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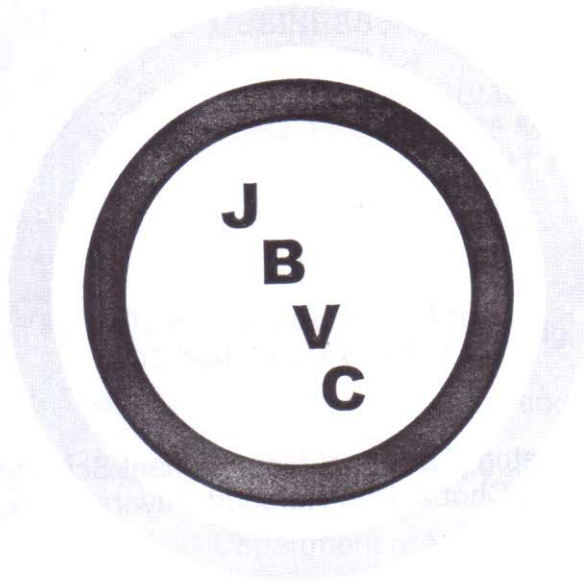


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**Department of Marketing
Faculty of Management Sciences
University of Port Harcourt, Rivers State, Nigeria.**





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Effect of Strategic Marketing Planning Implementation on Performance of Nigerian Hotel Industry

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Abstract

Internal and external uncertainty of business performance as a result of emerging opportunities and threats in the business environment because of lack of direction and purpose is greatly increasing. Many organizations spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for these changes through a proper Strategic Marketing Planning implementation. The study investigated the effect of strategic marketing planning implementation on performance of selected 5-star hotels in Lagos, Nigerian. Sixty respondents were purposively selected among the employee of the selected hotels, and 60 questionnaires were administered to them while 55 of the questionnaire were correctly filled and returned which is relevant for the study. The data collected were analyzed through regression analysis and the result of the study shows that strategic marketing planning implementation has a significant effect on performance with ($F = 30.274$, $p < 0.05$, f -table value of 4.0012), and ($\beta = 0.603$, $t = 5.502$, $p < 0.05$), ($r_2 = 0.364$, $p < 0.05$). Conclusively, strategic marketing planning implementation has a significant effect on the performance of Nigerian hotel industry. The study therefore recommended that hotels should allocate more resources and time to implementation of strategy since it leads to a better performance for them and leadership of the organization should always evaluate their leadership activities in the area of implementation and monitoring to enjoy the full benefit of strategic marketing planning implementation.

Keywords Strategic Marketing Planning, Strategy Implementation, Hotel Industry.

Introduction

The business environment of today is characterized by an increasing intensity of competition, globalization of the world economy, rapid technological changes and the growing expectations of customers, suppliers and the workforce. Surviving and growing in this turbulent and dynamic business environment requires strategic thinking and decision-making (Stonehouse & Pemberton, 2002) as cited in (Jemimah, 2010). Therefore strategic marketing planning has become a very crucial element for every business to succeed these days since it provides a company with overall direction and helps management to identify market requirements to design the best products or services that matches with the company's core competencies to drive superior business performance.

Strategic planning is a process of deciding an organization's mission, long and short-term objectives, strategies, tactics and resources; which will enable organizations achieve their goals. "Strategic marketing planning is a similar process but works within the marketing function of the firm" (Claycomb, Germain, & Dröge, 2000). It is a plan of all aspects of an organization's strategy in the marketplace; it is concerned with long term issues (Baker, 2007). However, no matter how perfect the strategic marketing plan of an organization may be, if it is not properly implemented, it will affect the performance of such organization.

Zaribaf & Bayrami (2010) opined that majority of large organizations had problems with strategy implementation. The literature supports the view that unlike strategy formulation, strategy implementation cannot be achieved by top management alone; it requires the collaboration of everyone inside the organization and, on many occasions, parties outside the organization. While formulating a strategy is normally a top-down endeavor, implementing it requires simultaneous top-down, bottom-up, and across efforts as cited in (James Rajasekar, 2014). Therefore employees' involvement play a significant role in the implementation process. Lorange (1998) opined that human resources are becoming the key focus of strategy implementation and reiterated that people, not financial resources, are the key strategic resources in strategy implementation.

Strategy implementation is a connecting loop between formulation and control. Herbiniaak, (2006) argued that while strategy formulation is difficult, making strategy work and executing it is even more difficult. Similarly, Cater & Pucko, (2010) concluded that

while 80% of firms have the right strategies, only 14% have managed to implement them well.

However, formulating a formal strategic marketing plan is not just enough, a proper implementation that reflects its total adoption must be put in place by management to enhance great organizational financial and non-financial performance. In the light of the foregoing therefore, this study is designed to examine the effect of strategic marketing planning implementation on the performance of selected 5-star hotels in Lagos, Nigeria.

Statement of the Problem

Past and recent research studies in Nigeria and the rest of the world have made it clear that the rapidity of change in both the internal and external environments of firms has impacted massively on their performance. Furthermore, this volatility and complexity of the market environment has made managerial decision making difficult. Many organizations therefore spend most of their time realizing and reacting to unexpected changes and problems instead of anticipating and preparing for these changes through a proper Strategic Marketing Planning implementation.

There are a lot of factors influencing the proper implementation of strategic marketing planning which has been the focus of one effort in several organizations that are now moving towards how best to tackle such problems like areas of employee attraction, recruitment, training, development, remuneration, motivation and even reward for hard work. This consideration has therefore become a key factor that influences the implementation of strategic marketing planning in the organization.

Again, McDonald (1992) confirmed that most studies have found that strategic marketing planning implementation brings advantage to the companies, nevertheless only a few were able to adopt strategic marketing concept in their daily business operation effectively. This is due to the fact that implementation of strategic marketing planning is not as straightforward as prescribed in the literature. In most cases, companies were restrained in the practice of strategic marketing due to lack of marketing proficiency (Reid & Hinkley, 1989). For that reason, companies continually search for ways to improve the effectiveness of its strategic marketing practice in order to win in the marketplace (Alex Ng Hou Hong, Dominic Lau Hoe Chai, & Wan Khairuzzaman (2009). Therefore, in the light of the aforementioned, this paper seeks to examine the effect of strategic marketing planning implementation on the performance of the Nigerian hotel industry.

Literature Review

Conceptual Definitions

Strategic Planning

Strategic planning is about success and failure, about the ability to plan wars and win them; big mergers perhaps the most visible sign of strategic planning can transform the performance of an organization, make fortunes for shareholders or change the structure of an industry (Scholes, 2002). Ineffective strategic planning can bankrupt companies and win careers of chief executives thus hindering organization growth. (Appleby, 1994) defines a strategic plan as deciding on major organizational goals and guidelines or policies used in achieving those goals. According to Campbell (1999), and Thompson & Stickland (2007), a strategic plan is a process that involves assessment of threats and opportunities of an organization, determining weakness and strengths in changing environment. They continue saying that a strategy is laid down to cope with the problem at hand, considering the goals, objectives of the organization. They further defined strategic planning as management tool that continually and systematically evaluate a business, identify its long-term goals and quantifiable objectives, develops a plan to implement, monitor performance, allocated resources, redefine the plan where need be, to ensure the organizational members work towards the defined goals in changing environment Odongo, Sophia & Datche (2015)

Strategic planning is a process of deciding an organization's mission, long and short-term objectives, strategies, tactics and resources; these enable organizations to achieve their goals. "Strategic marketing planning is a similar process but within the marketing function of the firm" (Claycomb et al., 2000). It is a plan of all aspects of an organization's strategy in the marketplace; it is concerned with long term issues (Baker, 2007). The term strategic marketing planning is used to describe "a written statement of the marketing aims of a company, including a statement of the product, target for sales, market share and profits, promotional and advertising strategies, pricing policies, distribution channels etc with precise specification of time scale, individual responsibilities etc. Baker's definition has really helped to shed light on the fact that individual responsibilities matters a lot in Strategic marketing planning; therefore, human factor in the form of employee now stand to be a driven force for the implementation process which stands to be very appropriate for this study. (Masner, 1988). It is a process which focuses its attention on the opportunities and threats of the environment (Achumba, 2000). It is the planned

application of marketing resources to achieve marketing objectives.

(McDonald, 1996), identified five potential benefits of using strategic marketing planning: firstly, that it enables better coordination between employees working together, bringing together all relevant facts and operating decisions in order to better anticipate development, a more positive attitude towards change, better allocation of resources in sales promotion and finally setting up a framework which can better quantify marketing accomplishments. In general, strategic marketing planning makes for better coordination of functions within the organization.

Concept of Strategy

Strategies can be formulated in three levels that is: corporate, business, and functional level. At corporate level strategies are formulated by the top management or the board of directors (Yabs, 2010). It is fundamentally concerned with the selection of businesses in which the company should compete and with the development and coordination of that portfolio of businesses. At business level strategies are formulated by middle level managers for example, marketing managers, human resources, production managers, logistics managers among others (Yabs, 2010). Strategy formulation at functional level is done by first line managers or supervisors (Sababu, 2007). This plays key role in formulation of strategic plans in the organization (Job Kipkemboi & Fred Mugambi, 2014).

Strategy Adoption and Implementation

Strategy implementation is the process of allocating resources to support the chosen strategies. This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. The implementation process covers the entire spectrum of managerial activities including such matters as motivation, compensation, management appraisal, and control processes (Barnat, 2005). Implementation of an organization's strategy involves the application of the management process to obtain the desired results. Particularly, strategy implementation includes designing the organization's structure, allocating resources, developing information and decision-making processes, and managing human resources, including such areas as the reward system, approaches to leadership, staffing, training and development.

(Higgins, 1985) opined that, almost all the management functions (planning, controlling, organizing, motivating, leading, directing, integrating, communicating, and innovation) are in some degree applied in the implementation process. Pierce & Robinson (1996) argue that for effective and direct control of an organization's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards, and control systems are essential strategy implementation ingredients. Additionally, organizational culture does play an important role in strategy implementation. The management has an obligation to establish organizational culture adaptation techniques to support the implementation of the strategy.

Implementation of strategy is the „action phase“ of the strategic management process as it entails converting the formulated strategy into action and then into strategic results. This comprises eight critical managerial actions according to (Thompson & Strickland, 2003), and these include creating an organizational structure with the competencies, capabilities and resources required to implement strategy; developing budgets to ensure that resources are allocated for strategic success; establishing policies and procedures to support strategy implementation; instituting best practices and striving towards continuous improvement; creating and implementing organizational systems that enable employees to effectively execute strategic roles; aligning rewards and incentives with the achievement of individual and organizational objectives; creating a culture that is aligned with the strategy of the organization; and practicing strategic leadership that is inclined towards the effective implementation of strategy. The study was confined to three of the above mentioned managerial actions in strategy implementation namely resource allocation, strategic leadership and organizational culture as cited in (Jemimah, 2010).

Factors Influencing Strategy Implementation

Organizational Factors

According to Kaplan & Norton(2001), organizational culture reflects the predominant attitudes and behaviour that characterize the functioning of a group or organization. Organizational culture is the set of important assumptions that members of an organization share in common (Pearce & Robinson, 2005). The beliefs and practices that become embedded in the culture of the organization can originate from an influential individual, work group or department in the organization. In the context of strategy implementation, organizational culture refers to an „awareness and internalization of the shared vision, mission and values needed to execute strategy”.

Organizational culture is widely accepted as a driver to effective strategy implementation. It can be a source of competitive advantage for an organization as it influences the way an organization conducts its business, regulates and influences the behaviour of employees. The key to effective implementation of strategy is to align the values and related behaviour of employees at all levels of the organization with the strategic direction. This is done only when the strategic direction has been determined and the organizational resources have been established. Strategic leaders are responsible for changing the culture of the organization to align it with the strategy as the CEO has the greatest influence on the organizational culture.

Strong cultures promote effective implementation of strategy when the vision, mission, strategy and objectives of the organization are aligned with the organizational culture. Implementation of new strategies requires changes in an organization's existing culture. The strategic leaders of these organizations must introduce new attitudes and behaviour in all employees for the implementation of the new strategy to be effective. Organizational culture affects performance. It reinforces behaviour that can be enhanced by incentives and controls that lead to effective strategy implementation which in turn affect organizational performance (Jemimah, 2010).

Organizational Performance

Organization growth has its basis to a larger extent on strategic planning of the organization. It's with this respect that strategic planning should be employed by organization to enhance their growth (Cole, 2002), as cited in (Odongo Melen Sophia & Datche Owuor, 2015). There are different types of performance (the financial and the non-financial performance), but this study views performance in the non-financial aspect specifically, employee performance.

Theoretical Framework

Agency Theory

One of the theories most frequently used to explain the adoption and implementation of strategic management and performance measurement in organizations is the agency theory. According to the agency theory Bendor, Taylor & Gaalen (1985), performance measurement is used in situations of asymmetric information and uncertainty for monitoring managers and linking them with the principal. The performance enables justification to seek more resources and support from the principals to carry out its

operations. Previous studies done on strategic management in organizations have also shown a weakness in focusing on strategy process with little or no attempt at evaluating their adoption and effect of strategy implementation on organizational performance (Jemimah, 2010). Hence the study adopted Agency theory.

Empirical Framework

According to Beamish (2000); Allison and Kaye (2005); Anthony (1999); Aram & Cowen, 1990; Bradford & Duncan (2000); Bryson (2004); and Akinyele (2007), majority of the studies that have examined the relationship of strategic planning and performance have concluded that firms having a formal strategic planning process outperform those that do not. Furthermore, firms taking a proactive strategic approach have better performance than those taking a reactive strategic approach. This evidence demonstrates the usefulness and, in fact necessity of having a formal, proactive strategic planning process in an organization, whether it be large or small as cited in (Akinyele & Fasogbon, 2010). However, majority of the studies that has been carried out in this area are not in the hospitality sector, therefore, this study was designed to study the effect of Strategic marketing planning implementation on performance especially in the employee area in the hotel industry.

Zaribaf & Bayrami (2010) in their study found that most executives in organizations spend a great deal of time, energy, and money in formulating a strategy, but do not provide sufficient input to implement it properly. Normally, companies change their strategy to reposition themselves and adapt or react to market opportunities and threats; when considering how to implement a strategy, most probably will constrain any creativity in the new strategy. Therefore, one must strike a balance between an innovative and workable strategy and its successful implementation.

Ashkenas & Francis (2000); Beer & Nohria (2000); Carlopio, 1998 (2003); Cater & Pucko, (2010) have emphasized the importance of formulating and implementing a strategy, with higher importance given to strategy formulation due to its criticality to the existence and expansion of the organization. However, implementing a strategy is much more difficult than formulating it. The former requires leadership skills, precision planning, and organizing of resources and activities as well as ensuring people's commitment to the new strategy, while the latter requires creativity and understanding the business and assessing the market opportunities and the firm's strengths. While strategy

formulation is usually a function of top management, its implementation is the responsibility of middle and lower level managers.

However, the role of top management is vital in preparing a workable strategy and communicating it clearly so that middle managers can more easily implement it. In other words, a successful implementation journey starts in the formulation stage and a failure to find that link between strategy formulation and strategy implementation is a step toward strategy failure. Strategy formulation is basically entrepreneurial in nature and requires a great deal of analysis, judgment, and innovation. However, implementation requires administrative and managerial talent and an ability to foresee obstacles that might arise in strategy implementation.

Cater & Pucko (2010) demonstrated in their study that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy implementation and execution is poor leadership. Their results showed that adapting the organizational structure to serve the execution of strategy has a positive influence on performance. Fulmer (1990), mentioned that human resources management plays an important role in the effective implementation of strategic plans. It is important for both organization departments and employees to be enthusiastic about the strategy implementation. Getting people involved and having a motivating reward system will have a positive influence on the implementation of strategy (James Rajasekar, 2014).

Methodology

The objective of the study is to examine the effect of strategic marketing planning implementation on performance of Nigerian hotel industry. The procedure that was used to achieve the objective of the study which includes, population size, sample size and sampling techniques, research instrument, data type and resources, data collection as well as method of data presentation is fully discussed in this section. The study made use of questionnaire that was carefully structured by the researcher to obtain information from the staff of Eko hotel and Golden tulips hotel in Lagos state to be able to achieve the objective of the study. Two sets of variable which includes the independent (variables on the implementation of strategic marketing planning) and the dependent (variables on non-financial performance) variables were employed by the study.

Population of the Study

The target population is the management staff of the two selected 5-star hotels in Lagos. Two 5-star hotels were selected among the very few 5-star hotels in Lagos because they were the only two hotels that was ready to cooperate with the researcher as at the time of this study. Each of the selected 5-star hotels has a total number of one hundred and twenty(120) staff from the top level to the supervisory level making a total target population of two hundred and forty(240) staff at the top level to the supervisory level; specifically thirty (30) staff from the top and middle level and ninety (90) staff from the supervisory level making a total of sixty (60) staff at the top and middle level and one hundred and eighty (180) staff at the supervisory level.

Sample Size and Sampling Techniques

Purposive sampling method was used to select 30 respondents each from the selected hotels to make a total population of 60 respondents from the target population of the selected hotels in Lagos state. 15 respondents each were purposively selected from the top to the middle level and 15 respondents each were also purposively selected at the supervisory level which gives a total of 60 respondents. The researcher cannot get the whole target population to fill the questionnaire because of the nature of their job that will not give room to having time to fill questionnaire, therefore, the researcher have to focus on those that will be most relevant for the study.

Research Instrument

Questionnaire was the major research instrument used, and it was designed in such a way that part A took care of variables relating to the implementation of strategic marketing planning which includes variables for competitive environment, leadership style and commitment, organizational culture, allocation of resources, human capital development; and part B was designed to take care of variables relating to organizational performance (non-financial) in the area of employee performance which includes extent of employee involvement in strategic decision making, extent to which employee are been laid off, how employees enjoy what they are doing, how their pay commensurate with their certificate, how they are been motivated and rewarded for hard work that helps in boosting performance, how they are been trained in relevant areas to boost performance and extent to which the organization has recognized them to be the determinant of its success etc. The questionnaire were rated on a seven point Likert scale answers ranging from (7 to 1) (very high extent to No opinion).

Data Collection and Administration

The study employed primary source of data collection with questionnaire being the major instrument to gather the relevant information needed for the achievement of the objective of the study. The questionnaire were structured in a clear cut simple language that enabled the respondents to be able to get the real understanding of what the researcher was talking about. Out of the 60 questionnaire that was administered, 55 were correctly filled and returned.

Hypothesis

H₀: Strategic marketing planning implementation has no significant effect on performance of Nigerian hotel industry.

Model Specification

In evaluating the adoption of strategic marketing planning as it affects performance of the Nigerian hotel industry, the relevant data collected were considered which lead to the formulation of the model below:

$$Y = f(x_1, x_2, x_3, x_4, \dots, x_n) + e$$

Where Y is the independent variable representing the (SMP Implementation variables) and X is the dependent variable representing (performance of the hotel industry).

$$(\text{SMP Implementation variables}) = f(\text{performance})$$

Hence the model becomes:

$$\text{SMP IMPL} = B_0 + B_1 + B_n + e$$

Where:

Perf = performance (non-financial)

SMP = strategic marketing planning

e = Error

Data Presentation and Analysis

Data collected were analyzed using regression analysis through the use of SPSS; and the following summarizes the result of the analysis.

Table 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603 ^a	0.364	0.352	0.346

a. Predictors: (Constant), SMP(IMPLEMENTATION)

(Author's Computation, 2016)

The model summary above shows that the value of r^2 is 0.364 which denotes that 36.4% of variation in performance is explained by strategic marketing planning implementation and the remaining 63.6% are explained by other variables outside strategic marketing planning implementation variable. Therefore strategic marketing planning implementation actually contributes to performance in the Nigerian Hotel Industry.

Table2: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.619	1	3.619	30.274	.000 ^a
	Residual	6.336	53	0.12		
	Total	9.955	54			

a. Predictors: (Constant), SMP Implementation

b. Dependent Variable: performance(non-financial)

(Author's Computation, 2016)

The ANOVA result as shown in the table above shows that $F = 30.274$, $p < 0.05$ significant level, that is with significant value of 0.000 while the table value is 4.0012 meaning the F calculated value is greater than the table value, therefore the null hypothesis is rejected and the alternative hypothesis is accepted which shows that strategic marketing planning implementation have a significant effect on performance of the Nigerian Hotel Industry.

The coefficient table was used to test whether the independent variable (strategic marketing planning implementation variables) contributes to the dependent variable

(performance variable). The result shows ($\beta = 0.603$, $t = 5.502$, $p < 0.05$). The t value in this study was found to be significant at 0.05 significant level. With a positive t value of 5.502 and beta value of 0.603 meaning 60.3% of performance is caused by strategic marketing planning implementation.

Conclusion and Recommendations

Strategic marketing planning has become very imperative in this dynamic business environment for any organization that want to be able to stand the test of time in the business world. But notwithstanding, it is not just enough to have strategic marketing plan on paper, its implementation, that is turning it into action is the paramount thing.

Therefore, the way an organization allocates resources to accomplish organizational objective and the instrument behind the allocation is a very important thing that must be considered by any organization that wants to enjoy the full benefit of strategic marketing planning because it is the implementation process that determines to a reasonable extent the success of the strategy. Conclusively, the result of the study shows that strategic marketing planning implementation has a significant effect on performance of Nigerian hotel industry.

The following recommendation were however, made based on the result of the findings of the study:

1. The study shows that truly strategic marketing planning implementation have effect on performance, the hotel should concentrate more in the activities involving strategic marketing planning implementation.
2. It is also recommended that the hotel should always take more cognizance of the implementation process by investing more resources and time in this area to enhance better performance.
3. Leaders in the organization should also try to always evaluate their leadership activity in the area of implementation and not just making strategic marketing plan but also monitoring its proper implementation.

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