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The Impact of Strategic Mmanagement on the Growth of Sudatel Group Inc.

أثر الادارة الاستراتيجية في النمو لمجموعة سوداتل للاتصالات

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Abstract:

The objective of this paper is to determine the impact of strategic management as a quality criteria on the growth of Sudatel Group Inc. This paper uses descriptive analytical approach in conducting the research, it depends mainly on data collection from primary sources through distributing of 40 questionnaire on employees and managerial staff of the Sudatel Group head quarter with two returned invalid makes the total of 38 valid sample. The result of the study shows most of the participants agreed to most of the questions of the questionnaire. Paper recommend that in order to reach the ultimate benefits of strategic management as a quality criteria in organizational growth company need to address the issue of needing an integrated resource system and the importance of have a resource pool to draw from when working on multiple projects also company need to work on finding a solid strategic partner and also company need to start exercising the long term thinking strategy and finally company should try sometimes to practice a risk taking experimentation.

Keywords : Grand strategy, Corporate vision, Cost leadership strategy, Product differentiation strategy, Pooling of strategic resources and Strategic synergy.

مستخلص الدراسه:

الهدف من هذه الورقة هو تحديد تأثير الإدارة الإستراتيجية كمعيار للجودة على نمو مجموعه سوداتل للاتصالات. تم استخدام المنهج التحليلي الوصفي في إجراء البحث ، من خلال توزيع 40 استبيانًا على الموظفين والموظفين الإداريين في المقر الرئيسي لمجموعة سوداتل للاتصالات مع اثنين غير صالحين يجعل المجموع الكلي من 38 عينة صالحة. نتيجة الدراسة اظهرت أن معظم المشاركين وافقوا على معظم أسئلة الاستبيان.

اوصت الورقه انه لتحقيق كامل الاستفاده من الادارة الاستراتيجيه كأداة للجودة في النمو المؤسسي تحتاج الشركة لحل مشكلة احتياجها لنظام موارد متكامل وكذلك اهمية ان يكون للشركة بحيره تجميع لمواردها للاستفاده منها حال العمل في عدة مشاريع في الوقت نفسه . كذلك تحتاج الشركه لايجاد شريك ثابت ودائم اضافه لتجريب استراتيجية التفكير علي المدي الطويل واخيرا بعض الاحيان تحتاج الشركه لتجريب منهج المخاطرة

Introduction

The growth of firms is something inherent to their actual existence. Throughout their life, firms must grow continuously if they want to sustain their competitive position within an environment where other rival firms may be growing at a faster pace (Johnson et. al., 2008; Kazmi, 2002). While some surveys show that growth is not an objective for all firms, the ability of firms to grow is important, because it has been suggested that firms with low or negative growth rates are more likely to fail (Headd & Kirchhoff, 2007). What is perhaps more controversial and surprising is that recent evidence suggests that the high growth firms are not necessarily newly founded entrepreneurial startups, but rather tend to be larger and more mature firms (Honjo & Haranda 2006; Coad, 2009). The strategic orientation of a firm is its tendency towards valuing and prioritizing certain strategically relevant actions rather than others. A firm could emphasize activities that drive down its costs, respond aggressively to competitors, seek to provide maximal customer value, or seek to speed up the pace of technological innovations. Any of these thrusts, and many others, could potentially result in favorable outcomes such as corporate growth (McKelvie & Wiklund, 2010; Cressy, 2009). Based on this, researchers have considered the performance effects of strategic orientation construed in terms of Porter's (1980) generic strategies to explain the choice of strategies to adopt for growth and sustainability thus creating competitive advantage.

1.1 Statement of problem:

1.2 How does strategic management as a quality criteria influence the growth of Sudatel Telecom Group.

1.3 Objectives of the study paper

The objectives of this study paper will be;

a. To assess the effects of grand strategy on the growth of Sudatel Group.

b. To find out the effects of corporate vision on the growth of Sudatel Group.

c. To establish the effects of cost leadership strategy on the growth of Sudatel Group.

d. To evaluate the effects of product differentiation strategy on the growth of Sudatel Group.

e. To establish the effects of pooling of strategic resources on the growth of Sudatel Group.

f. To assess the effects of strategic synergy on the growth of Sudatel Group.

1.4 **Hypothesis**

H1: Does the company has a grand strategy for its growth?

H2: Does the company has a vision that affect its growth?

H3: Does the company has a cost leadership strategy?

H4: Does the company has a production differentiation strategy?

H5: Does the company has a strategic synergy?

H6: Does the company has a strategy for internal and external growth?

Literature Review

This study paper will give a brief explanation of the Strategic Management as a quality criteria and Organizational Growth approaches so we can understand what are they and how they interact with each other and most importantly how the strategic management concept would affect the organizational growth approach on a big organization such as Sudatel Group.

Strategic management

Strategic management can be defined in various ways. According to Wheelen and Hungers' study (2006, 3), strategic management is a set of managerial decisions and actions that determines the long-term performance of a corporation. It involves environmental scanning (both external and internal), strategy formulation (strategic or long range planning), strategy implementation, and evaluation and control. They emphasize the analyzing and evaluating of external opportunities and threats in terms of an organization's strengths and weaknesses. (Wheelen & Hunger 2006, 3).

Wheelen & Hunger puts it this way translating into a simple word, it can be understood as a process of strategy formulation, implementation and evaluation according to the figure below

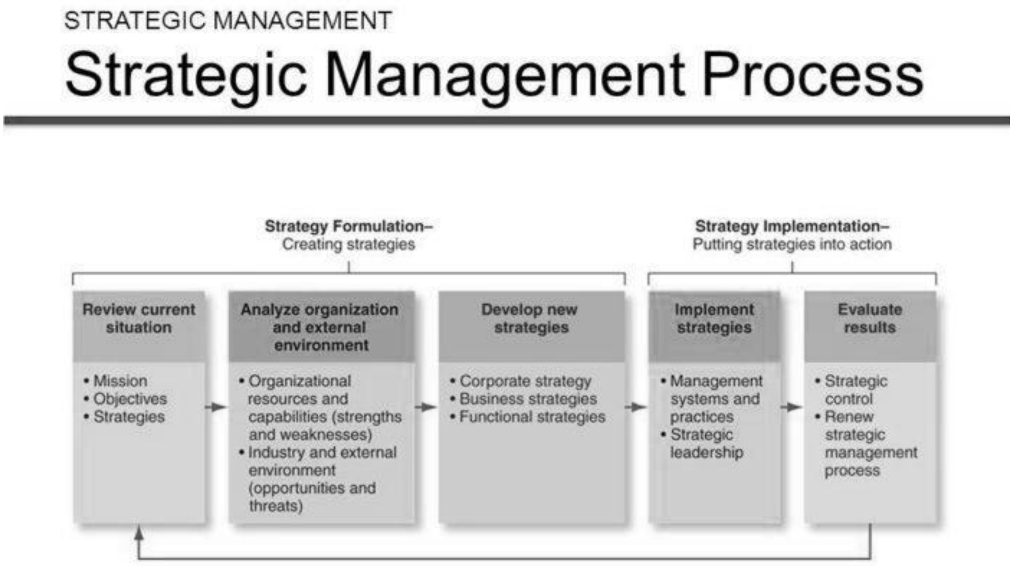

Fig. 1: Strategic Management process. (Adopted from Whittington R. 2000, 3) https://theintactone.com/2018/12/23/sm-u1-topic-5-process-of-strategic-management

Figure 1 explains the processes of strategic management

From the perspectives of Dess and Miller (1993), strategic management is a process that combines three major interrelated activities: strategic analysis, strategy formulation and strategy implementation. 7 In the other way, Lamb (1984) states that strategic management is an ongoing process that evaluates and controls the business and the industries in which the company is involved; assesses its competitors and sets goals and strategies to meet all existing and potential competitors; and then reassesses each strategy annually or quarterly to determine how it has been implemented and whether it has succeeded or needs replacement by a new strategy to meet changed circumstances, new technology, new competitors, a new economic environment, or a new social, financial, or political environment." (Lamb 1984, p90).

Strategic management as quality criteria

Strategic Direction as Currently Stated in ISO 9001:2015

Clause 4.1: The organization shall determine external and internal issues that are relevant to its purpose and its strategic direction and that affects its ability to achieve the intended results of its quality management system.

Clause 5.2: Top management shall establish, implement and maintain a quality policy that is appropriate to the purpose and context of the organization and supports its strategic direction.

Clause 6.2.1: The organization should establish quality objectives at relevant functions, levels and processes needed for the quality management system.

Clause 9.3: Top management shall review the organization's quality management system, at planned intervals, to ensure its continuing suitability, adequacy, effectiveness and alignment with the strategic direction of the organization (ISO 2015).

ISO 9001:2015 has brought to the world of management systems a great synergy between strategic planning and quality management. This does not mean that the requirements of the latest version of the most recognized standard worldwide necessarily include strategic planning, but rather that this Standard can be used as an additional tool to strategic planning. There are several requirements in ISO 9001:2015 that can be characterized as reference for good planning, such as Context of the Organization. Resourceful tools such as SWOT (strength, weakness, opportunities and threats) analysis are commonly used for scenario evaluating, including identifying external and internal issues, which are requirements of the ISO 9001 standard. Organizational strategy is also achieved through identifying your stakeholders; another requirement of the standard. Defining them and understanding who they are and their respective requirements and expectations is key. Moreover, the quality policy itself has a significant synergy with the strategic direction of the organization, it is a document where top management defined the premises of the company taking into account the context of the organization previously established. In addition to the aforementioned requirements, ISO 9001:2015 has brought the best tool for implementing strategic processes: risk management. Through the process of risk management, it is necessary to evaluate and treat risks in the strategic, tactical and operational scope, that is, the strategic processes established in the context of the organization, as well as in the tactical scope with the management system as a whole, as well as the risks of processes in the operational activities. Another ISO 9001:2015 term that highlights its synergy as strategic planning is change management. The requirements of the Standard describe change planning and the implementation of changes in operational processes. It is a subject that can be directly related to the organizational planning and process within the organization (https://qms-certification.com/blog/strategic-planning-with-iso-90012015/).2020

EFQM 2020 and strategic management

fig 2 Efqm 2020 model .

Source:

https://www.efqm.org/index.php/efqm-model/ (Adopted EFQM website)

Figure 2 shows the elements of the EFQM 2020 model.

AS we see in fig 2 the Efqm 2020 also lean on strategic management by emphasizing on the importance of purpose, vision, and agile strategies to organizations.

The model has risen from being a tool for continuous development to an integrated management / leadership model that links its three components (the organization's direction, implementation, and results)

As a result, the model now covers the area of the organization as a whole and has greater capacity to integrate all administrative processes and thus can be adopted as a single model for the leadership of the institution.

1/The model has developed the importance of analyzing the organization's vital environment beyond stakeholders to include the market and competition environment as well as influencing global transformations.

2/ The new model can be combined with strategic planning models such as strategic maps and balanced scorecard with greater efficiency and harmony than the previous model
3/The current model focuses on innovation as a source of competitive advantage for institutions and companies and ensuring best results and business sustainability
4/The model continuously focuses on stakeholders in all pillars and standard of the model

5/The model focuses on the importance of institutional transformation and capacity building on continuous change and maximizing benefit from opportunities
6/It clearly defines the necessity of building and directing the institutional culture towards the purpose of the 'Organizational Purpose' and towards innovation as one of the institution's core capabilities.

Organizational Growth

The growth of firms is something inherent to their actual existence. Throughout their life, firms must grow continuously if they want to sustain their competitive position within an environment where other rival firms may be growing at a faster pace (Johnson et. al., 2008; Kazmi, 2002). While some surveys show that growth is not an objective for all firms, the ability of firms to grow is important, because it has been suggested that firms with low or negative growth rates are more likely to fail (Headd & Kirchhoff, 2007 p13). What is perhaps more controversial and surprising is that recent evidence suggests that the high growth firms are not necessarily newly founded entrepreneurial startups, but rather tend to be larger and more mature firms (Honjo & Haranda 2006; Coad, 2009 p19). The strategic orientation of a firm is its tendency towards valuing and prioritizing certain strategically relevant actions rather than others. A firm could emphasize activities that drive down its costs, respond aggressively to competitors, seek to provide maximal customer value, or seek to speed up the pace of technological innovations. Any of these thrusts, and many others, could potentially result in favorable outcomes such as corporate growth (McKelvie & Wiklund, 2010; Cressy, 2009 p25). Based on this, researchers have considered the performance effects of strategic orientation construed in terms of Porter's (1980) generic strategies to explain the choice of strategies to adopt for growth and sustainability thus creating competitive advantage. Thomas, et. al., (2006) assert that although corporate profitability measures generally rise with earnings and sales growth, an optimal point exists beyond which further growth and sales growth destroys shareholder value. They note that many firms go beyond this optimal point and conclude that corporate managers need to abandon the habit of blindly increasing company size. In today’s world of cutthroat competition, corporate growth is an ambiguous phenomena and it can be measured and interpreted in a variety of different ways. Corporate growth reflects the degree of success achieved in terms of stated objectives and as the objectives differ widely so does the concept of corporate growth (Aggarwal, 2012). McGrath, et. al., (2000) suggest that companies need to achieve a strategic balance between top and bottom line growth. The strongest companies are those that recognize and understand the importance of both innovation and improvement. These companies never stop growing and are the true value growers. Canals (2000) developed an integrative model of corporate growth explaining the nature of the factors influencing corporate growth. These are: the firm’s internal and external context, the development of a business concept, resources and capabilities, and the strategic investment decisions. Roberts (2004) pointed out that growth of corporations is influenced by three major factors – the background/resource of the entrepreneur, the nature of the firm, and the strategic decisions taken by the owner/manager. The top management needs to develop both strategic and tactical skills and abilities. High growth firms make use of external relations (Lechner, et. al., 2006) and growth is a combination of environmental and leadership processes (Eisenhardt & Schoonhoven, 2002 p61). Nevertheless, if a firm wishes to improve its relative position, then it will have to grow faster. In short, enterprises must seek continuous growth with the aim of increasing or simply maintaining their sales and profit levels, so that their survival can be guaranteed. However, this does not mean that the growth of firms takes place in an unplanned way; it actually occurs in a premeditated, organized way and is the fruit of conscious strategic decisions taken by a firm in the ever-changing business environment (Baum & Wally 2003 p8). Corporate growth is the responsibility of the top managers who must concentrate on strategic planning and allocation of resources with the objective of pursuing organizational efficiency. Corporate growth is often closely associated with firm overall success and survival and it has been used as a simple measure of success in business.It suggested that growth is the most appropriate indicator of the performance for surviving corporations. Moreover, corporate growth is an important precondition for the achievement of other financial goals of business (Coad, 2009). From the point of view of corporations, growth is usually a critical precondition for its longevity. Cressy, (2009) notes that young firms that grow have twice the probability of survival as young non growing firms. It has been also found that strong growth may reduce the firm's profitability temporarily, but increase it in the long run (McDougall, et. al., 2006). It is worth noting that corporate growth is essential for sustaining the viability, dynamism and value-enhancing capability of firms. A growth-oriented firm is not only able to attract the most talented executives but it would also be able to retain them. Corporate growth leads to higher profits and increase in shareholders' value. Greiner (1998) pointed out that growth in corporations is a predetermined series of evolution and revolution attributes. However, for growth to be realized and be sustainable, the combination of resources, distinctive capabilities, distinctive competencies, and attributes must lead to competitive advantage thus outperforming competitors. This is the basis of value creation that when sustained, leads to competitive positioning. Sustained competitive positioning leads to corporate growth.

Review of the Determinants of Corporate Growth

Determinants of Corporate Growth reviewed in the theoretical framework are; grand Strategy, corporate vision, cost leadership strategy, product differentiation strategy, pooling strategic resources and strategic synergy. These determinants explain at different angles and in different times the different opinions of other scholars about determinants of corporate growth.

Grand strategy

Grand strategy helps to exercise the choice of direction that an organization adopts as a whole (Hill & Jones, 2009 p11). It is primarily about the choice of the tactics and techniques for the firm as a whole and managing various product lines and business units for maximum value. Even though each product line or business unit has its own competitive or cooperative strategy that it uses to obtain its own competitive advantage in the marketplace, the corporation must coordinate these different business strategies so that the corporation as a whole succeeds as a "family" (Weinzimmer, 2000, Thomas, et. al, 2006). Grand strategy answers the questions of "in which businesses should we compete and how? and how does being in that business add to the competitive advantage of the firm's portfolio, as well as the competitive advantage of the corporation as a whole? Grand strategy includes decisions regarding the flow of firm resources to and from a company's product lines and business units. Through a series of coordinating activities, a company transfers skills and capabilities developed in a one unit to other units that may need such resources. In this way, it attempts to obtain synergies among numerous product lines and business units so that the corporate whole is greater than the sum of its individual business unit parts. It is through competitive techniques and tactics this is achieved (Porter, 2008;2). The role of grand strategy is to co-ordinate and direct all the resources of a firm towards the attainment of its goals and objectives and vision. It is a statement of strategic action. A grand strategy states the means that will be used to achieve long-term objectives. Examples of business grand strategies include; concentration strategy, market development strategy, expansion or growth strategy, product development strategy, innovation strategy, integration strategy, divestiture, liquidation strategy, stability strategy and retrenchment or divestment strategy whichever is overarching. Just as every product or business unit must follow a business strategy to improve its competitive position, every corporation must decide its orientation towards growth by asking the following three questions: Should we expand, cut back, or continue our operations unchanged?, Should we concentrate our activities within our current industry or should we diversify into other industries?. If we want to grow and expand nationally and/or globally, should we do so through internal development or through external acquisitions, mergers, or strategic alliances? Firms choose expansion strategy when their perceptions of resource availability and past financial performance are both high (Hill & Jones, 2007). At the core of grand strategy must be a clear logic of how the corporate objectives, will be achieved. Most of the strategic choices of successful corporations have a central economic logic that serves as the fulcrum for profit creation. Some of the major economic reasons for choosing a particular type grand strategy are: Exploiting operational economies and financial economies of scope, uncertainty avoidance and efficiency, possession of management skills that help create corporate advantage, overcoming the inefficiency in factor markets and long term profit potential of a business (Ansoff & McDonald, 2003 p30).

Corporate Vision

Corporate vision serves as the framework for a roadmap and guides every aspect of business by describing what needs to be accomplished in order to continue achieving sustainable, quality growth. Corporate vision is an essential factor in building scalable organizations that last for the long haul and reveals how companies can stay their course, even as they grow. Growing companies require a vision-a precise idea of their raison d'etre, strategy and values that are both inspiring and concrete enough to guide corporate action. A company's vision should describe a future that is more attractive than the present, and its leaders should recognize that diverse viewpoints as debates are essential to vision development (Johnson et. al., 2008). Corporate strategy unifies the organization through the corporate vision, which directly influences corporate growth (Thomas, et. al., 2006).

Cost Leadership Strategy

A cost leadership strategy aims to exploit scale of production, well defined scope and other economies, producing highly standardized products, and using high technology. Firms that succeed in cost leadership often have the following internal strengths: Access to the capital required to make a significant investment in production assets, skill in designing products for efficient manufacturing, high level of expertise in manufacturing process engineering, and efficient distribution channels. To succeed at offering the lowest price while still achieving profitability and a high return on investment, the firm must be able to operate at a lower cost than its rivals (Porter, 2004). Cost leadership is often driven by company efficiency, size, scale, scope and cumulative experience (learning curve). To succeed at offering the lowest price while still achieving profitability and a high return on investment, the firm must be able to operate at a lower cost than its rivals. There are three main ways to achieve this; achieving a high asset turnover, achieving low direct and indirect operating costs and control over the supply/procurement chain to ensure low costs. The control over the supply/procurement chain aims at ensuring low costs. This could be achieved by bulk buying to enjoy quantity discounts, squeezing suppliers on price, instituting competitive bidding for contracts, working with vendors to keep inventories low using methods such as Just-in-Time purchasing or Vendor-Managed Inventory (Hill & Jones, 2009 p90). Sustained cost leadership strategy leads to competitive positioning (derived from sustained competitive advantage) while sustained competitive positioning leads to corporate growth. Porter (2004) outlines three conditions for the sustainability of competitive advantage: Hierarchy of source (durability and imitability), number of distinct sources and constant improvement and upgrading.

Product Differentiation Strategy

A differentiation strategy calls for the development of a product or service that offers unique attributes that are valued by customers and that customers perceive to be better than or different from the products of the competition. The value added by the uniqueness of the product may allow the firm to charge a premium price for it. The firm hopes that the higher price will more than cover the extra costs incurred in offering the unique product. Firms that succeed in a differentiation strategy often have critical internal strengths: Access to leading scientific research, highly skilled and creative product development team, strong sales team with the ability to successfully communicate the perceived strengths of the product and corporate reputation for quality and innovation (Hitt, et. al., 2009). A differentiation strategy is appropriate where the target customer segment is not price-sensitive, the market is competitive or saturated, customers have very specific needs which are possibly under-served, and the firm has unique resources and capabilities which enable it to satisfy these needs in ways that are difficult to copy. These could include patents or other intellectual property, unique technical expertise, talented personnel, or innovative processes. Successful brand management also results in perceived uniqueness even when the physical product is the same as competitors (Johnson et. al., 2008). Sustained product differentiation leads to competitive positioning that leads to corporate growth.

Pooling of Strategic Resources

Strategic partnering is an idea that is loosely used to describe anything from teamwork to strategic alliances to contractual partnerships. Therefore, it is the process of two or more entities coming together for the purpose of creating synergistic solutions to their mutual challenges (Hitt, et al., 2009). Through pooling of strategic resources, strategic partners are able to enter new markets with little investment, be more effective, drive cost benefits or leverage strengths, and be more competitive. Grant (2008) states that for complete strategies, as opposed to individual projects, creating option value means positioning the firm such that a wide array of opportunities become available. Firms taking advantage of strategic partnerships can utilize other company's strengths to make both firms stronger in the long run. Typically two companies form a strategic partnership when each possesses one or more business assets that will help the other, but that each respective other does not wish to develop internally. An organization might form partnerships with customers, suppliers or even competitors (Crook, et. al., 2008). Partners may provide the strategic partnerships with resources such as products, distribution channels, manufacturing capability, project funding, capital equipment, knowledge, expertise, intellectual property and organizational legitimacy (Luypaert, 2008). In essence, strategic partnerships have the potential to address challenges and opportunities that could not have been handled in the same way outside of a partnership (Davis & Cobb, 2010). Perceived mutual dependencies between organizations can motivate potential partners to come together and join forces when the organizations perceive critical strategic interdependencies with other organizations in their environment (Drees, & Heugens 2013). Interdependence causes uncertainty in managing necessary resources for organizational survival and drives organizations to seek complementary or supplementary capabilities and resources in others. Because organizations are not self sufficient and do not have control over all the resources they require, interaction with others is necessary to advance one's own interests. This means that partnerships are ways of gaining access to critical resources necessary for their own success and survival. The main rationale for creating strategic partnerships is the potential for value creation through pooling organizations' resources together. In essence the procurement of external resources is an important tenet of both the strategic and tactical management of any company (Hillman, et. al. 2009). Presence of a large base of resources allows an organization to outlast competitors by practicing a differentiation strategy. An organization with greater resources can manage risk and sustain profits more easily than one with fewer resources. This provides the foundation for corporate growth.

Strategic Synergy

Strategic partnerships aim at amercing strategic synergy and creating synergistic solutions where each partner hopes that the benefits from the partnerships will be greater than those from individual efforts. The Strategic partnerships often involve technology transfer (access to knowledge and expertise), economic specialization, shared expenses and risk (Davis & Cobb, 2010). Strategic synergy describes the mutual benefits a business experiences by strategically organizing itself to maximize cooperation and innovation. In simple terms, a synergistic organization achieves more as a group than its parts could in isolation. Increasing synergy requires a careful analysis of your organization's current strategies to identify better ways of doing business. Eliminating structural redundancy and sharing successful strategies also increases synergy by identifying ways to streamline operations and allowing each partner to focus on being maximally efficient. In either case, the partners benefit from the synergistic connection in ways that neither could alone. It is this bundle of benefits that leads to corporate growth (Rigsbee, ed. 2000, Gaddis, 2005). The basis for a competitive advantage of a firm lies primarily in the application of the bundle of valuable, rare, in imitable, inter-changeable and intangible assets, resources and capabilities at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile (Peteraf & Barney, 2003). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort. If these conditions hold, the firm's bundle of resources can assist the firm to sustain above average returns. It is this protection and sustainability of competitive advantage that brings in corporate growth (Porter & Kramer, 2008; Hitt et. al., 2009).

Measurement of Corporate Growth

Since firm growth is fundamentally a multidimensional phenomenon, researchers have used different growth measures for different forms of growth. Possible growth indicators include; assets, employment, market share, physical output, profits, stock market value and sales (Delmar et. al., 2003). However, the selection of growth indicator depends on the research question and the type of firms that are included in the sample (Davidsson et. al. 2002). The interpretation of growth metric also depends on the length of time over which it is measured and due to the possibility of the exit of a firm that may again make comparisons misleading. Since there is no one best measure of firm growth, researchers have advocated composite measures using multiple indicators to measure heterogeneity in firm growth. The two basic approaches commonly used in literature to measure firm growth are the absolute and relative growth. Absolute growth measures the absolute increase or decrease in numbers of firm size whereas relative growth measures the growth rate in percentage terms. The challenge is to develop better knowledge about the relative and combined effects of many predictors under different circumstances (Bloom & Reenen, 2006; Delmar, 2006). Using multiple measures help not only in providing a “big picture” of the empirical relationships but also allow comparisons with the earlier studies. Davidsson et. al., (2006) stated that growth can be measured with a range of different indicators, the most frequently suggested being sales, employment, assets, physical output, market share and profits. Growth metrics can further be divided into quantitative and qualitative measures. Quantitative measures include firm productivity, financial profitability, asset base, return on investment (ROI), percentage of market share, volume of sales, capital base, volume of loans disbursed, stock turnover and rate of new customers among others. Qualitative measures include customer service, social and environmental impact, financial deepening, and economic empowerment (Meyer, 2007).

Case study

Research Methodology

The purpose of this is to describe the procedural framework within which the research is conducted. It will explain how this study paper is designed and the steps taken to address the research problem and test the six hypothesis. it will discuss research design followed by questionnaire design.

4.1 Study design

The researcher used descriptive analytical approach in conducting the research, it depends mainly on data collection from primary sources through distributing the questionnaire on employees and managerial staff of the Sudatel Group, Statistical analysis carried out on the questionnaire results were examined and the final research conclusion and recommendations were built upon.

4.2 Population and Sampling

The study population consist of Sudatel Group employees and managerial staff. The sample was collected from the Sudatel Group headquarter in Khartoum, we handed out outside managerial staff a total of 40 copies of the questionnaire with 2 returned invalid, so the final count will be 38 copies. The total number of employees working at Sudatel Group headquarter are about 75 and the total number of the employees at the whole corporation is more than four thousand.

4.3 Questionnaire Design

The questionnaire consisted of six sections; each section has five questions represent one of the six hypothesis, the first one was aimed for Grand strategy the second is for Corporate vision the third aimed for Cost leadership strategy the fourth for Product differentiation strategy the fifth is aimed for Pooling of strategic resources and the sixth is aimed for Strategic synergy, later on the statistical analytical stage we gave each of this answers a Likert Scale in order to be able to select appropriate method of analysis, it goes like this :

Table 1 Likert scale Response categories

1	2	3	4	5
Strongly disagree	Disagree	Neutral	agree	Strongly agree

The questionnaire was drawn in English and Arabic language in order to be understood by the entire sample.

4.4 Hypotheses

4.4.1 Product differentiation strategy

1/Sudatel company has a unique product and service make it stands out from other competition?

2/Sudatel services is cheaper and easier to use?

3/The company has a services and products benefits the customer economically?

4/Company always focus on customers to know exactly what they prefer.

5/Company clearly communicate with customers explaining why its service is better than competition?

6/Company always line its services with interest, needs and values of customers?

4.4.2 Pooling of strategic resources:

1/Company has a good system for managing resources?

2/Company has central resource pool to draw from when planning multiple projects?

3/company has a clear view of how much resources it has?

4/everyone in the company can see the limitations of resources and play their part accordingly?

5/Company always make sure everyone value its resources to the fullest?

6/Company has a master schedule that everyone can access to see how long they have to perform their parts in processes?

4.4.3 Strategic synergy:

1/Company has a strategic partner?

2/Company always combine products or services to increase revenue?

3/Company achieve synergy between different departments?

4/Company always identify better ways in doing business?

5/Company encourage employees to focus on being maximally efficient?

6 /Company share successful strategy to increase growth?

4.4.4 Grand strategy:

1/Company has a clear direction it follows?

2/Company has stability strategy?

3/Company has an expansion strategy?

4/Company has retrenchment strategy?

5/Company has combination strategy?

6/Company has grand strategy contain all the above?

4.4.5 Corporate vision:

1/Company's vision is truly genuine and used for the benefit of the people?

2/Company has a long term of thinking?

3/Company foster risk taking experimentation?.

4/Company vision is inspiring and exhilarating?

5/Company vision helps creating common identity and purpose?

6/Company vision makes sense in the marketplace?

4.4.6 Cost leadership strategy:

1/Sudatel has the lowest prices in the market of telecommunication?

2/Sudatel has accepted quality for the internet and other communication services?

3/Company always working forward lowering their prices?

4/Sudatel has a good cost minimization techniques?

5/Company has a unique access to row materials or special relationship with suppliers or customers?

6/Company charge lower prices but sell larger volume of goods?

Hypotheses test

Hypothesis 1 (product differentiation)

Table 3 hypothesis 1 test

	p-value	Mean	SD	Comment
Sudatel company has a unique product and service make it stands out from other competition?	0.000	3.82	0.766	Agree
Sudatel services is cheaper and easier to use?	0.000	4.08	0.632	Agree
The company has a services and products benefits the customer economically?	0.000	4.13	0.665	Agree
Company always focus on customers to know exactly what they prefer.	0.000	4.03	0.885	Agree
Company clearly communicate with customers explaining why its service is better than competition?	0.000	3.89	0.981	Agree
Company always line its services with interest, needs and values of customers?	0.000	3.99	0.697	Agree

SD ≡ standard deviation, The T-test was used for one sample

The p-value of product differentiation is 0.000 is less than 0.05 significant level that means there is a significant different between mean of product differentiation in general and the degree of neutral (3), the mean (3.99) is ranged from 3.41 to 4.20 describe of individuals sample are agree for statements of the product differentiation.

Hypothesis 2 (Pooling of strategic resources)

Table 4 hypothesis 2 test

	p-value	Mean	SD	comment
Company has a good system for managing resources?	0.000	3.61	0.790	Agree
Company has central resource pool to draw from when planning multiple projects?	0.000	3.63	0.913	Agree
Company has a clear view of how much resources it has?	0.000	4.00	0.697	Agree
Everyone in the company can see the limitations of resources and play their part accordingly?	0.000	3.97	0.854	Agree
Company always make sure everyone value its resources to the fullest?	0.000	4.03	0.822	Agree
Company has a master schedule that everyone can access to see how long they have to perform their parts in processes?	0.000	3.85	0.655	Agree

SD ≡ standard deviation, The T-test was used for one sample

The p-value of Pooling of strategic resources is 0.000 is less than 0.05 significant level that means there is a significant different between mean of Pooling of strategic resources in general and the degree of neutral (3), the mean (3.85) is ranged between (3.41 to 4.20) describe that the sample individuals are agree for statements of the

Pooling of strategic resources.

Hypothesis 3 (Strategic synergy)

Table 5 hypothesis 3 test

	p-value	Mean	SD	Comment
Company has a strategic partner?	0.000	3.68	0.809	Agree
Company always combine products or services to increase revenue?	0.000	3.76	0.786	Agree
Company achieve synergy between different departments?	0.000	3.87	0.665	Agree
Company always identify better ways in doing business?	0.000	3.61	0.823	Agree
Company encourage employees to focus on being maximally efficient?	0.000	3.84	0.495	Agree
Company share successful strategy to increase growth?	0.000	3.75	0.638	Agree

SD ≡ standard deviation, The T-test was used for one sample

The p-value of Strategic synergy is 0.000 is less than 0.05 significant level that means there is a significant different between mean of mental models in general and the degree of neutral (3), the mean (3.75) is ranged between 3.41 to 4.20 describe that the sample individuals are agree for statements of the Strategic synergy.

Hypothesis 4 (Grand strategy)

Table 6 hypothesis 4 test

	p-value	Mean	SD	Comment
Company has a clear direction it follows?	0.000	3.84	0.638	Agree
Company has stability strategy?	0.000	4.03	0.753	Agree
Company has an expansion strategy?	0.000	3.68	0.904	Agree

Company has retrenchment strategy?	0.000	3.79	0.704	Agree
Company has combination strategy?	0.000	3.89	0.509	Agree
Company has grand strategy contain all the above?	0.000	3.85	0.557	Agree

SD ≡ standard deviation, The T-test was used for one sample

The p-value of Grand strategy is 0.000 is less than 0.05 significant level that means there is a significant different between mean of personal mastery in general and the degree of neutral (3), the mean (3.85) is ranged from 3.41 to 4.20 describe that the sample individuals are agree for statements of the Grand strategy.

Hypothesis 5 (Corporate vision)

Table 7 hypothesis 5 test

	p-value	Mean	SD	Comment
Company's vision is truly genuine and used for the benefit of the people?	0.000	3.76	0.852	Agree
Company has a long term of thinking?	0.000	3.55	0.795	Agree
Company foster risk taking experimentation?.	0.000	3.61	0.823	Agree
Company vision is inspiring and exhilarating?	0.000	3.95	0.613	Agree
Company vision helps creating common identity and purpose?	0.000	3.82	0.834	Agree
Company vision makes sense in the marketplace?	0.000	3.74	0.677	Agree

SD ≡ standard deviation, The T-test was used for one sample

The p-value of Corporate vision is 0.000 is less than 0.05 significant level that means there is a significant different between mean of shared vision in general and the degree of neutral (3), the mean (3.74) is ranged from 3.41 to 4.20 describe that the sample individuals are agree for statements of the Corporate vision.

Hypothesis 6 (Cost leadership strategy)

Table 8 hypothesis 6 test

	p-value	Mean	SD	comment
1/Sudatel has the lowest prices in the market of telecommunication?	0.000	3.63	0.913	Agree
2/Sudatel has accepted quality for the internet and other communication services?	0.000	3.92	0.673	Agree
3/Company always working forward lowering their prices?	0.000	3.84	0.823	Agree
4/Sudatel has a good cost minimization techniques?	0.000	3.95	0.804	Agree
5/Company has a unique access to row materials or special relationship with suppliers or customers?	0.000	3.82	0.896	Agree
6/Company charge lower prices but sell larger volume of goods?	0.000	3.83	0.727	Agree

SD ≡ standard deviation, The T-test was used for one sample

The p-value of Cost leadership strategy is 0.000 is less than 0.05 significant level that means there is a significant different between mean of team learning in general and the degree of neutral (3), the mean (3.83) is ranged from 3.41 to 4.20 describe that the sample individuals are agree for statements of the Cost leadership strategy.

Results and discussions

Tables 3,4,5,6,7 and 8 indicates that overall result from the study shows encouraging level of the effectiveness of the strategic management as a quality criteria in organizational growth processes , most of the participants agreed to most of the questions of the questionnaire.

As for table 3 the product differentiation strategy participants shows that there is a value added by the uniqueness of the product which it may allow the firm to charge a premium price for it.

Table 4 shows clearly the importance of have a resource pool to draw from when working on multiple projects.

As for table 5 its results shows the need for a synergistic organization which will reflect on company to achieving more as a group than its parts could in isolation.

Table 6 result shows an encouraging level of people understanding that Grand strategy answers the questions of "in which businesses should we compete and how?

Table 7 result explain how corporate strategy unifies the organization through the corporate vision, which directly influences corporate growth.

As for table 8 it shed a light on company's cost leadership at the market and how to succeed at offering the lowest price while still achieving profitability and a high return on investment, it shows that the company is able to operate at a lower cost than its rivals.

The company did very well in many areas such as product differentiation, and how its products is cheaper and easier to use, also it did good on focusing on customers' needs and interests, company also did well in pooling of strategic resources especially on how company makes sure everyone value its resources to the fullest.

On the other hand company did poor in some areas such as: managing resources effectively due to the lack of integrated resource system and they missing the importance of having a central resource pool to draw from when planning multiple projects, also company seems to have difficulties in identifying better ways in doing business, and long term solid strategic partner, and it also suffer in the area of expansion strategy and severely on the area of long term of thinking, company also shows a low rate of positive responses on risk taking experimentation.

Recommendations

As an outcome from the filed study shows that in order to reach the ultimate benefits of strategic management as a quality criteria in organizational growth process there are several steps the Sudatel group need to take, some of these steps are:

-Company need to address the issue of needing an integrated resource system and the importance of have a resource pool to draw from when working on multiple projects.

-Company need to work on finding a solid strategic partner.

-Company need to start exercising the long term thinking strategy.

-Company should try sometimes to practice a risk taking experimentation.

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