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ANNEXURE A:

PHASE ONE - DISCUSSION GUIDE

PHASE ONE
IN-DEPTH INTERVIEWS AMONGST HOTEL EXECUTIVES
Discussion Guide

Introduction & background

Interviewer introduces himself and state the aim of the discussion - that is to discuss the processes of strategic planning, implementation and control in the company. Responses are confidential and analysed using qualitative and textual content analysis techniques.

Interviewer will also inform the respondent that the interview will be recorded for transcribing and analysis purposes.

Ask the respondent to state his/her name, position and the name of the hotel or group he/she represents.

Section A: About your hotel/group

- Please tell me a bit about your hotel/group
    - o   Is it part of a chain (international, national)?
    - o   How many rooms does the hotel have?
    - o   What star rating does it have?
    - o   How long has the hotel been in existence?
    - o   Please comment on the organisational life cycle it is in [Interviewer: Establish if the organisation is in start-up, growth, maturity or decline phase of the organisational life cycle)

Section B: Strategic planning

What importance is placed by management on the formal processes of strategic planning? Why do you say so?

To what extent is strategic planning taking place?

Is it a formal process?

Do you feel it is sufficiently addressed?

How often is formal strategic planning sessions held in your company?

Who is involved (levels)?

Tell me about your strategic planning framework. Is it a one-year plan, a five-year plan?

How is the strategic intent of your head office filtered down to your hotel?

Which strategic planning process best describes your planning culture: top to bottom or bottom-up?

Are there different plans for each unit/department/geographical area?

Do you use any known theoretical planning tools? Please mention.

Would you say that the strategic intent of the company is communicated to all? Please elaborate?

Would you say it is understood by all? Please elaborate?

How is the monitored?

What mediums are used to communicate the strategic intent? [Interviewer: Discuss direct and indirect mediums, e.g. e-mail, workshops, etc.]

Section C: Strategy implementation

To what extent do you feel strategy implementation is successfully done in your company?

What would you say are the key barriers that restrict your company to move from strategic planning to strategy execution?

The literature notes the components of strategy implementation as communication, interpretation, adoption and action. Please tell me, which component do you regard as the biggest challenge in strategy implementation? Can you motivate?

Would you say that management provides enough support in the form of human and physical resources to implement strategies successful?

Let's talk about each of the components separately. What specific problems or challenges are you aware of in your company with regards to components when implementing strategy?

- communicating
- interpretation
- adoption
- action

Would you say that your company culture in general is conducive for effective strategy implementation?

Let's talk about the following factors and how it influences implementation:

- Motivation amongst staff
- Human resources (capabilities)
- Training
- Information systems
- Performance appraisal
- Work design
- Workload and conflicting activities
- Flexibility
- Adapting to market changes
- Competitor response
- Group functioning & team work

- Attitudes amongst employees
- Resistance to change
- Power and politics

Which facets would you say is critical when implementing strategy?

What can be done to overcome barriers to strategy implementation and support this process?

Section D: Strategic control

- What importance would you say is placed by executive management on the formal processes of strategic control?

- What processes or tools are used by your company to monitor strategy implementation? This can include information systems, reports and meetings?

- How often is strategy implementation milestones monitored?

- Is it a routine process or sporadic? Please elaborate on its effectiveness?

- Are these processes and tools effective? Why do you say so?

- What factors hamper strategy control most in your company?

ANNEXURE B:

PHASE TWO - QUESTIONNAIRE

PHASE TWO

SURVEY AMONGST HOTEL MANAGERS

Questionnaire

From strategic planning to strategy implementation within the hotel industry in South Africa

SECTION A: DEMOGRAPHIC CHARACTERISTICS
Please respond to all the questions

Your position in the company?

Managing Director	1	
Senior Executive	2	
Middle Management	3	
Other (please specify)	4	/1

Highest educational level achieved?

Matric/ Grade 12	1	
Diploma	2	
Bachelors degree	3	
Post graduate	4	/2

SECTION B: BUSINESS DEMOGRAPHICS
Which category best describes your hotel structure?

International chain of hotels	1	
National chain of hotels	2	
Singe hotel - stand alone	3	/3

Please provide some detail about your hotel:

Number of rooms		/4.1
Number of staff		/4.2

Star rating:

Star rating		/5

SECTION C: STRATEGIC PLANNING

How often is formal strategic planning sessions held in your company?

Bi-annually	0	
Yearly	1	
Every two years	2	
Every three years	3	
Every four years	4	
Every five years	5	
Other (specify)	6	/6

Who are involved in these planning sessions?

Executive/Top management	1	
Middle management	2	
Lower management	3	
All staff members	4	
Other (specify)	5	/7

Please rate the effectiveness/success of each of the strategic management functions. Please use a scale where 1 = Not effective at all; 2 = Not effective; 3 = In-between; 4 = Effective; and 5 = Very effective.

	Rating	
Strategic planning		/8.1
Implementation		/8.2
Support		/8.3
Control		/8.4

Please evaluate your executive management with regard to the following. Please use a scale where 1 = Very low; 2 = Low; 3 = In-between; 4 = High; and 5 = Very high.

	Rating	
Strategic planning and formulation capabilities		/9.1
Market analysis capabilities		/9.2
Pro-actively keeping up-to-date on market & consumer changes		/9.3
Understanding the dynamics of the hotel industry		/9.4
Involving all levels in strategic planning		/9.5
Provides valuable feedback on strategically important issues to me		/9.6
Giving regular feedback on strategic achievements and meeting of goals		/9.7
Strategy implementation		/9.8
Monitoring strategy execution		
Ability to translate strategy into action		/9.9
Measuring strategy implementation effectiveness		/9.10

Which of the following theoretical models and processes do you use to do strategic planning?

SWOT analysis	1
Environment scanning	2
PEST analysis	3
Scenario analysis	4
Competitor analysis	5
Five-forces model	6
Portfolio analysis	7
BCG-Growth Share Matrix	8
Diamond analysis	9
Value chain analysis	10
Customer satisfaction analysis	11
Employee satisfaction analysis	12
PIMS (Profit Impact of Market Strategy)	13
Other (specify)	14

/10

What time related strategic plan does your company follow?

A one year plan	1
A two year plan	2
A three year plan	3
A five year plan	5
Other (specify)	6

/11

SECTION D: STRATEGY IMPLEMENTATION

What would you say are the key barriers that restrict your company to move from strategic planning to strategy execution?

……
……
………………………………………………………………………………………………………./12

Which facets would you say is critical when implementing strategy?

……
……
………………………………………………………………………………………………………./13

Please rate the effectiveness/success of the strategic implementation process in your company with regard to the following four processes [Please use a scale where 1 = Not effective at all; 2 = Not effective; 3 = In-between; 4 = Effective; 5 = Very effective.

	Rating	
(a) Communication		/14.1
(b) Interpretation		/14.2
(c) Adoption		/14.3
(d) Action		/14.4

A literature review has identified a number of impeders of strategy implementation. Please rate the items listed below by indicating to what extent they hamper strategy implementation in your company [1 = Not at all; to 5 = To a large extent.

	Rating	
Lack of exact strategic planning		/15.1
Bad strategy – poorly conceived business models		/15.2
Insufficient linking of strategy to goals		/15.3
Time limitation		/15.4
Lack of swift implementation		/15.5
Lack of synchronising strategy implementation to market rhythm/pulse		/15.6
Unanticipated market changes		/15.7
Effective competitor response to strategy		/15.8
Lack of consensus among decision makers		/15.9
Too many and conflicting priorities		/15.10
Top down management style		/15.11
Lack of bottom up involvement in crafting strategy		/15.12
Lack of identification of major problems		/15.13
Incompatible structure with the strategy		/15.14
Unsuitable resources allocation		/15.15
Lack of adequate communication (vertical and horizontal)		/15.16
Lack of effective co-ordination		/15.17
Incompatible organisational culture		/15.18
Competing activities among people/units		/15.19
Unsuitable evaluation and control systems		/15.20
Unsuitable leadership		/15.21
Lack of adequate organisational support		/15.22
Lack of adequate manager commitment		/15.23
Unsuitable personnel management		/15.24
Uncontrollable internal factors		/15.25
Uncontrollable external factors		/15.26
Lack of enough capabilities/skills of employees		/15.27
Resistance to change among people/units		/15.28
Lack of understanding of the strategy		/15.29

SECTION E: STRATEGIC CONTROL

What importance would you say is placed by executive management on the formal processes of (a) strategic coordination, (b) support, (c) control, (d) follow-up and (e) feedback? Please use a scale of 1 to 5 where 1 = Not important at all; 2 = Not important; 3 = In-between; 4 = Important; and 5 = Very important

	Importance	
(a) Strategic coordination		/16.1
(b) Support		/16.2
(c) Control		/16.3
(d) Follow-up		/16.4
(e) Feedback		/16.5

How would you rate the effectiveness of executive management on the formal processes of (a) strategic coordination, (b) support, (c) control, (d) follow-up and (e) feedback? Please use a scale of 1 to 5 where 1 = Not effective at all; 2 = Not effective; 3 = In-between; 4 = Effective; and 5 = Very effective.

	Effectiveness	
(a) Strategic coordination		/17.1
(b) Support		/17.2
(c) Control		/17.3
(d) Follow-up		/17.4
(e) Feedback		/17.5

What processes are employed by your company to monitor strategy implementation?

……………………………………………………………………………………………………

……………………………………………………………………………………………………

………………………………………………………………………………………………./18

What factors hamper strategy control most in your company?

……………………………………………………………………………………………………

……………………………………………………………………………………………………

………………………………………………………………………………………………./19

Thank you!

David Leslie
PhD Student

ANNEXURE C:

PHASE THREE – EVALUATION FORM

PHASE THREE

FOCUS GROUP DISCUSSION WITH HOTEL MANAGERS

Discussion Guide

Introduction & background

Interviewer introduces himself and state the aim of the discussion - that is to present and discuss the model developed by the researcher/facilitator.

Presenting the model

Facilitator presents the model and explains how it was developed. The moderator also explains the different concepts and how it should be used.

- Please review the model and comment on:
  - o Ease of understanding
  - o Practicality
  - o Completeness/Cover of key success factor
- Any recommendations that could improve the understanding, content and practicality of the model

ANNEXURE D:

STATISTICAL OUTPUT - INTERNAL CONSISTENCY RELIABILITY

Crosstabs

Hotel structure: * Approximately 50 % of cases (SAMPLE)

Crosstab

			Approximately 50 % of cases (SAMPLE)		Total
			Group A	Group B	
Hotel structure:	International	Count	21	16	37
		Expected Count	21.2	15.8	37.0
		% within Approximately 50 % of cases (SAMPLE)	60.0%	61.5%	60.7%
		% of Total	34.4%	26.2%	60.7%
	National	Count	5	3	8
		Expected Count	4.6	3.4	8.0
		% within Approximately 50 % of cases (SAMPLE)	14.3%	11.5%	13.1%
		% of Total	8.2%	4.9%	13.1%
	Single	Count	9	7	16
		Expected Count	9.2	6.8	16.0
		% within Approximately 50 % of cases (SAMPLE)	25.7%	26.9%	26.2%
		% of Total	14.8%	11.5%	26.2%
Total		Count	35	26	61
		Expected Count	35.0	26.0	61.0
		% within Approximately 50 % of cases (SAMPLE)	100.0%	100.0%	100.0%
		% of Total	57.4%	42.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.100[a]	2	.951
Likelihood Ratio	.101	2	.951
Linear-by-Linear Association	.000	1	.988
N of Valid Cases	61		

a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 3.41.

Star rating: * Approximately 50 % of cases (SAMPLE)

Crosstab

			Approximately 50 % of cases (SAMPLE) Group A	Approximately 50 % of cases (SAMPLE) Group B	Total
Star rating:	3	Count	16	13	29
		Expected Count	16.6	12.4	29.0
		% within Approximately 50 % of cases (SAMPLE)	45.7%	50.0%	47.5%
		% of Total	26.2%	21.3%	47.5%
	4	Count	13	6	19
		Expected Count	10.9	8.1	19.0
		% within Approximately 50 % of cases (SAMPLE)	37.1%	23.1%	31.1%
		% of Total	21.3%	9.8%	31.1%
	5	Count	6	7	13
		Expected Count	7.5	5.5	13.0
		% within Approximately 50 % of cases (SAMPLE)	17.1%	26.9%	21.3%
		% of Total	9.8%	11.5%	21.3%
Total		Count	35	26	61
		Expected Count	35.0	26.0	61.0
		% within Approximately 50 % of cases (SAMPLE)	100.0%	100.0%	100.0%
		% of Total	57.4%	42.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.675[a]	2	.433
Likelihood Ratio	1.696	2	.428
Linear-by-Linear Association	.071	1	.789
N of Valid Cases	61		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.54.

Annexure D   *Statistical output – Internal consistency reliability*

Number of rooms: * Approximately 50 % of cases (SAMPLE)

Crosstab

| | | | Approximately 50 % of cases (SAMPLE) | | |
			Group A	Group B	Total
Number of rooms:	1 - 150	Count	14	16	30
		Expected Count	17.2	12.8	30.0
		% within Approximately 50 % of cases (SAMPLE)	40.0%	61.5%	49.2%
		% of Total	23.0%	26.2%	49.2%
	151 - 250	Count	7	5	12
		Expected Count	6.9	5.1	12.0
		% within Approximately 50 % of cases (SAMPLE)	20.0%	19.2%	19.7%
		% of Total	11.5%	8.2%	19.7%
	250+	Count	14	5	19
		Expected Count	10.9	8.1	19.0
		% within Approximately 50 % of cases (SAMPLE)	40.0%	19.2%	31.1%
		% of Total	23.0%	8.2%	31.1%
Total		Count	35	26	61
		Expected Count	35.0	26.0	61.0
		% within Approximately 50 % of cases (SAMPLE)	100.0%	100.0%	100.0%
		% of Total	57.4%	42.6%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.478[a]	2	.176
Likelihood Ratio	3.574	2	.167
Linear-by-Linear Association	3.408	1	.065
N of Valid Cases	61		

[a.] 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.11.

NPar Tests

Mann-Whitney Test

Ranks

	Approximately 50 %	N	Mean Rank	Sum of Ranks
7.1 Strategic planning	Group A	35	33.54	1174.00
	Group B	26	27.58	717.00
	Total	61		
7.2 Implementation	Group A	35	32.07	1122.50
	Group B	26	29.56	768.50
	Total	61		
7.3 Support	Group A	35	32.70	1144.50
	Group B	26	28.71	746.50
	Total	61		
7.4 Control	Group A	35	32.57	1140.00
	Group B	26	28.88	751.00
	Total	61		

Test Statistics [a]

	7.1 Strategic planning	7.2 Implementation	7.3 Support	7.4 Control
Mann-Whitney U	366.000	417.500	395.500	400.000
Wilcoxon W	717.000	768.500	746.500	751.000
Z	-1.515	-.646	-1.054	-.955
Asymp. Sig. (2-tailed)	.130	.518	.292	.339

[a]. Grouping Variable: Approximately 50 % of cases (SAMPLE)

ANNEXURE E:

STATISTICAL OUTPUT – TABULAR RESULTS

Tabular Results

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
1. Respondent's position in the company:	Managing Director	n	10	6	4	5	4	1	3	7
		%	16%	13%	25%	17%	21%	8%	10%	23%
	Senior Executive	n	21	17	4	3	10	8	9	12
		%	34%	38%	25%	10%	53%	62%	30%	39%
	Middle Management	n	10	7	3	7	1	2	7	3
		%	16%	16%	19%	24%	5%	15%	23%	10%
	General Management	n	20	15	5	14	4	2	11	9
		%	33%	33%	31%	48%	21%	15%	37%	29%
Total		n	61	45	16	29	19	13	30	31
		%	100%	100%	100%	100%	100%	100%	100%	100%

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
2. Highest educational level achieved:	Matric/Grade 12	n	5	4	1	3		2	2	3
		%	8%	9%	6%	10%		15%	7%	10%
	Diploma	n	27	16	11	12	10	5	14	13
		%	44%	36%	69%	41%	53%	38%	47%	42%
	Bachelors degree	n	19	16	3	8	7	4	9	10
		%	31%	36%	19%	28%	37%	31%	30%	32%
	Post graduate	n	10	9	1	6	2	2	5	5
		%	16%	20%	6%	21%	11%	15%	17%	16%
Total		n	61	45	16	29	19	13	30	31
		%	100%	100%	100%	100%	100%	100%	100%	100%

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
3. Which category best describes your hotel structure?	International chain of hotels	n	37	37		16	12	9	13	24
		%	61%	82%		55%	63%	69%	43%	77%
	National chain of hotels	n	8	8		6	2		5	3
		%	13%	18%		21%	11%		17%	10%
	Single hotel - stand alone	n	16		16	7	5	4	12	4
		%	26%		100%	24%	26%	31%	40%	13%
Total		n	61	45	16	29	19	13	30	31
		%	100%	100%	100%	100%	100%	100%	100%	100%

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
4a. Number of rooms?	1 - 150	n	30	18	12	16	8	6	30	
		%	49%	40%	75%	55%	42%	46%	100%	
	150+	n	31	27	4	13	11	7		31
		%	51%	60%	25%	45%	58%	54%		100%
Total		n	61	45	16	29	19	13	30	31
		%	100%	100%	100%	100%	100%	100%	100%	100%

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
4b. Number of permanent staff employed?	1 - 150	n	35	21	14	19	10	6	29	6
		%	57%	47%	88%	66%	53%	46%	97%	19%
	150+	n	26	24	2	10	9	7	1	25
		%	43%	53%	13%	34%	47%	54%	3%	81%
Total		n	61	45	16	29	19	13	30	31
		%	100%	100%	100%	100%	100%	100%	100%	100%

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
5. How often is formal strategic planning sessions held in your company?	Bi-annually	n	11	9	2	5	3	3	3	8
		%	18%	20%	13%	17%	16%	23%	10%	26%
	Yearly	n	41	28	13	20	13	8	22	19
		%	67%	62%	81%	69%	68%	62%	73%	61%
	Every two years	n	7	6	1	3	2	2	4	3
		%	11%	13%	6%	10%	11%	15%	13%	10%
	Every three years	n	2	2		1	1		1	1
		%	3%	4%		3%	5%		3%	3%
Total		n	61	45	16	29	19	13	30	31
		%	100%	100%	100%	100%	100%	100%	100%	100%

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
6. Who are involved in these planning sessions?	Executive/Top management	n	54	38	16	27	18	9	29	25
		%	89%	84%	100%	93%	95%	69%	97%	81%
	Units management	n	40	31	9	20	11	9	20	20
		%	66%	69%	56%	69%	58%	69%	67%	65%
	Middle management	n	17	12	5	7	5	5	7	10
		%	28%	27%	31%	24%	26%	38%	23%	32%
	Lower management	n	5	3	2	2	1	2	3	2
		%	8%	7%	13%	7%	5%	15%	10%	6%
	All staff members	n	2	1	1	1	1		2	
		%	3%	2%	6%	3%	5%		7%	
Total		n	61	45	16	29	19	13	30	31
		%	193%	189%	206%	197%	189%	192%	203%	184%

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
7.1 Strategic planning	Not effective	%	2%		6%		5%		3%	
	In-between	%	41%	42%	38%	38%	47%	38%	43%	39%
	Effective	%	51%	49%	56%	59%	37%	54%	50%	52%
	Very effective	%	7%	9%		3%	11%	8%	3%	10%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
7.2 Implementation	Not effective	%	7%	7%	6%	7%	11%		3%	10%
	In-between	%	54%	51%	63%	55%	53%	54%	60%	48%
	Effective	%	36%	38%	31%	34%	37%	38%	33%	39%
	Very effective	%	3%	4%		3%		8%	3%	3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
7.3 Support	Not effective at all	%	2%	2%			5%			3%
	Not effective	%	15%	9%	31%	3%	26%	23%	23%	6%
	In-between	%	49%	51%	44%	59%	32%	54%	47%	52%
	Effective	%	31%	33%	25%	34%	37%	15%	27%	35%
	Very effective	%	3%	4%		3%		8%	3%	3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
7.4 Control	Not effective at all	%	2%	2%			5%			3%
	Not effective	%	13%	11%	19%	14%	11%	15%	17%	10%
	In-between	%	48%	51%	38%	52%	47%	38%	50%	45%
	Effective	%	34%	33%	38%	28%	37%	46%	27%	42%
	Very effective	%	3%	2%	6%	7%			7%	
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31

Annexure E   *Statistical output – Tabular results*

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
8.1 Strategic planning and formulation capabilities	Low	%	11%	13%	6%	7%	21%	8%	10%	13%
	In-between	%	30%	27%	38%	31%	32%	23%	30%	29%
	High	%	54%	56%	50%	59%	42%	62%	57%	52%
	Very high	%	5%	4%	6%	3%	5%	8%	3%	6%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.2 Market analysis capabilities	Low	%	13%	9%	25%	3%	26%	15%	23%	3%
	In-between	%	31%	31%	31%	31%	26%	38%	30%	32%
	High	%	49%	53%	38%	59%	42%	38%	40%	58%
	Very high	%	7%	7%	6%	7%	5%	8%	7%	6%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.3 Pro-actively keeping up-to-date on market & consumer changes	Very low	%	2%		6%		5%		3%	
	Low	%	3%	2%	6%		5%	8%	7%	
	In-between	%	36%	38%	31%	34%	32%	46%	37%	35%
	High	%	56%	58%	50%	62%	58%	38%	53%	58%
	Very high	%	3%	2%	6%	3%		8%		6%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.4 Understanding the dynamics of the hotel industry	Low	%	5%	2%	13%		11%	8%	7%	3%
	In-between	%	28%	31%	19%	38%	21%	15%	30%	26%
	High	%	54%	56%	50%	52%	53%	62%	57%	52%
	Very high	%	13%	11%	19%	10%	16%	15%	7%	19%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.5 Involving all levels in strategic planning	Very low	%	5%	4%	6%	3%	11%		7%	3%
	Low	%	20%	18%	25%	14%	32%	15%	17%	23%
	In-between	%	43%	44%	38%	45%	37%	46%	43%	42%
	High	%	30%	29%	31%	34%	21%	31%	27%	32%
	Very high	%	3%	4%		3%		8%	7%	
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.6 Provides valuable feedback on strategically important issues to me	Very low	%	2%	2%			5%			3%
	Low	%	11%	11%	13%	7%	26%		10%	13%
	In-between	%	43%	42%	44%	52%	26%	46%	40%	45%
	High	%	38%	36%	44%	38%	32%	46%	37%	39%
	Very high	%	7%	9%		3%	11%	8%	13%	
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.7 Giving regular feedback on strategic achievements and meeting of goals	Very low	%	2%	2%			5%			3%
	Low	%	16%	18%	13%	14%	32%		17%	16%
	In-between	%	44%	42%	50%	52%	37%	38%	43%	45%
	High	%	34%	36%	31%	31%	21%	62%	37%	32%
	Very high	%	3%	2%	6%	3%	5%		3%	3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.8 Strategy implementation	Low	%	15%	13%	19%	7%	37%		10%	19%
	In-between	%	57%	58%	56%	66%	32%	77%	53%	61%
	High	%	23%	24%	19%	24%	32%	8%	33%	13%
	Very high	%	5%	4%	6%	3%		15%	3%	6%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.9 Monitoring strategy execution	Low	%	16%	11%	31%	14%	21%	15%	17%	16%
	In-between	%	48%	53%	31%	45%	58%	38%	47%	48%
	High	%	34%	33%	38%	38%	21%	46%	33%	35%
	Very high	%	2%	2%		3%			3%	
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.10 Ability to translate strategy into action	Very low	%	2%		6%		5%		3%	
	Low	%	8%	7%	13%	7%	16%		7%	10%
	In-between	%	52%	56%	44%	52%	58%	46%	60%	45%
	High	%	34%	36%	31%	34%	21%	54%	27%	42%
	Very high	%	3%	2%	6%	7%			3%	3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
8.11 Measuring strategy implementation effectiveness	Very low	%	5%	4%	6%		16%		3%	6%
	Low	%	10%	7%	19%	3%	21%	8%	10%	10%
	In-between	%	49%	53%	38%	59%	32%	54%	50%	48%
	High	%	33%	31%	38%	31%	32%	38%	33%	32%
	Very high	%	3%	4%		7%			3%	3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
9. Which of the following theoretical models and processes do you use?	SWOT analysis	n	51	38	13	22	17	12	22	29
		%	84%	84%	81%	76%	89%	92%	73%	94%
	Environment scanning	n	20	15	5	6	8	6	5	15
		%	33%	33%	31%	21%	42%	46%	17%	48%
	PEST analysis	n	19	15	4	8	6	5	5	14
		%	31%	33%	25%	28%	32%	38%	17%	45%
	Scenario analysis	n	10	7	3	4	5	1	3	7
		%	16%	16%	19%	14%	26%	8%	10%	23%
	Competitor analysis	n	21	15	6	9	9	3	9	12
		%	34%	33%	38%	31%	47%	23%	30%	39%
	Five-forces model	n	9	5	4	7	1	1	5	4
		%	15%	11%	25%	24%	5%	8%	17%	13%
	Portfolio analysis	n	2	1	1	1	1		1	1
		%	3%	2%	6%	3%	5%		3%	3%
	BCG-Growth Share Matrix	n	5	4	1	4		1	2	3
		%	8%	9%	6%	14%		8%	7%	10%
	Diamond analysis	n	1	1		1			1	
		%	2%	2%		3%			3%	
	Value chain analysis	n	36	28	8	16	11	9	17	19
		%	59%	62%	50%	55%	58%	69%	57%	61%
	Customer satisfaction analysis	n	48	36	12	19	16	13	24	24
		%	79%	80%	75%	66%	84%	100%	80%	77%
	Employee satisfaction analysis	n	35	25	10	15	11	9	16	19
		%	57%	56%	63%	52%	58%	69%	53%	61%
	PIMS (Profit Impact of Market Strategy)	n	1	1				1		1
		%	2%	2%				8%		3%
Total		n	61	45	16	29	19	13	30	31
		%	423%	424%	419%	386%	447%	469%	367%	477%

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
10. What time related strategic plan does your company follow?	One year plan	n	25	16	9	9	11	5	14	11
		%	41%	36%	56%	31%	58%	38%	47%	35%
	Two year plan	n	2	1	1	2			2	
		%	3%	2%	6%	7%			7%	
	Three year plan	n	27	22	5	15	7	5	12	15
		%	44%	49%	31%	52%	37%	38%	40%	48%
	Five year plan	n	7	6	1	3	1	3	2	5
		%	11%	13%	6%	10%	5%	23%	7%	16%
Total		n	61	45	16	29	19	13	30	31
		%	100%	100%	100%	100%	100%	100%	100%	100%

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			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
13.1 Communication	Not effective at all	%	2%	2%			5%			3%
	Not effective	%	16%	18%	13%	17%	11%	23%	20%	13%
	In-between	%	56%	53%	63%	59%	53%	54%	50%	61%
	Effective	%	25%	24%	25%	24%	32%	15%	30%	19%
	Very effective	%	2%	2%				8%		3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
13.2 Interpretation	Not effective	%	21%	22%	19%	17%	26%	23%	20%	23%
	In-between	%	54%	56%	50%	55%	58%	46%	53%	55%
	Effective	%	23%	22%	25%	28%	16%	23%	23%	23%
	Very effective	%	2%		6%			8%	3%	
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
13.3 Adoption	Not effective	%	18%	18%	19%	21%	5%	31%	20%	16%
	In-between	%	56%	53%	63%	59%	63%	38%	47%	65%
	Effective	%	23%	24%	19%	21%	26%	23%	30%	16%
	Very effective	%	3%	4%			5%	8%	3%	3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
13.4 Action	Not effective	%	8%	9%	6%	14%	5%		7%	10%
	In-between	%	64%	62%	69%	62%	63%	69%	63%	65%
	Effective	%	26%	27%	25%	24%	32%	23%	30%	23%
	Very effective	%	2%	2%				8%		3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31

Statistical output – Tabular results

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
14.1 Lack of exact strategic planning	Not at all	%	3%	2%	6%	3%	5%		7%	
	To a little extent	%	46%	49%	38%	55%	47%	23%	50%	42%
	To some extent	%	30%	33%	19%	21%	26%	54%	17%	42%
	To a large extent	%	20%	16%	31%	21%	21%	15%	23%	16%
	Completely	%	2%		6%			8%	3%	
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.2 Bad strategy - poorly conceived business models	Not at all	%	11%	9%	19%	10%	11%	15%	7%	16%
	To a little extent	%	56%	60%	44%	59%	53%	54%	63%	48%
	To some extent	%	26%	27%	25%	21%	32%	31%	20%	32%
	To a large extent	%	7%	4%	13%	10%	5%		10%	3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.3 Insufficient linking of strategy to goals	Not at all	%	7%	7%	6%	7%	5%	8%	13%	
	To a little extent	%	46%	51%	31%	59%	37%	31%	43%	48%
	To some extent	%	36%	33%	44%	31%	37%	46%	37%	35%
	To a large extent	%	8%	9%	6%		16%	15%	3%	13%
	Completely	%	3%		13%	3%	5%		3%	3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.4 Time limitation	Not at all	%	7%	7%	6%	10%	5%		3%	10%
	To a little extent	%	20%	16%	31%	10%	26%	31%	33%	6%
	To some extent	%	38%	40%	31%	45%	26%	38%	27%	48%
	To a large extent	%	28%	31%	19%	24%	37%	23%	27%	29%
	Completely	%	8%	7%	13%	10%	5%	8%	10%	6%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.5 Lack of swift implementation	To a little extent	%	21%	20%	25%	24%	16%	23%	23%	19%
	To some extent	%	36%	40%	25%	38%	32%	38%	40%	32%
	To a large extent	%	36%	36%	38%	34%	42%	31%	33%	39%
	Completely	%	7%	4%	13%	3%	11%	8%	3%	10%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.6 Lack of synchronising strategy implementation to market rhythm/pulse	Not at all	%	2%	2%				8%		3%
	To a little extent	%	8%	7%	13%	7%	5%	15%	10%	6%
	To some extent	%	52%	56%	44%	55%	63%	31%	37%	68%
	To a large extent	%	30%	27%	38%	34%	26%	23%	43%	16%
	Completely	%	8%	9%	6%	3%	5%	23%	10%	6%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.7 Unanticipated market changes	Not at all	%	3%	2%	6%	3%	5%			6%
	To a little extent	%	44%	44%	44%	34%	37%	77%	43%	45%
	To some extent	%	43%	44%	38%	52%	42%	23%	43%	42%
	To a large extent	%	10%	9%	13%	10%	16%		13%	6%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.8 Effective competitor response to strategy	Not at all	%	16%	16%	19%	14%	16%	23%	17%	16%
	To a little extent	%	59%	62%	50%	59%	74%	38%	57%	61%
	To some extent	%	21%	20%	25%	24%	5%	38%	20%	23%
	To a large extent	%	3%	2%	6%	3%	5%		7%	
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.9 Lack of consensus among decision makers	Not at all	%	11%	11%	13%	3%	21%	15%	3%	19%
	To a little extent	%	41%	40%	44%	38%	47%	38%	40%	42%
	To some extent	%	38%	42%	25%	48%	21%	38%	43%	32%
	To a large extent	%	7%	7%	6%	7%	5%	8%	10%	3%
	Completely	%	3%		13%	3%	5%		3%	3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.10 Too many and conflicting priorities	To a little extent	%	31%	33%	25%	34%	26%	31%	23%	39%
	To some extent	%	34%	38%	25%	34%	26%	46%	37%	32%
	To a large extent	%	21%	22%	19%	17%	26%	23%	23%	19%
	Completely	%	13%	7%	31%	14%	21%		17%	10%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
14.11 Top down management style	To a little extent	%	39%	42%	31%	41%	42%	31%	37%	42%
	To some extent	%	38%	40%	31%	31%	37%	54%	33%	42%
	To a large extent	%	20%	16%	31%	24%	16%	15%	27%	13%
	Completely	%	3%	2%	6%	3%	5%		3%	3%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
14.12 Lack of bottom up involvement in crafting strategy	To a little extent	%	31%	29%	38%	28%	42%	23%	30%	32%
	To some extent	%	33%	38%	19%	41%	16%	38%	27%	39%
	To a large extent	%	25%	22%	31%	24%	32%	15%	27%	23%
	Completely	%	11%	11%	13%	7%	11%	23%	17%	6%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.13 Lack of identification of major problems	Not at all	%	2%		6%	3%				3%
	To a little extent	%	44%	47%	38%	45%	32%	62%	43%	45%
	To some extent	%	38%	40%	31%	41%	42%	23%	43%	32%
	To a large extent	%	15%	13%	19%	10%	21%	15%	10%	19%
	Completely	%	2%		6%		5%		3%	
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.14 Incompatible structure with the strategy	Not at all	%	3%	4%			5%	8%		6%
	To a little extent	%	38%	36%	44%	48%	32%	23%	40%	35%
	To some extent	%	39%	44%	25%	31%	42%	54%	37%	42%
	To a large extent	%	18%	16%	25%	17%	21%	15%	23%	13%
	Completely	%	2%		6%	3%				3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.15 Unsuitable resources allocation	To a little extent	%	36%	38%	31%	45%	26%	31%	37%	35%
	To some extent	%	44%	47%	38%	34%	53%	54%	33%	55%
	To a large extent	%	16%	13%	25%	17%	16%	15%	27%	6%
	Completely	%	3%	2%	6%	3%	5%		3%	3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.16 Lack of adequate communication (vertical and horizontal)	Not at all	%	3%	2%	6%	3%		8%	7%	
	To a little extent	%	16%	13%	25%	21%	5%	23%	17%	16%
	To some extent	%	52%	56%	44%	62%	53%	31%	60%	45%
	To a large extent	%	25%	27%	19%	14%	32%	38%	13%	35%
	Completely	%	3%	2%	6%		11%		3%	3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.17 Lack of effective co-ordination	To a little extent	%	23%	20%	31%	24%	21%	23%	23%	23%
	To some extent	%	57%	62%	44%	66%	47%	54%	53%	61%
	To a large extent	%	18%	18%	19%	10%	26%	23%	20%	16%
	Completely	%	2%		6%		5%		3%	
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.18 Incompatible organisational culture	Not at all	%	5%	4%	6%	3%	5%	8%		10%
	To a little extent	%	48%	49%	44%	55%	42%	38%	50%	45%
	To some extent	%	30%	29%	31%	24%	32%	38%	27%	32%
	To a large extent	%	13%	16%	6%	14%	11%	15%	20%	6%
	Completely	%	5%	2%	13%	3%	11%		3%	6%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.19 Competing activities among people/units	Not at all	%	7%	4%	13%	7%	11%			13%
	To a little extent	%	38%	36%	44%	34%	42%	38%	33%	42%
	To some extent	%	34%	36%	31%	41%	26%	31%	40%	29%
	To a large extent	%	21%	24%	13%	17%	21%	31%	27%	16%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.20 Unsuitable evaluation and control systems	Not at all	%	3%	4%			5%	8%		6%
	To a little extent	%	33%	33%	31%	34%	32%	31%	30%	35%
	To some extent	%	46%	44%	50%	55%	42%	31%	40%	52%
	To a large extent	%	18%	18%	19%	10%	21%	31%	30%	6%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.21 Unsuitable leadership	Not at all	%	7%	7%	6%	3%		23%	10%	3%
	To a little extent	%	49%	49%	50%	59%	58%	15%	53%	45%
	To some extent	%	34%	38%	25%	28%	26%	62%	27%	42%
	To a large extent	%	10%	7%	19%	10%	16%		10%	10%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.22 Lack of adequate organisational support	Not at all	%	2%	2%				8%		3%
	To a little extent	%	43%	42%	44%	41%	37%	54%	40%	45%
	To some extent	%	46%	47%	44%	45%	58%	31%	57%	35%
	To a large extent	%	7%	7%	6%	10%		8%	3%	10%
	Completely	%	3%	2%	6%	3%	5%			6%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31

Annexure E   *Statistical output – Tabular results*

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
14.23 Lack of adequate manager commitment	Not at all	%	2%		6%	3%				3%
	To a little extent	%	33%	33%	31%	34%	26%	38%	43%	23%
	To some extent	%	49%	53%	38%	48%	53%	46%	43%	55%
	To a large extent	%	10%	11%	6%	7%	11%	15%	3%	16%
	Completely	%	7%	2%	19%	7%	11%		10%	3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.24 Unsuitable personnel management	Not at all	%	2%	2%				8%		3%
	To a little extent	%	44%	47%	38%	45%	37%	54%	43%	45%
	To some extent	%	43%	42%	44%	41%	58%	23%	47%	39%
	To a large extent	%	8%	9%	6%	7%	5%	15%	7%	10%
	Completely	%	3%		13%	7%			3%	3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.25 Uncontrollable internal factors	Not at all	%	5%	4%	6%	3%	5%	8%		10%
	To a little extent	%	36%	40%	25%	45%	21%	38%	40%	32%
	To some extent	%	52%	51%	56%	48%	58%	54%	53%	52%
	To a large extent	%	5%	4%	6%		16%		7%	3%
	Completely	%	2%		6%	3%				3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.26 Uncontrollable external factors	Not at all	%	3%	4%			5%	8%		6%
	To a little extent	%	30%	31%	25%	24%	26%	46%	33%	26%
	To some extent	%	64%	64%	63%	72%	63%	46%	63%	65%
	To a large extent	%	2%		6%	3%				3%
	Completely	%	2%		6%		5%		3%	
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.27 Lack of enough capabilities/skills of employees	To a little extent	%	28%	31%	19%	21%	32%	38%	13%	42%
	To some extent	%	46%	44%	50%	55%	32%	46%	60%	32%
	To a large extent	%	21%	22%	19%	21%	26%	15%	23%	19%
	Completely	%	5%	2%	13%	3%	11%		3%	6%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.28 Resistance to change among people/units	To a little extent	%	15%	16%	13%	21%	5%	15%	10%	19%
	To some extent	%	31%	31%	31%	34%	21%	38%	33%	29%
	To a large extent	%	46%	44%	50%	38%	58%	46%	50%	42%
	Completely	%	8%	9%	6%	7%	16%		7%	10%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.29 Lack of understanding of the strategy	To a little extent	%	10%	4%	25%	14%		15%	10%	10%
	To some extent	%	57%	64%	38%	62%	53%	54%	60%	55%
	To a large extent	%	30%	31%	25%	21%	42%	31%	27%	32%
	Completely	%	3%		13%	3%	5%		3%	3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.30 Communication of strategic intentions	Not at all	%	2%	2%			5%			3%
	To a little extent	%	20%	22%	13%	17%	26%	15%	27%	13%
	To some extent	%	66%	64%	69%	72%	58%	62%	60%	71%
	To a large extent	%	13%	11%	19%	10%	11%	23%	13%	13%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.31 Interpretation of strategic intentions	Not at all	%	2%	2%			5%			3%
	To a little extent	%	15%	11%	25%	10%	21%	15%	17%	13%
	To some extent	%	64%	64%	63%	83%	47%	46%	67%	61%
	To a large extent	%	20%	22%	13%	7%	26%	38%	17%	23%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.32 Adoption of strategic intentions	To a little extent	%	10%	7%	19%	7%	11%	15%	13%	6%
	To some extent	%	70%	71%	69%	66%	84%	62%	63%	77%
	To a large extent	%	20%	22%	13%	28%	5%	23%	23%	16%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
14.33 Action of strategic intentions	To a little extent	%	20%	16%	31%	17%	21%	23%	23%	16%
	To some extent	%	51%	51%	50%	52%	47%	54%	40%	61%
	To a large extent	%	28%	31%	19%	31%	26%	23%	33%	23%
	Completely	%	2%	2%			5%		3%	
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
15.1 Strategic coordination	Not important at all	%	3%	2%	6%		11%		3%	3%
	Not important	%	10%	4%	25%	10%	11%	8%	17%	3%
	In-between	%	30%	40%		24%	26%	46%	27%	32%
	Important	%	46%	40%	63%	55%	37%	38%	47%	45%
	Very important	%	11%	13%	6%	10%	16%	8%	7%	16%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
15.2 Support	Not important	%	16%	16%	19%	14%	16%	23%	13%	19%
	In-between	%	34%	31%	44%	28%	42%	38%	37%	32%
	Important	%	38%	38%	38%	48%	26%	31%	43%	32%
	Very important	%	11%	16%		10%	16%	8%	7%	16%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
15.3 Control	Not important	%	11%	9%	19%	7%	5%	31%	10%	13%
	In-between	%	36%	33%	44%	21%	63%	31%	43%	29%
	Important	%	43%	44%	38%	62%	26%	23%	40%	45%
	Very important	%	10%	13%		10%	5%	15%	7%	13%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
15.4 Follow-up	Not important	%	8%	4%	19%	10%	5%	8%	10%	6%
	In-between	%	41%	42%	38%	31%	47%	54%	43%	39%
	Important	%	36%	36%	38%	41%	32%	31%	37%	35%
	Very important	%	15%	18%	6%	17%	16%	8%	10%	19%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31
15.5 Feedback	Not important at all	%	3%	2%	6%		11%		3%	3%
	Not important	%	10%	9%	13%	7%	5%	23%	7%	13%
	In-between	%	38%	31%	56%	31%	47%	38%	47%	29%
	Important	%	36%	44%	13%	45%	21%	38%	33%	39%
	Very important	%	13%	13%	13%	17%	16%		10%	16%
Total		%	100%	100%	100%	100%	100%	100%	100%	100%
		n	61	45	16	29	19	13	30	31

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
16.1 Strategic coordination	Not effective	%	8%	2%	25%	10%	5%	8%	10%	6%
	In-between	%	44%	47%	38%	41%	47%	46%	47%	42%
	Effective	%	43%	47%	31%	45%	42%	38%	33%	52%
	Very effective	%	5%	4%	6%	3%	5%	8%	10%	
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
16.2 Support	Not effective at all	%	2%	2%			5%			3%
	Not effective	%	18%	16%	25%	24%	21%		23%	13%
	In-between	%	34%	31%	44%	28%	26%	62%	33%	35%
	Effective	%	41%	44%	31%	41%	42%	38%	40%	42%
	Very effective	%	5%	7%		7%	5%		3%	6%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
16.3 Control	Not effective	%	16%	16%	19%	14%	16%	23%	17%	16%
	In-between	%	34%	36%	31%	45%	32%	15%	30%	39%
	Effective	%	46%	44%	50%	38%	47%	62%	50%	42%
	Very effective	%	3%	4%		3%	5%		3%	3%
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
16.4 Follow-up	Not effective at all	%	5%	4%	6%	3%	5%	8%		10%
	Not effective	%	30%	29%	31%	28%	26%	38%	33%	26%
	In-between	%	33%	33%	31%	28%	47%	23%	37%	29%
	Effective	%	30%	31%	25%	38%	21%	23%	23%	35%
	Very effective	%	3%	2%	6%	3%		8%	7%	
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31
16.5 Feedback	Not effective at all	%	3%	2%	6%	3%	5%			6%
	Not effective	%	25%	24%	25%	24%	16%	38%	23%	26%
	In-between	%	34%	36%	31%	28%	53%	23%	43%	26%
	Effective	%	36%	36%	38%	41%	26%	38%	30%	42%
	Very effective	%	2%	2%		3%			3%	
Total	%		100%	100%	100%	100%	100%	100%	100%	100%
	n		61	45	16	29	19	13	30	31

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
17. What processes are employed to monitor strategy implementation?	Evaluation/progress reports	n	4	3	1	1	2	1	2	2
		%	40%	33%	100%	20%	50%	100%	40%	40%
	None formal - managers responsibility	n	4	4		3	1		2	2
		%	40%	44%		60%	25%		40%	40%
	Meetings to review progress	n	2	2		1	1		1	1
		%	20%	22%		20%	25%		20%	20%
Total	n		10	9	1	5	4	1	5	5
	%		100%	100%	100%	100%	100%	100%	100%	100%

			Total	Hotel structure:		Star rating:			Number of rooms:	
			n	Chain	Independent	3	4	5	1 - 150	150+
18. Factors that hamper strategy control	Lack of buy-in/resistance to change/commitment	n	9	7	2	3	4	2	4	5
		%	56%	50%	100%	38%	67%	100%	67%	50%
	Regular feedback	n	4	4		2	2		2	2
		%	25%	29%		25%	33%		33%	20%
	Understanding strategic intent	n	3	3		2		1		3
		%	19%	21%		25%		50%		30%
	Communication	n	3	3		3			1	2
		%	19%	21%		38%			17%	20%
	Incomplete strategy implementation checklist	n	1	1			1			1
		%	6%	7%			17%			10%
	Strategy control seen as informal process	n	1	1			1			1
		%	6%	7%			17%			10%
Total		n	16	14	2	8	6	2	6	10
		%	131%	136%	100%	125%	133%	150%	117%	140%

ANNEXURE F:

STATISTICAL OUTPUT – CORRELATION ANALYSIS

Correlations

			7.1 Strategic planning	7.2 Implementation	7.3 Support	7.4 Control
Spearman's rho	7.1 Strategic planning	Correlation Coefficient	1.000	.300*	.454**	.335**
		Sig. (2-tailed)	.	.019	.000	.008
		N	61	61	61	61
	7.2 Implementation	Correlation Coefficient	.300*	1.000	.480**	.477**
		Sig. (2-tailed)	.019	.	.000	.000
		N	61	61	61	61
	7.3 Support	Correlation Coefficient	.454**	.480**	1.000	.515**
		Sig. (2-tailed)	.000	.000	.	.000
		N	61	61	61	61
	7.4 Control	Correlation Coefficient	.335**	.477**	.515**	1.000
		Sig. (2-tailed)	.008	.000	.000	.
		N	61	61	61	61

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

			13.1 Communication	13.2 Interpretation	13.3 Adoption	13.4 Action
Spearman's rho	13.1 Communication	Correlation Coefficient	1.000	.264*	.311*	.186
		Sig. (2-tailed)	.	.040	.015	.151
		N	61	61	61	61
	13.2 Interpretation	Correlation Coefficient	.264*	1.000	.405**	.394**
		Sig. (2-tailed)	.040	.	.001	.002
		N	61	61	61	61
	13.3 Adoption	Correlation Coefficient	.311*	.405**	1.000	.432**
		Sig. (2-tailed)	.015	.001	.	.001
		N	61	61	61	61
	13.4 Action	Correlation Coefficient	.186	.394**	.432**	1.000
		Sig. (2-tailed)	.151	.002	.001	.
		N	61	61	61	61

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Correlations

			16.1 Strategic coordination	16.2 Support	16.3 Control	16.4 Follow-up	16.5 Feedback
Spearman's rho	16.1 Strategic coordination	Correlation Coefficient	1.000	.633**	.570**	.420**	.323*
		Sig. (2-tailed)	.	.000	.000	.001	.011
		N	61	61	61	61	61
	16.2 Support	Correlation Coefficient	.633**	1.000	.708**	.658**	.624**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	61	61	61	61	61
	16.3 Control	Correlation Coefficient	.570**	.708**	1.000	.650**	.508**
		Sig. (2-tailed)	.000	.000	.	.000	.000
		N	61	61	61	61	61
	16.4 Follow-up	Correlation Coefficient	.420**	.658**	.650**	1.000	.734**
		Sig. (2-tailed)	.001	.000	.000	.	.000
		N	61	61	61	61	61
	16.5 Feedback	Correlation Coefficient	.323*	.624**	.508**	.734**	1.000
		Sig. (2-tailed)	.011	.000	.000	.000	.
		N	61	61	61	61	61

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).