring unity of purpose thus achieving organizational goals. In order to effectively carry out strategic planning, the corporate goals should be clear and achievable within the stated time frame. The goals should not be ambiguous and general but rather they should be specific and understandable.

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