



EFFECTS OF STRATEGIC INNOVATION ON ORGANIZATIONAL
PERFORMANCE IN SELECTED ORGANIZATIONS IN UGANDA

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Approval of the Thesis

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Abstract

EFFECTS OF STRATEGIC INNOVATION ON ORGANIZATIONAL PERFORMANCE IN SELECTED ORGANIZATIONS IN UGANDA

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The main purpose of this study is to establish the effects of strategic innovation on organizational performance in 30 organizations selected from various sectors in Uganda. Inevitably, the following specific research objectives were formulated to guide the study: to validate empirically a proposed framework illustrating organizational performance implications of strategic innovation; to determine the relationship between strategic innovation and organizational performance; to determine the relationship between innovation strategies and organizational performance; and to explore the challenges facing the selected organizations in using strategic innovation to promote organizational performance.

This study largely adopted a positivist research paradigm complimented by postpositivist research paradigm to guarantee reliability, validity and credibility of the findings. Accordingly, the study adopted mixed-methods research approach because of its complementary role to clarify and enhance results from one approach to another. While the sample was selected using stratified and purposive sampling techniques from various sectors of the Ugandan economy, data collection was conducted in Central Business District (CBD) and Wakiso district covering both corporate organizations and top SMEs. The researcher used 300 questionnaires and 15 interview guides to collect data thus achieving 81.3% and 53.3% on response rate respectively. Accordingly, descriptive statistics, correlation and regression analysis were used to establish the relationships between variables and effect of Strategic innovation on organizational performance. Conversely, deductive and interpretive data analyses techniques were applied to analyze qualitative data.

In reality, the following key outputs were established: while the relationship between strategic innovation and organizational performance was very significant; both correlation and regression analyses revealed that all the tenets of strategic innovation studied are positively related to and equally affected organizational performance positively. Moreover, incremental

strategic innovation registered the highest effect on organizational performance as compared to strategic innovation and disruptive strategic innovation.

While all the three key predictor variables are positively related to organizational performance, incremental strategic innovation is the highest influencer of organizational performance as followed by strategic innovation and disruptive strategic innovation respectively. Accordingly, the study outcomes indicate that strategic innovation is a strong predictor of organizational performance.

Declaration

I declare that this thesis has been composed solely by myself and that it has not been submitted, in whole or in part, in any previous application for a degree. Except where stated otherwise by reference or acknowledgment, the work presented is entirely my own.

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I confirm that I remain the intellectual property and copyright of the thesis submitted. I also allow Unicaf University to produce and disseminate the contributions of the thesis in all media forms known or to come as per the Creative Commons BY Licence (CC BY).

Dedication

I dedicate this dissertation to my wife Mrs. Ruth Stella Owako, all the children Junior Owako, Francis, Timothy, Pius, Mark, Hope, Jonathan, Jemima, Michelle, and Mariam who prayed for me and endured less attention from their bread winner during this course. Thank you so much!

With due respect, I honor my late father, Amulamu Mwanika and my mother Zeresi Luwinza who raised me with words of wisdom and motivated me to adopt the spirit of hard work. In particular, I honor my step mother, Loi Isapali Mwanika who natured me practically into the spirit of hard work.

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List of Abbreviations

ANOVA - Analysis of Variance

CBD - Central Business District

SPSS - Statistical Package for Social Sciences

LDCs - Low Developed Countries

CEO - Chief Executive Officer

TMT's - Top Management Teams

RBV - Resource-Based View theory

BM - Business Model

BMI's - Business Model Innovations

NC - Numerical Control market

ICT - Information Communications Technology

SIG - Strategic Innovation Group

SAP - Strategic Advantage Profile

ETOP - Environmental Threats and Opportunity Profile

R & D - Research and Development

VCA - Value Chain Analysis

GVC - Global Value Chain

OA - Organizational Atmosphere

OC - Organizational Culture

TQM - Total Quality Management

ILO - International Labor Organization

AHP - Analytic Hierarchy Process

KPI's - Key Performance Indicators

BSC - Balanced Score Card

TBL	- Triple-Bottom-Line
EFQM	- European Foundation for Quality Management
ABC	- Activity-Based Costing
EVA	- Economic Value Added
ROCE	- Return On Capital Employed
RDD	- Regression Discontinuity Design
PRS	- Portsmouth Registration Service
PSM	- Propensity Score Matching
MkIS	- Marketing Information System
MIS	- Management Information System
UREC	- Unicaf Research Ethics Committee
SD	- Standard Deviation
CVI	- Content Validity Index
QDA	- Qualitative Data Analysis
CSR	- Corporate Social Responsibility
SCM	- Supply Chain Management
TMS	- Transport Management System
PESTEL	- Political, Economic, Social, Technological, Environmental, and Legal model
SWOT	- Strengths, Weaknesses, Opportunities and Threats analysis model
NPD	- New Product Development
CIMA	- Chartered Institute of Management Accountants
SOPs	- Standard Operating Procedures
JUBP	- Joined-UP Business Planning Process
EPLC	- Extended Product Life Cycle

MMR - Mixed-Methods Research Approach

GDP - Gross Domestic Product

COVID-19 - Corona Virus Infectious Disease 2019

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CHAPTER 1: INTRODUCTION

Introduction and Background to the Study

Globally, organizations endeavour to add value to their product offer in response to environmental changes hence innovation or new ideas are triggered in response to deliver customer expectations and expected revenue (Doole & Lowe, 2005a). Since 1980s, a majority of organizations whether big or small have been crafting new strategies ceaselessly so as to sustain their performance, expand overall business, and stay competitive both domestically and internationally (Kuratko & Hodgetts, 1998 as cited in Gunday et al., 2018). According to Gunday et al. (2018), organizations have been facing global competition that has compelled them further to develop new strategies necessary to fulfil stakeholder expectations. Therefore, continuous change of organizational strategy also known as strategic innovation has been very central in driving organizations' financial performance, customer performance, internal processes, business expansion, efficiency, effectiveness, competitiveness, and learning and knowledge (Karabulut, 2015; Odor, 2018).

The works of Kaplan and Palmer (n.d) explain that strategic innovation is a holistic approach focused on generating beyond incremental, breakthrough or disruptive innovations. Strategic innovation is therefore deliberate efforts that creates a significant difference in value delivered to customers, consumers, shareholders, employees and the rest of the stakeholders (Kaplan & Palmer, n.d). Therefore, strategic innovation also regarded as business model innovation (BMI) is the reinvention of organizational strategy to achieve business growth as well as fulfilling stakeholders' expectations achieved by creating a sustainable competitive advantage.

On the other hand, organizational performance is the measure of firm competitiveness exhibited by financial and non-financial indicators that reveal level of goal achievement

(Felizardo et al., 2017). According to Sidow and Ali (2014), organizational performance is a measure of how efficiently and effectively managers use available resources to satisfy customers and achieve organizational goals.

Apart from the economic benefits highlighted above, strategic innovation has become the major driver of all innovation typologies such as process innovation, product innovation, technological innovation, management innovation and marketing innovation (Makimi). Moreover, this dynamic strategy has been driven by the transformation of information technology (IT) that has fundamentally facilitated strategists in speedily building business models (BMs) necessary for generating sustainable competitive advantage (Afonso & Vieira, 2012).

Despite the commercial importance of innovation in general (Gunday et al., 2018), the effects of strategic innovation in driving organizational performance is still inadequately understood or rather it has been misunderstood by some strategists (Ibingira et al., 2017). This further implies that the study of strategic innovation and organizational performance has not been fully explored. This is because existing works from the majority of the authors have exhibited methodological research gaps arising from deliberate use of one research method involving limited samples. Moreover, there is still limited information regarding the effects of strategic innovation on organizational performance (Hartmann et al., 2013). Therefore, the choice for this study topic is based on the need to establish the effects of strategic innovation on organizational performance and the desire to contribute to the body of knowledge through which organizations can achieve their dreams. In addition, future scholars can benchmark their studies and pursue further investigations on the existing studies (Suhag et al., 2017).

In essence, organizations worldwide strive hard to achieve their goals amidst the dynamic environments which compel them to adjust in order to survive and prosper. The exogenous

environmental factors in particular present both opportunities and threats that organizations exploit and mitigate using their strategic advantage profiles to achieve their objectives.

Essentially, organizations constantly craft new ideas which leads to the development of new business models (BMs) necessary for addressing the ever rapidly changing environmental factors such as consumer trends, economic changes, technological changes, competitive forces, and other environmental calamities that impact on businesses (Afonso & Vieira, 2012). According to Ibingira et al. (2017), innovation is required for the development of new products, markets and to improve the quality of service necessary for building customer loyalty. This implies that every department within a given organization gets involved in the innovation process since it impacts on a very discipline and process (Ibingira et al., 2017).

The theoretical background to this study points out environmental factors that drive strategists to advocate for change regarded as ‘strategic change’ and the act of managers with skills to conduct environmental analysis, identifying opportunities and threats referred to as ‘strategic entrepreneurship’ (Kataria, 2013). Strategic innovation incorporates both incremental and disruptive strategic innovation which play the role of improving products and markets and creating products and markets respectively (Ibingira et al., 2017; Kataria, 2013). As illustrated in the conceptual framework in chapter 2, strategic innovation that influences organizational performance is driven by moderating variables and linked by mediating variables that provide competitive advantage (Latifi & Bouwman, 2018). Based on this conceptual frameworks, the researcher requires to establish the relationship between the variables and the effects of each predictor variable on organizational performance.

Finally, this chapter is composed of the background to the study, problem statement, purpose and specific objectives of the study, research questions, research hypotheses, scope of the study, and significance of the study. The remaining part of the thesis consists of four more

chapters that include: literature review, methodology, discussion of study findings, conclusion, recommendations and limitations to the study.

Statement of the Problem

Heretofore no other study has exhaustively examined the relationship between strategic innovation and organizational performance for companies in Uganda. To the best of my knowledge, no mixed-method study has been devoted to tracing effects of strategic innovation on organizational performance to aid strategists in making more accurate and robust decisions.

According to Hermann (2005), strategy development was originally based on environmental factors but today concepts of knowledge, learning, and innovation in strategic management have evolved. Therefore, strategic innovation frameworks have exhibited gaps since none of them has been found complete (Stankevicius & Jucevicius, 2010). As already highlighted in the introduction, the study of effects of strategic innovation on organizations performance received less attention in the past decade (Hartmann et al., 2013). In reality, more of the literature on effects of strategic innovation on organizational performance is rather scattered (Ibingira et al., 2017).

Although a majority of corporate organizations globally practice strategic innovation to gain competitive advantage, the study of its effects on organizational performance is still in embryonic stage (Ibingira et al., 2017). Moreover, the existing works on strategic innovation and other innovation types have relatively exhibited narrow scope, insufficient use of samples, and non-use of mixed-methods research (MMR) methods that appears to have delivered biased outcomes; (Byukusenge & Munene, 2017). This in all has rendered our overall understanding of strategic innovation and its interconnected influences on organizational performance to appear narrow or rather insufficient. In compliment of this situation, Adeyeyetolulope (2014)

reveals that organizations may perform poorly due to lack of competitive innovative strategies, low quality products, poor service delivery, and lack of marketing capabilities.

Subsequently, this thesis aims to contribute to the conceptual framework of strategic innovation based on components of strategic innovation, innovation types, and innovation strategies (Kataria, 2013). The opportunity to conduct this study arises from limitations of these works which predominantly adopted qualitative research method; focused on literature reviews of related journals and articles leaving out a positivists research paradigm which adopts descriptive and inferential statistics to objectively analyze data to obtain generalized and realistic findings including meaningful conclusions. Since research conclusions arising from mixed-methods research method are limited globally (Turyakira, 2012), this study therefore addresses the existing research gaps and deliberately incorporates both corporate organizations and SMEs in the study sample.

Purpose of the Study, Research Aims, Objectives

The main aim for this study is to establish the effects of strategic innovation on organizational performance in selected organizations in Uganda. Additionally, this study aims to contribute knowledge to boost organizational competitiveness as well as enrich other stakeholders on numerous benefits of strategic innovation. In order to achieve this study purpose, the researcher focused on achievement of the following specific objectives:

- i. To validate empirically a proposed model illustrating organizational performance implications of strategic innovation.
- ii. To determine the relationship between strategic innovation and organizational performance.
- iii. To determine the relationship between innovation strategies and organizational performance.

- iv. To explore the challenges facing the selected organizations in using strategic innovation to promote organizational performance.

Research Questions and Research Hypotheses

This research project has been guided by the following research questions:

- i. How do mediating variables link strategic innovation to influence organizational performance?
- ii. When do moderating variables drive strategic innovation to influence organizational performance?
- iii. What is the relationship between strategic innovation and organizational performance?
- iv. What is the relationship between innovation strategies and organizational performance?
- v. What are the challenges facing the selected organizations in using strategic innovation to promote organizational performance?

The relationships between the selected variables contained in the research objectives and research questions has been predicted by the following alternative hypotheses:

H1a Mediating variables that link strategic innovation positively influence organizational performance

H1b Moderating factors that drive strategic innovation positively influence organizational performance.

H2 There is a positive relationship between strategic innovation and organizational performance.

H3 There is a positive relationship between innovation strategies and organizational performance.

However, it is important to note that the null hypotheses (H0) which are the negative statements of the above alternative hypotheses can be tested if necessary.

H1a0 Mediating variables that link SI negatively influence OP.

H1bo Moderating factors that drive SI negatively influence OP.

H20 There is a negative relationship between SI and OP.

H30 There is a negative relationship between innovation strategies and OP.

Scope of the Study

The study sample was selected from Kampala Central Business District (CBD) and Wakiso district because the majority of corporate organizations including top SMEs are concentrated in the two districts. The two districts therefore represents a wide scope sufficient to choose the study population and its subsequent sample. According to Shukia (2019), the accessibility of the study sample to the principal investigator is highly recommended for easy collection of data. Based on strategic economic reasons, many organizations prefer to operate their businesses from Kampala Capital City due to readily available market for their goods and services. However, a majority of the well established organizations operate across the entire country and beyond the borders.

As already highlighted in the problem statement above, the content scope of the study of strategic innovation and organizational performance globally is still inadequate. However, this study is adopted from a few existing authors who put efforts in generating research reports regarding the same subject. Additionally, other related topics on innovation typologies are directly relevant to this study hence have been cited as well.

Arising from the study duration allocated for PhD programs and the subsequent research proposal of this study, the timescope projected for this study project to reach completion was

3 years. Unfortunately, unforeseeable obstacles such as COVID-19 pandemic hindered the progress of the study thus taking longer than expected.

Significance of the Study

As already stated, the main reason for conducting this study is to establish the effects of strategic innovation on organizational performance in 30 organizations selected from various sectors in Uganda. Apart from empirical validation of the proposed framework for organizational performance implications of strategic innovation, this study will be used for closing methodological and data research gaps that were identified from previous works involving strategic innovation and other innovation typologies especially in Uganda (Abesiga, 2015; Byukusenge & Munene, 2017; Ibingira et al., 2017; Mutambi, 2013).

Because of existence of limited studies on strategic innovation world over, this study will generate recommendations that can be used to improve organizations' competitiveness. Notably, this study will further contribute to the body of knowledge particularly to the subject topic the effects of strategic innovation on organizational performance in Uganda and the rest of the world economies. Accordingly, the study will improve financial performance, efficiency and internal processes, organizational competitiveness, world economies, and more importantly enhance stakeholder satisfaction.

Specifically, this study will be of great benefit to the following stakeholders: academicians, principal investigator, organizations and investors, consumers, marketing practitioners, and government. As stated by a good number of authors, strategic innovation is a key driver of efficiency, superior performance, customer value, profitability, growth, and sustainability (Hajar, et al., 2021; Kataria, 2013; Karabulut, 2015; & Odor, 2018).

Principal Investigator

By use of mixed-method research method, the principal investigator will be able to determine exhaustively the effect of strategic innovation on organizational performance and as driven by moderating variables and linked by mediating variables. Similarly, the outcomes of correlational analysis of the study will establish the relationship between key predictor variables and organizational performance; to design a conceptual framework that illustrates the complex mechanism through which strategic innovation influences organizational performance; and to generate empirical data supported by systematic and extensive review of literature that will be used to fill the foregoing methodological and data research gaps identified in the previous studies.

As the author of this report, the researcher will be the source of the original data, findings, conclusions and recommendations hence a source of reference to all beneficiaries of this report. This means acquisition of knowledge, accomplishment and attainment of high level of contentment .

Education

The output of this study will contribute to the body of knowledge for which academicians will base their literature reviews on findings and analyses generated, identifying research gaps for future studies, and consequently closing them. Moreover, the overall syllabus for higher institutions of learning will be enriched with factual information generated in this study. This implies facilitating and empowering tutors with well researched data that provides practical solutions for application (Kapur, n.d).

According to Kapur (n.d), this study will provide authentic knowledge and support education to achieve its goals and objectives by rebuilding confidence in higher institutions of learning, educate for self-identity and individual realization, moral and democratic values that

bring change in racial attitudes. The study will provide a platform for planning and rational decision making as well as exposing challenges and solutions of the future (Kapur, n.d).

Organizations and Investors

Although organizations face challenges in creating and implementing new ideas, the fruits of strategic innovation can be very sweet. A number of authors have concluded that innovation in general is a principal driver of profitability, growth, efficiency, resilience, and competitiveness (Hajar, et al., 2021; Latifi & Bouwman, 2018). Moreover, Lomax and Raman (2006) explain that successful companies innovate to create new products and services as well as creating efficiencies within their value chains.

According to Afonso and Vieira (2012), organizations should practice strategic innovation in order to add value to their offerings and also counter the prevailing economic crisis and competitors in order to survive. This goes along with the use of breakthrough technologies required to facilitate the development of new products, new services, and new business models (Afonso & Vieira, 2012). Strategy innovation typologies such as incremental and disruptive or radical strategic innovation are very central in value creation and development of new markets for organizations to grow and remain competitive. According to Kataria (2013), both of the innovation typologies are very important in creating organizations' competitive advantage but radical innovation strategy is particularly important for gaining monopoly in new markets using new products in the short run and before competitors copy them.

Today, business organizations exploit opportunities from the ever changing environmental factors and mitigate threats as they occur. They do these by taking advantage of their competitiveness faster than before in order to catch up with the need to make profits, grow, and compete hence rendering this study very significant for investors as well.

Consumers

As consumers' needs and wants keep evolving, organizations are driven to be more innovative in order to add value to their products and services with aim to delight their customers (Afonso & Vieira, 2012). Therefore, this study is important to consumers who may use internet to access information regarding new offerings arising from strategic innovation practices. Consumers are further provided with more choices to make since high quality products and services are available at competitive prices.

Marketing Practitioners

By the end of this study, marketing practitioners and researchers will benefit from the knowledge gained from the conceptual framework of strategic innovation which will be transferred as a skill to construct a multi-dimensional model of marketing innovations as well as future empirical grounding (Cascio, 2011). This according to Cascio (2011), practically aids marketing practitioners to brilliantly execute specific set of activities as defined by their marketing innovation construct that leads them into exceptional organizational performance.

Government

Because strategic innovation is known to be a key driver of economic growth, this study will provide knowledge to government agencies and world economies who will use it to promote growth of their economies. Since the study of the effect of strategic innovation on organizational performance in low developed countries (LDCs) such as Uganda is still virgin, more attention will be paid to these study outcomes. In contrary, and according to Korhonen (2017), it is estimated that 79% of the European Union companies that initiated one innovation since 2011 experienced turnover growth of over 25%. This is some experience LDCs should emulate in order to grow.

Notably, organizations practicing strategic innovation will gain from improved financial performance, market performance, customer satisfaction, employee satisfaction, internal processes performance, and learning and growth performance (Karabulut, 2015).

CHAPTER 2: LITERATURE REVIEW

Introduction

This section of the thesis critically reviews the existing literature on the effects of strategic innovation on organizational performance. The review captures the related theories to strategic innovation and organizational performance, its theoretical framework including the components of strategic innovation such as strategic entrepreneurship, strategic change, innovations types, mediating and moderating variables all regarded as sources of competitive advantage. This literature review is structured systematically in accordance to specific research objectives also referred to as themes or subtopics.

Furthermore, this chapter provides the investigator with an opportunity to identify research gaps most of which will be narrowed or closed using the findings and analyses of the study. In other words, this chapter presents secondary data necessary for comparison and evaluation of key findings presented in chapter 4.

Related Theories

A good number of authors define the word theory with a similar meaning while others have reservations about its definition. Sutherland (1976) as cited in Wacker (1998) define a theory as “an ordered set of assertions about a generic behavior or structure assumed to hold throughout a significantly broad range of specific instances”.

According to Wacker (1998), a good theory should be unique, conservative, cover different environments, and have fewer assumptions, independent, risky, and scientifically logical to compare variables (Bandura, 2008). He further explains that a theory is not hypothesis which is easy to formulate and quickly discard but rather a good theory is helpful, complex to create and possess predictive power.

Although a theory has been criticized by many academicians for its inapplicability, lack of measurement, and less impact on the external world; its practicality, logicalness and value in providing a model for analysis is significant (Wacker, 1998). Further still, Kataria (2013) outlines a number of existing theories that explains the relationship between strategic innovation and organizational performance taking into account highly related concepts of strategic entrepreneurship, strategic change, and value innovation. These competitive theories that could be used to predict the effect of strategic innovation on organizational performance include: stakeholder theory, agency theory, knowledge-based view theory, Resource-based view theory, dynamic capability theory, real option theory, and contingency theory (Kariuki, 2014; Kataria, 2013).

Stakeholder Theory

Stakeholders of any organization are people who directly or indirectly benefit or lose from the actions of the organization. They include shareholders, board of directors, management, employees, customers, suppliers, government, media, pressure groups and the entire community. Similarly, Anttine and Schmid (2006) regards stakeholders as a group or individual who impacts or is impacted by the achievements of the organization's objectives. Therefore, the leadership of the organization should ensure that all stakeholders' interests is deliberately protected through maximization of stakeholder value. According to Kariuki (2014), continuous changes in the environmental factors is responsible for management's concern to advocate for innovation within the organization.

The significance of stakeholder theory emphasizes that managers should develop business models that transform the entire business to the interests of every stakeholder and this is particularly realized when the firm achieves its main objectives of maximizing sales volume, profits, market share, employee satisfaction, and good reputation. This theory is therefore very relevant and practical to the study of strategic innovation and organizational performance.

Agency Theory

As defined by Jensen and Meckling (1976) and Pepper (2019), agency theory is a contractual relationship between a firm owner known as the principal and the top management or CEO regarded as the agent who is assigned to perform business tasks on behalf of the principal. The major interest of the shareholders may be to maximize returns on investment, share value and dividends for members, while the top management may be interested in maximizing sales, profits and their own remuneration.

According to Kariuki (2014) the performance of the organization is measured in terms of financial ratios, and strategic innovation being a key driver of firm performance, top management teams (TMTs) choose strategies that maximize their benefits and not those of the shareholders hence a conflict of interest. Moreover, the remuneration for TMTs is dependent on financial performance of the firm and very specifically profitability (Pepper, 2019). Notably, TMTs always prefer to implement programs that have sustained competitive advantage and profitability (Kariuki, 2014; Pepper, 2019).

Knowledge-Based View Theory

Knowledge-based view theory explains differences in the performance of firms based on knowledge, resources, and capabilities of a firm. Although this theory is still being contested as a basis to explain differences in firm performance, knowledge, firm resources, and capabilities are viewed internally and externally as contributors of firm performance (Curado, 2006).

This theory is much applicable to strategic innovation which utilizes TMTs to effect changes within an organization because TMTs are human capital or resources that use knowledge and their capabilities to bring about innovation to improve organizational performance (Curado,

2006). Accordingly, this theory can be subjected to further investigation in this study and more forthcoming works.

Furthermore, Kariuki (2014) explains the theory of organizational control which argues that strategic innovation in organizations involves learning and knowledge accumulation of trial-and-error process. Therefore, organizations should never give up trying new ideas that are seen to enhance performance.

Resource-Based View Theory (RBV)

The Resource-based view (RBV) theory of the firm has become very popular in management in the recent decades. According to Curado (2006), Aas and Breunig (2017) and Belay et al. (2011), RBV proposes that particular resources, capabilities and competencies are very important in sustaining a company's competitiveness. In other words, Curado (2006) explains that the RBV of a firm is a strategic line of thought that analyses the organization's strengths and weaknesses. As explained by Aas and Breunig (2017) variations in organizational performance is dependent on the ownership, creation, deployment and management of intangible assets such as knowledge and relationships. This implies that an organization can gain a competitive advantage if it deploys and exploits resources that cannot be copied by its competitors (Aas & Breunig, 2017).

Subsequently, innovation capability which emphasizes on the firm 's ability to transform its offerings to customers as dynamic capability focuses on environmental fitness as indicators of performance (Aas & Breunig, 2017). Notably, innovation capability of a firm is regarded as its potential to innovate and implement its programs efficiently (Aas & Breunig, 2017).

Resource-based view theory closely competes with knowledge-based view theory because an organization's performance is dependent on the tangible and intangible resources such as firm assets, processes, skills, knowledge, and information which are regarded as sources of

competitive advantage (Doole & Lowe, 2005a). As explained by Madhani (2010), the uniqueness of RBV theory points out heterogeneity and immobile state of resources and capabilities within the organization that are very significant source of sustainable competitive advantage which drives organizational performance.

Dynamic Capability Theory

The concept of dynamic capability refers to achievement of evolutionary fitness to innovate (Dogan, 2017). Further still, Aas and Breunig (2017) define evolutionary fitness as “how well a dynamic capability enables an organization to make a living by creating, extending, or modifying its resource base”. Therefore, dynamic capabilities involves building, integrating and reconfiguring other resources and ordinary capabilities through adaptation and change management (Aas & Breunig, 2017).

The application of dynamic capability theory is evident with organizations that demonstrate timely responsiveness and rapid and flexible product innovation together with management capability to effectively coordinate and redeploy internal and external competences to gain competitive advantage (Teece & Pisano, 2018). Organizations can then sustain superior performance over time upon utilization of dynamic capabilities that incorporates processes within the organization (Kataria, 2013; Nurim & Noor, 2019). These dynamic capabilities can be used to tap opportunities from the macro-environment and market environment hence achieving overall growth and competitiveness in return (Ennew & Waite, 2007).

Real Option Theory

Real option theory provides organizational process that links the outcomes of strategic management process to those of financial management and also creates an integrated decision-making model (Abesiga, 2015). According to Cirjevski (2021), real option theory bridges the discipline of corporate finance with qualitative strategic planning tools by supporting in

improving strategic decision making. Real options approach with dynamic capabilities' framework create strategic growth options that provide rapid solutions to various environmental and technological changes which maximizes market value-added. In addition, this theory is relevant and directly applicable to strategic innovation and organizational performance (Cirjevski, 2021).

Contingency Theory

Overall, innovation requires organizations to have some capabilities that can be used to bring about changes. Contingency theory on innovation capabilities believes that innovation capabilities are not likely to be unitary but may vary depending on firm characteristics such as culture, distinctive strategies, technology complexity, competitive threats intensity (Aas & Breunig, 2017). Furthermore, Aas and Breunig (2017) explain that various contingency variables may impact on specific innovation type such as incremental and radical strategic innovations. This is because each innovation type requires different culture, capabilities, competencies and resources (Aas & Breunig, 2017).

Very specifically, the two main contingency variables that play a great role in innovation and strategic management are degree of novelty and market characteristics, thus innovation can be classified according to different degrees of novelty (Aas & Breunig, 2017). Similarly, Aas and Breunig (2017) contend that the type of innovation capabilities required for organization's good performance is dependent on the degree of novelty or the affinity for new experiences. This implies that both incremental strategic innovation and radical strategic innovation require different degree of novelty for the organization to be successful in using a specific innovation type. Moreover, the ability to carryout radical innovation is positively influenced by the interaction of knowledge gained from social capital and human capital (Aas & Breunig, 2017).

Furthermore, Adeyeyetolulope (2014) consider contingency approaches as the result of the fit between several factors such as structure, people, culture, strategy, technology and information. Similarly, Arefin (2015) contends that the fit between the same elements of strategy, culture, structure, systems and process impact on firm effectiveness and subsequently its performance. Notably, organizational strategy is a chosen approach to deliver successful results for the firm while technology and information is required to drive innovation.

Researchers have failed to ascertain the clarity of contingency theory concepts and have not been able to empirically discover the relationships among variables that has led to the theory's criticism (Adeyeyetolulope, 2014). However, contingency theory emphasizes three important dimensions which should be sharpened and they include: effectiveness, environment and congruency whereby effectiveness (Adeyeyetolulope, 2014). Thus, organizations that adapt new strategies and resources to effectively provide quality goods and services to their customers and the entire public stand chances of performing highly (Afonso & Vieira, 2012; Al - Maanil et al., 2019). Additionally, Afonso and Vieira (2012) assert that the key output generated by effectiveness is profitability and the key dimensions of effectiveness are efficiency, employee remuneration, job satisfaction, quality of work life and good citizenship. In simple terms, efficiency refers to the manner in which organization's resources are aligned and the quantity of resources used to produce one unit of output (Adeyeyetolulope, 2014).

On the other hand, organizations interact with various environments which affect organizational strategy and structure especially when technological and market environments change (Aas & Breunig, 2017). This means that companies respond with novelty by being creative and innovative thus adapting the prevailing environmental conditions during the course of their business operations.

Finally, the construct of congruency is deeply embedded in the contingency theory which means that fit is a very important theme in contingency studies (Adeyeyetolulope, 2014). According to Afonso and Vieira (2012), the congruency model also known as effects model presupposes that more is better which further explains that increase in organizational effectiveness is dependent on the levels of organizational dimensions available. With all above the description of contingency theory, it is apparent that the prediction of the effect of strategic innovation and its key predictor variables on organizational performance is seemingly accurate. It is therefore appropriate for the researcher to agree to the fact that the effect of strategic innovation on organizational performance is more closely predicted by contingency theory as compared to the rest of the competitive theories highlighted above.

Theoretical Anchoring

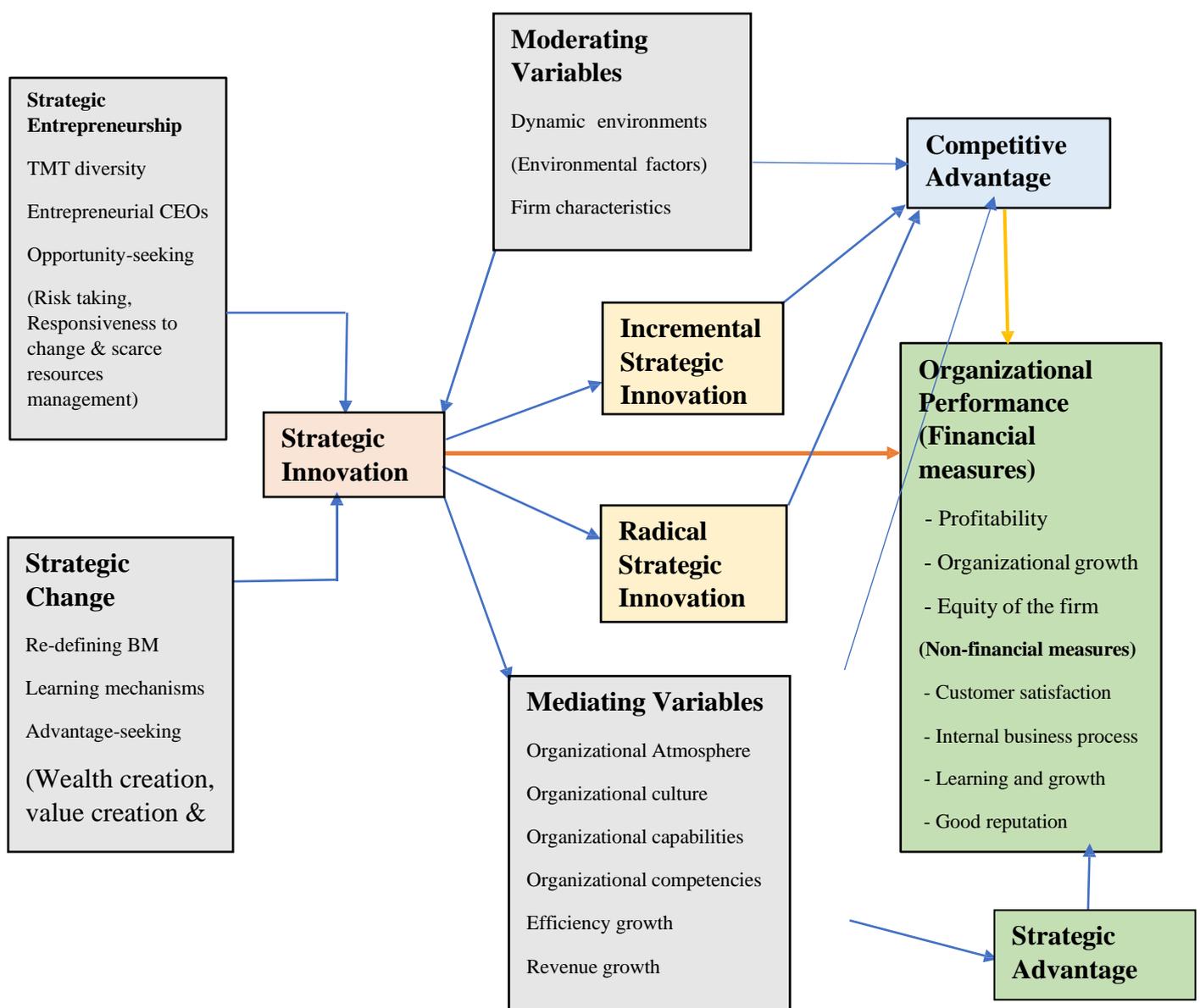
This study is anchored to the theoretical framework of Kataria (2013) and Latifi and Bouwman (2018) which illustrates organizational performance implications of strategic innovation. The various components of the business model (BM) driving strategic innovation include: strategic entrepreneurship, strategic change, innovation types, moderating and mediating variables which in all are sources of a firm's competitive advantage applied to maximize financial performance (Kataria, 2013; Latifi & Bouwman, 2018). Notably, for strategic innovation to impact on organizational performance, mediating variables such as efficiency growth, revenue growth, and organizational capabilities are required to deliver exceptional performance (Latifi & Bouwman, 2018).

According to Kataria (2013) strategic change is motivated by market environmental changes such as rivalry amongst existing competitors, threat of new competitors, availability of substitutes, power of consumers, power of suppliers, and the effect of international environment. Additionally, changes in the external environmental factors within the PESTEL model also bring about a need for strategic change. These changes provide opportunities to be

pursued and threats to be mitigated by organizations. Consequently, strategic innovation decisions are influenced by the business opportunities, competitiveness, feasibility, and the leverage opportunities provided by the strategic option (Kataria, 2013). Relatedly, Karabulut (2015) contend that organizations should be opportunity-seeking as well as advantage-seeking in order to foster for business growth and expansion.

Figure 1

Strategic Innovation Conceptual Framework



Source: Adapted from Kataria (2013) and Latifi and Bouwman (2018)

According to Kaplan and Palmer (n.d) strategic innovation as a component within the BM consists of seven dimensions that drive organization's growth. These dimensions include: a managed innovation process which refers to combining traditional and non-traditional ways of doing business or "thinking outside the box" for radical solutions; strategic alignment which implies soliciting support towards shared vision, objectives and implementation of programs; customer/consumer insight which means deep understanding of shopper/consumer needs used to unlock growth; core competencies and technologies which are organizational capabilities and competencies used as a source of competitive advantage to deliver value to key stakeholders such as customers and shareholders; organizational readiness regarded as ability to implement programs; and finally ensuring disciplined implementation and effectiveness (Kaplan & Palmer, n.d).

The two main innovation types: incremental innovation which is the outcome of value and market improvements; and radical innovation which is creation of value or market are both drivers of strategic innovation and sources of sustainable competitive advantage that enhance organizational performance (Kataria, 2013). Accordingly, organizations can adopt both or one of the two innovation types depending on the needs of innovation.

This conceptual framework is an improvement of Kataria (2013) theoretical framework of strategic innovation integrated with the theoretical model of (Latifi & Bouwman, 2018). Business Model Innovation (BMI) which explains the moderating role of exogenous environmental factors, value chain activities, and BM practices and implementation. Additionally, this model proceeds to explain the mediating role of organizational culture, capabilities, competencies, efficiency and revenue growth that also double as a source of competitive advantage driving performance.

Lastly, the need to establish the effect of strategic innovation on organizational performance is measured in financial terms of profitability, growth and shareholder equity while customer satisfaction, employee satisfaction, efficiency, effectiveness, and corporate image are some of the elements of non-financial measures or KPIs.

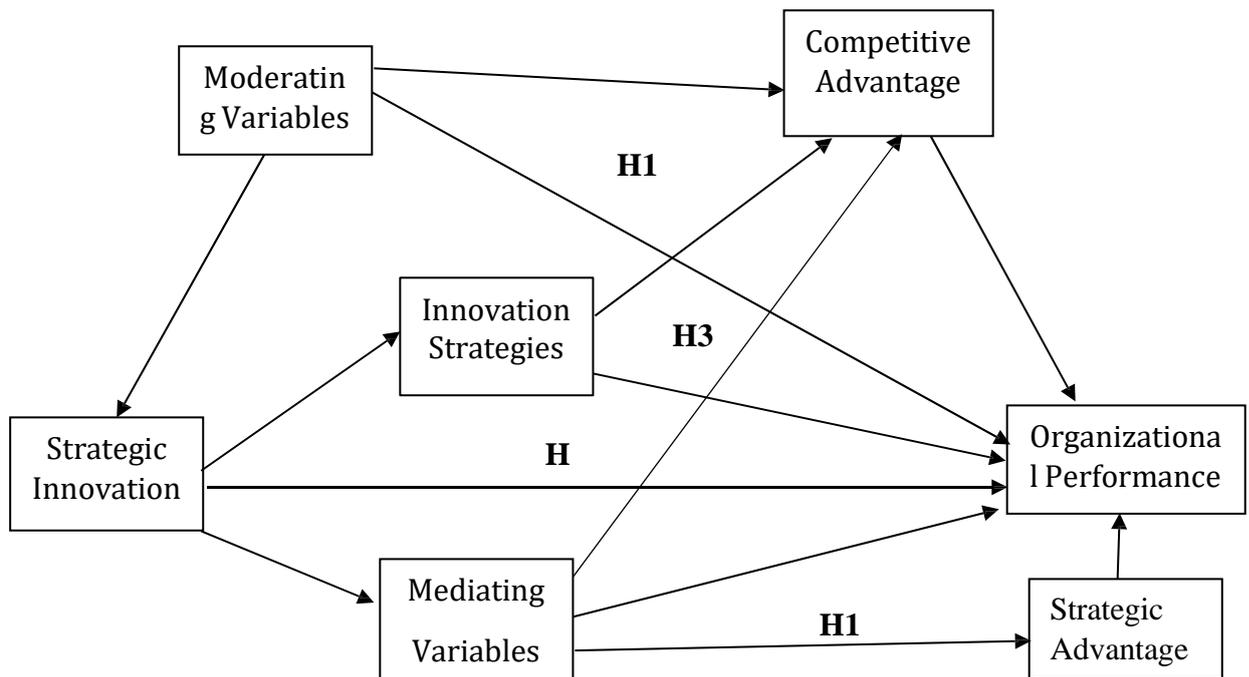
Operational Definition of Variables

This section operationalizes the variables outlined in the conceptual framework above. Operational definitions of variables provide explanation for each variable and subsequent hypothesis to be tested during data analysis in chapter 4. The outcomes of the main alternative hypothesis, H1a, H1b, H2 and H3 calls for reliability and validity of multiple hypotheses of each variable. The main alternative hypothesis, H2: There is a positive relationship between strategic innovation and organizational performance is very pivotal to this study because strategic innovation is the main independent variable in consideration. Notably, previous authors concluded that organizations that sustain innovation strategies are guaranteed to perform better in terms of efficiency, volume sales, market share, profitability, growth, customer satisfaction and employee satisfaction (Kataria, 2013). Accordingly, strategic innovation as a major predictor variable and organizational performance as a dependent variable are mediated and moderated by variables that have to be defined as units of measurement observed in the conceptual model (Lammers & Badia, 2013). Measurement of variables refers to assigned numbers to variables in question that are used for statistical analysis in the fourthcoming chapter 4. Apart from measures of qualitative data collected using the interview guide, quantitative data collection and analysis adopted Likert Scale (1 – 5) which measures the degree of acceptance for all the statements made under each variable described in the conceptual model of this study (Cresswell, 2002). The components of each variable form a couple of affirmative questions that respondents used as a measure to agree or disagree with the statement.

Arising from the main alternative hypotheses stated earlier in chapter one, the author here draws a hypothesized model of organizational performance implications of strategic innovation as below. This model is adapted from the study of Kataria (2013) which relates strategic innovation variables with organizational performance.

Figure 2

Hypothesized Model of Strategic Innovation and Organizational Performance



Source: adapted from Kataria (2013)

Independent Variables of Strategic Innovation

In the questionnaire of this study attached as appendix 1 below, the measures of strategic innovation are described in statements that portray the behaviors innovative organizations exhibit or practice. These behaviors or variables generate effects directly and indirectly on the dependent measure and are referred to as causal factor variables (Sweetser & Keller, 2011).

According to Kataria (2013), the genesis of strategic innovation comes from changes in the environmental factors known as strategic change and the work of managers who bring about

change also regarded as strategic entrepreneurship. Environmental changes will bring about opportunities and threats necessary for change or innovation to take place while organizational internal strength arising from the managers' ability to cause change is seen to promote business. Accordingly, strategic innovation is presumed as a source of competitive advantage that directly impacts positively on organization performance.

From the eight dimensions of strategic innovation clearly explained by Kaplan and Palmer (n.d) and Latifi and Bouwman (2018) above, the explanations or meaning provided for each dimension have been summarized and hypothesized as follows:

Main alternative hypothesis, H2: There is a direct positive relationship between strategic innovation and organizational performance.

H2a: There is a positive relationship between organizations that adopt modern approaches to strategic planning processes and organizational performance.

H2b: There is a positive relationship between organizations that promote innovation culture and organizational performance.

H2c: There is a positive relationship between organization that pursue opportunities provided by environmental analysis and organizational performance.

H2d: There is a positive relationship between customer-oriented organizations and their performance.

H2e: There is a positive relationship between R & D practices and organizational performance.

H2f: There is a positive relationship between organizations that embrace change and organizational performance.

H2g: There is a positive relationship between organizations that allocate more resources to innovation and organizational performance.

H2h: There is a positive relationship between brilliant strategy execution and organizational performance.

H2i: Organizations that focus on innovations-related objectives earn 60% of their revenue from new products.

H2j: There is a positive relationship between organizations that document their innovation approaches for review and organizational performance.

H2k: There is a positive relationship between organizations that practice sustainable innovation and organizational performance.

Mediating Variables

These variables play a key role of linking the independent variable and the dependent variable as they explain why such a behavior is happening (Junquera & Barba - Sanchez, 2018). According to Junquera & Barba - Sanchez (2018) both independent and mediating variables are presumed to mediate the effect of the experimental treatment on the dependent measure. Therefore, the mediating variables simply link strategic innovation to impact on organizational performance. Some of the variables described in the conceptual model such as OA, OC, organization capabilities and competencies are highly considered as sources of competitive advantage that drive organizational performance.

According to Phankhong et al. (2017), the impact of the mediating variables to strategic innovation influences organizational performance because they create an enabling environment (OA) to promote creativity of new ways of doing things. Moreover, OA boosts morale of employees to perform better by way of delivering superior customer care which increases customer satisfaction (Phankhong et al., 2017).

Consequently, the relationship between the mediating variables and the performance measures are evident enough for hypothesis H_{a1} to exist. Hence, the major effect on performance is seen to be driven by the mediating variables instead of strategic innovation itself. Based on this insight, it is hypothesized that there is a positive relationship between mediating variables and organizational performance. In fact, the correct statement for H_{1a} is ‘the mediating variables that link strategic innovation positively influence organizational performance’.

Efficiency Growth

This dimension is one of the mediating measures that links strategic innovation to influence performance in organizations. It achieves this by adopting new partnerships such as outsourcing; reduction in costs of inventory and marketing spend; improving productivity and turnaround time to customer premises all aimed at gaining efficiency.

It is then efficiency that drives all departments of the organization to achieve some KPIs such as market share, profitability and sustainable growth within the firm and its industry. Once the firm attains a high level of efficiency, it can then claim to have achieved sustainable competitive advantage.

Revenue Growth

This mediating variable comes into play because new customers, new markets and customer loyalty are seen to expand the overall business hence is a link for strategic innovation to grow business. Essentially, both new and existing products for the firm can generate new markets and new customers although the new products are more popularly known for generating new customers and new markets.

Organizational Capabilities

As already explained above, organization capabilities are mediating variables that link strategic innovation to impact on organizational performance because employees are given opportunity to learn, innovate, and practice entrepreneurship. As already stated, organizational capabilities offer strategic advantage for a firm to excel in its overall performance.

Therefore, all the mediating variables highlighted have a positive relationship with organizational performance. As a result of the these explanations, each mediating variable is hypothesized as follows:

H1a1: There is a positive relationship between OA and organizational performance.

H1a2: There is a positive relationship between efficiency growth and organizational performance.

H1a3: There is a positive relationship between revenue growth and organizational performance.

H1a4: There is a positive relationship between organizational capabilities and organizational performance.

Moderating Variables

Moderating variables play a significant role in driving strategic innovation to impact on organizational performance. According to Junquera and Barba - Sanchez (2018) and (Farooq and Vij, 2017), moderating variables are known to strengthen or change the direction of the effect of independent variable on a dependent variable and they explain when or whom the behavior happens. Further still, (Farooq and Vij (2017) state that “moderating effect occurs when a third construct changes the relationship between two related constructs”. Once the effect of a predictor variable is significant or strong on a dependent variable or surprisingly when the relationship is inconsistent or weak between the independent variable and the

outcome variable, an independent moderator variable is considered to exist (Farooq & Vij, 2017).

In this study, these variables include: Organization culture (OC), value chain, firm characteristics, industry characteristics, environmental dynamism, and strategy implementation. The magnitude of the effect of each of these variables on organizational performance may not be the same as they will be measured empirically in chapter 4.

Organization Culture

Although the behavior of all organizations appear the same, individual organizations behave quite uniquely. Because OC supports strategy implementation and is not easy to be copied by competitors, the variable OC is considered a very strong source of competitive advantage.

The study by Mohsen et al. (2020) revealed that organization culture was positively related to employee performance especially in the aspects of goal achievement. Therefore, goal achievement implies good performance by an organization. In the contrary, the aspect of change management which is usually resisted by employees had minimal impact on employee performance (Mohsen et al., 2020).

Similarly, it is revealed that committed employees with similar norms and values are likely to grow organizational performance through goal achievement (Victoria et al., 2021). According to Victoria et al. (2021), commitment to work is driven by clear work ethics guided by similar consistent beliefs and values and effective communication.

Value Chain

Value chain as a moderating variable drives strategic innovation when stockholding is minimized by just-in-time systems hence they acts as a source of competitive advantage.

Furthermore, efficient and effective operational activities can be a source of competitive advantage that drives performance.

Firm Characteristics

Factors such as organizational experience, size, advertising expenditure, R & D, and organizational ownership are all therefore sources of competitive advantage that impact positively on organizational performance. The positive impact is drawn from the resilience that a firm has to withstand environmental storms capable of hindering its performance.

Industry Characteristics

Organizations that engages into innovative programs are well placed in terms of likely success. This comes along with the competitiveness and the life cycle stage of the sector. According to Nurim and Noor (2019), differences amongst stakeholders is the key issue that brings about differences in sustainability reporting amongst various sectors. Some examples of sustainability reporting that differentiate industry or sectors is exhibited by the banking sector that reports on social wellbeing of the society in question; manufacturing industry is more interested to report on issues such as pollution as a section of their environmental performance (Nurim & Noor, 2019).

Environmental Dynamism

Organizations that conduct strategic planning process by scanning the environmental factors and assessing the internal organizational factors tend to benefit from the existing opportunities and their strategic advantage profiles (Kataria, 2013). This qualifies environmental dynamism as a source of competitive advantage that drives performance of an organization.

Strategy Implementation

Strategy implementation is a very critical step of strategic management because it is when organizations ensure their top management staff promotes strategy implementation; ensures all employees are committed to strategy implementation; all staff have the right attitude, skills and capabilities to implement plans; and have detailed plans and amazing reward system that motivates employees. Again, this moderating variable is a source of competitive advantage.

Since all moderating variables discussed here are sources of competitive advantage that drive strategy innovation to impact positively on organizational performance, the following hypotheses can be proved during data analysis:

Main alternative hypothesis, H1b: Moderating variables that drive strategic innovation positively influence organizational performance.

H1b1: There is a positive relationship between OC and organizational performance.

H1b2: There is a positive relationship between value chain and organizational performance.

H1b3: There is a positive relationship between firm characteristics and organizational performance.

H1b4: There is a positive relationship between industry characteristics and organizational performance.

H1b5: There is a positive relationship between environmental dynamism and organizational performance.

H1b6: There is a positive relationship between strategy implementation and organizational performance.

Innovation Strategies

Strategic innovation is composed of two main dimensions of innovation: incremental strategic innovation and disruptive strategic innovation. The two innovation types are rooted

to strategic innovation and they are sources of the firm's competitive advantage which influence organizational performance. Since all the two main innovation strategies are all important in creating a competitive advantage for a firm, the choice for one or both is dependent on the prevailing firm characteristics and the overall environmental factors.

Incremental Strategic Innovation

Organizations that take steps to improve their existing products and services are considered to be practicing incremental strategic innovation. They do this by understanding market trends, improving the quality of their products, introducing products similar to those of the competitors, and possess planning systems that review new ideas, new markets, and new technologies.

Improvements on products or services is intended to generate more sales and profits as well as market share for the firm. This strategy aids the firm to penetrate the market and therefore may not necessarily be the result of environmental changes. However, it can be as the result of changes in consumer trends where the same product is required in a new shape or packaging.

Disruptive Strategic Innovation

Organizations adopting this strategy completely create new products and services before their competitors thus creating unique value products, new markets, new processes, and take care of changing environmental conditions to beat their competitors. All this effort is considered source of competitive advantage that promotes organizational performance.

Since all the moderating variables discussed above are seen to drive strategy innovation through offering internal competitive advantage, the following hypotheses can be tested:

Main alternative hypothesis, H3: There is a positive relationship between innovation strategies and organizational performance.

H31: There is a positive relationship between incremental strategic innovation and organizational performance.

H32: There is a positive relationship between disruptive strategic innovation and organizational performance.

Dependent Variables

The study identifies organizational performance as the dependent variable or the presumed outcome expressed in financial and non-financial terms and also regarded as variables or measures of organizational performance. Once an organization practicing strategic innovation succeeds to grow its financial figures, it is presumed that the contribution comes from the new strategy that was designed.

On the other hand, organizations practicing strategic innovation are likely to experience an overall business growth, profit increase, market share growth, customer loyalty, and employee satisfaction. Moreover, the same organizations are likely to improve their internal processes, learning and knowledge, including achievement of reputation status from its stakeholders.

Industry Description

Despite the growing importance of the impact of strategic innovation on organizational performance globally, very limited information is available regarding the contribution strategic innovation provides as a source of sustainable competitive advantage. However, some case studies practicing strategic innovation in a disruptive way have been recorded in charities, conversational marketing, Airlines, e-pay case studies; and more evidently in Fanuc, a large corporate organization registered in the Numerical Control market (NC) which has undergone a corporate strategy transformation by strategic innovation (Kodama & Shibata, 2013).

According to Dogan (2017), organizations playing in the same industry achieve market leadership by exerting superior performance than their competitors; they achieve this by minimizing traditional competitive mentality used as a benchmark. Additionally, firms render their competitors irrelevant by minimizing strategy imitation hence offering fundamentally new and superior value to their customers (Dogan, 2017). Moreover, Dogan (2017) contends that one of the basic elements of strategic innovation is that a radical change in operational efficiency creates more value than the incremental improvement. Therefore, flexibility is required and managers should be more effective, creative, and innovative to surpass the efforts put by their competitors (Kodama & Shibata, 2013). Similarly, Dogan (2017) sums up that it is extremely hard for any firm to compete successfully with the established industry leaders or to join into a new market where resident companies are established without the barking of new technological innovation. Because organizations engaged in ICT, communications, and multimedia sectors have been impacted strongly by new technologies that register short life cycles, strategic innovation is the insight to pave a new direction in the 21st century (Dicevskaa et al., 2016).

The history of strategy development has been based on environmental analysis in the past decade but in recent times the concepts of innovation in strategic management, learning and knowledge have taken shape (Hermann, 2005). As a result of this and according to Stankevicius and Jucevicius (2010), strategic innovation theoretical frameworks have exhibited gaps since none of them has been found fulfilling. Therefore, the literature review on how strategic innovation impacts on organizational performance is discussed below and first, the definition of the two words “strategic innovation” and secondly, a review on how the dimensions of strategic innovation create competitive advantage for organizations to thrive.

Theme 1: Strategic Innovation and organizational performance

Strategic innovation can be defined word by word and finally combine the definition of the two words together. First, a strategy is a way of doing something or ‘how’ an organization places resources to gain a competitive advantage and tapping opportunities and suppressing threats presented by environmental forces to achieve stakeholder (Stankevicius & Jucevicius, 2010).

While innovation is ‘creativity’, ‘new ideas’, and ‘new processes. As such, many authors have defined innovation using different words but with similar meaning. According to Karabulut (2015), innovation is “the intentional introduction and application within a role, group, or organization, of ideas, process, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, group, or wider society”. Innovation is a process of translating a discovery into a good, service, and markets; establishing new management system that makes value to meet and satisfy customer needs and wants (Byukusenge & Munene, 2017).

Therefore, combining the two words ‘strategic innovation’ is the reinvention of organizational strategy to promote business growth while fulfilling stakeholder expectations achieved by creating a sustainable competitive advantage for the organization. Relatedly, Kaplan et al. (2001) define strategic innovation as “the creation of growth strategies, new product categories, services or business models that change the game and generate significant new value for consumers, customers and the corporation”. Moreover, Kodama and Shibata (2013) define strategic innovation as the realization of strategic change in both the corporate system and in products, services, and business models.

As explained by Afonso and Vieira (2012), strategic innovation is largely concerned with discovering something new ‘what’ and how to do it better ‘how’. Furthermore Afonso and Vieira (2012) define strategic innovation as the framework or design of new ways of making

business that aims to reach potential customers with an offer of new products and services or new processes of making business; all supported by electronic platforms driven by the development and diffusion of information and communications technology (ICT).

In sum, strategic innovation is driven by two main dimensions: changes in the environmental factors referred to as strategic change and the act of the managers to bring about change referred to as strategic entrepreneurship (Kataria, 2013). Furthermore, Kataria (2013) opines that deliberate learning mechanisms, entrepreneurial leadership and diversified TMT's are strong stimulators of strategic innovation.

Strategic Change

The concept of transforming or adapting from the current way of doing things to a new one is regarded as strategic change (Kataria, 2013). According to Latifi and Bouwman (2018) and Kataria (2013) strategic change is very important dimension organizations practice to respond to changes in the macro-level environmental factors such as regulations, laws, economic, social, cultural, technological, environmental, and ethical factors; and as well as other changes that occur in the micro-level environment such as competition, consumer trends, suppliers, and developments in the international environment.

Notably, Kataria (2013) define strategic change as “the combination of changes in the content of strategy as well as changes in the environmental or organizational conditions brought about by managerial actions in the process of change”. Similarly, Kitsios (2017) explains that adopting the technique through which change in organizations happens implies change of strategy or tactics. Relatedly, strategic change can occur as a creative action where the strategists can respond intuitively, expressively, in social interaction and emergent intention (MacLean & MacIntosh, 2012). Since the actions of a strategist have been considered very

significant in the strategic innovation theoretical framework, strategic change as a dimension should be aligned to the organization's mission (Karabulut, 2015).

Organizations develop business models (BMs) to illustrate how they create, deliver and capture value for their stakeholders and is supported by the evolution of internet that has facilitated Business Model Innovation (BMI) (Latifi & Bouwman, 2018). This therefore means strategic change is a continuous effort of improving or changing BMs with the aim of achieving efficiency, profitability and organizational overall growth.

Strategic Entrepreneurship

Strategic entrepreneurship is a dimension of strategic innovation that contributes exploratory role while strategic change plays exploitation perspective role (Kataria, 2013). Strategic entrepreneurship explores top management team (TMT) by taking advantage of the CEO's expertise in decision making and robust environmental analysis thus seeking for opportunities and applying the organization's existing competitive advantage to achieve exceptional performance (Kataria, 2013). In a related development, Kataria (2013) explains that TMT drives strategic innovation through team diversity aspects of professional backgrounds, educational backgrounds, cultural backgrounds, experiences and technical skills.

By formulating the strategies through environmental analysis, managers seek for opportunity hence encountering risks in effort to implement new ideas (Kataria, 2013). The strategic management process led by TMT will continuously be responsive to change while implementing activities and allocating scarce resources to create value (Kataria, 2013).

Value Innovation

Value innovation is all about creation of value for the key stakeholders such as customers, consumers, shareholders; and including creation of new markets for organizations are all regarded as sources of competitive advantage (Hajar, et al., 2021; Kataria, 2013). According

to Kataria (2013), organizations perform well when they beat their competitors through adapting value innovation also referred to as market driving perspective or blue ocean strategy, while the market driven perspective is regarded as red ocean strategy.

According to Hajar, et al. (2021), value innovation is a business strategy that pursues differentiation and low cost or efficiency tactics to achieve superior performance, sustainable growth or competitiveness. Since value innovation is well known as a driver of high profitability, high growth, customer value, and shareholder value, it has attracted high attention from several scholars during the last 20 years (Hajar, et al., 2021).

Because of the unpredictable global concerns such as climate change, COVID-19 Pandemic, population ageing, and acute shortage of raw materials, organizations have adopted to a science of linking innovation strategies to performance and sustainability (Hajar, et al., 2021). This means that sustainability-oriented form of innovations are beyond changes in technology but rather changes in operational practices, changes in processes, BMs as supported by sustainability and intangible resource integration perspective (Hajar, et al., 2021). Notably, (Kataria, 2013) contends that value innovation is also dependent on organizational dynamics that require further investigation.

Dimensions of Strategic Innovation

As already discussed, an innovation framework is a strategic approach to innovation used by organizations to provide ways of acting on new ideas. Further still, Korhonen (2017) contends that the more the dimensions a strategic innovation framework has, the more competitive it is. According to Strategic Kataria (2013) strategic innovation framework is a construct of 8 dimensions explained as follows: a managed innovation process which combines non-traditional and traditional approaches to business strategy; strategic alignment which builds support; industry foresight which means understanding sector emerging trends;

consumer or customer insight which means understanding articulated and unarticulated needs of customers; core technologies and competencies which implies leveraging and extending corporate assets; organizational readiness which means ability to take action or implement; disciplined implementation which implies managing the path from inspiration to business impact; and sustainable innovation which implies a platform for sustainable competitive advantage.

A managed Innovation Process

This dimension of strategic innovation according to Kaplan & Palmer, (n.d) focuses on strategic alignment where key internal stakeholders use their competencies to explore new opportunities arising from the external environment. In doing this, organization's visionary leadership guided by shared values engages important external stakeholders and drives this whole agenda to pursue shared vision, objectives by putting programs into action (Kaplan & Palmer, n.d).

In management of change which is the output of strategic innovation, transformational or visionary leadership is very central in implementing innovation. This is because visionary leadership is a source of influence that impacts highly on the outcomes of innovation (Liu, 2013).

Industry Foresight

Apart from sustaining and growing businesses in the current environment, organizations need to forecast and predict the future of their businesses taking into account possible changes in the business environment. As explained by Afonso and Vieira (2012), rapid changes in the environmental factors triggers development of new strategic innovation frameworks as well as reinventing the current ones. In particular, Afonso and Vieira (2012) points out technological innovations as the main trigger for new opportunities; as electronic platforms, computers, and

ICT promote the development of new strategic innovation frameworks (Afonso & Vieira, 2012). The visionary manager should therefore spend more time studying and forecasting the impending environmental forces ahead of time as their teams or “foot soldiers” ensure that all current programs are executed brilliantly (Kaplan et al., 2001).

Industry foresight as a dimension of strategic innovation refers to understanding emerging trends, markets, and best organizational practices which implies that a strategist involvement in monitoring both macro and micro factors; referred to as a “top-down” approach supports the entire team by leading exploration of key drivers of change (Kaplan et al., 2001). In other words, TMTs pursue opportunities and avert threats by monitoring emerging trends such as emerging markets, technological changes, industry convergence, and meeting points used to predict course of action competitors may take and obviously prepare for an attack or defense (Kaplan & Palmer, n.d). Because the world is round and subject to environmental changes, it has become increasingly difficult to accurately predict the future thus extrapolating the current state of market performance for an organization is a paradox (Kaplan & Palmer, n.d). Therefore, organizations that think beyond their business boundaries are likely to generate a breakthrough because they plan starting from the end outcome stated as the dream or vision to be achieved and working backwards to actually achieve (Kaplan & Palmer, n.d). This dream can be achieved by formulating strategies that can be implemented and monitored in respect to the current dynamics of the market including players’ activities in the market place.

Strategic Alignment

This dimension of strategic innovation refers to appropriate engagement of stakeholders to build support for the organization to achieve its vision. This process begins by engaging TMT, entire organizational functions, and important external stakeholders such as key customers, suppliers and consultants to push ideas through for effective implementation of plans (Kaplan & Palmer, n.d). Strategic alignment in a way facilitates the easy flow of ideas from junior staff

to TMT (bottom up), or conversely, from TMT to lower staff (top-down) and from key customers, suppliers, consultants, and strategic partners to TMT all geared towards easy and effective implementation of activities. This involves identification of competencies that guides how organizations position right individuals across various functions to effectively implement activities that deliver quality products and services offerings to customers and thus challenging competitors' actions (Kaplan & Palmer, n.d; Kodama & Shibata, 2013).

According to Kaplan and Palmer (n.d), strategic alignment involves engagement of internal participants, external participants, and participants in the strategic innovation process to achieve a breakthrough position for an organization which includes gaining efficiency and effectiveness so as to be profitable and competitive .

Internal Alignment

This component of strategic alignment involves selecting visionary or transformational leaders across all organization's functions forming a core team of energetic change agents and future leaders who are visionary in action to inspire their teams to achieve the shared vision (Kodama & Shibata, 2013). An appropriate mix of senior level managers and middle managers who often interact with customers are often chosen; while the core team is supported internally by an extended team of participants in strategic management process who include opinion leaders, supporters and evangelists (Kaplan & Palmer, n.d).

According to Kaplan and Palmer (n.d), a combination of decision makers, implementers, and subject matter experts can form a successful core team whose thinking and problem solving styles should be balanced. Therefore, the team leader should look into recruiting staff from diversity backgrounds, diversified cultural and education, geographies and different SBUs (Kaplan & Palmer, n.d). Lastly, internal alignment brings different talents together hence organization can benefit such synergy.

External Alignment

In order to gain full strategic alignment, it is critical for organizations to gather and build insights from customers by building external alignment with members of the distribution channel, suppliers, public relations practitioners, consultants, advertising agencies and packaging partners (Kaplan et al., 2001). This practice makes the decision-making process easy and relevant to all stakeholders. In particular, organization is well informed of what is happening in the market environment since information transmitted from external partners to internal partners and vice versa.

Participants in the Strategic Innovation Process

According to Kaplan et al. (2001), a broad range of internal and external participants are critical in enabling some dimensions of strategic innovation such as customer insight, industry foresight, and strategic alignment to be achieved; these participants include: internal participants are the internal stakeholders who are members of the core team and extended team.

On the other hand, external participants that include: current and emerging consumers, suppliers, strategic alliances, and leaders such academicians, visionaries and practitioners contribute immensely towards achievement of the organizations' breakthrough (Kaplan et al., 2001). Therefore, ideas brought in by the external participants is used by the internal partners to develop business model innovation framework to improve performance.

Customer/Consumer Insight

Today, a majority of marketing-oriented companies are regarded customer centric organizations because they focus on their customers and consumers to achieve business success. This means the need to establish the customer or consumer needs, motivations, and behaviors is rather critical. A customer/consumer insight according to Diageo (2009) is the penetrating discovery or observation about a customer/consumer behavior that can be applied

to unlocks growth. Strategists should therefore engage their field sales teams to generate sales reports to be able to know more about their customer needs. Customers express their needs in form of objections raised during face-to-face encounter with salesmen who use probing questions to arrive at the customer's real problem. Therefore, the solution to this customer issue that unlocks growth is what is referred to as customer insight.

On the other hand, customer/consumer insights can be established using exploratory research designs such as focus groups, panels, interviews, etc. This may further involve conducting research through suppliers, wholesalers, stakeholders to establish customer needs and the future trends the business may take (Kaplan et al., 2001)

Core Technologies and Competencies

Organizations need to take advantage of their entire asset base and more specifically core technologies and competencies as a competitive advantage applied to win their competitors. This according to Kaplan et al. (2001), refers to fostering imaginative ideas through deep understanding of organization's core technologies and competencies used to transform new ideas into practice.

Relatedly, Lewrich et al. (2015) contend that technological breakthroughs is a source of a competitive advantage for organizations. However, other capabilities such as patents or intellectual property, brand equity, unique speed of execution, amazing relationships with partners and suppliers, and other unique business practices drive strategic innovation immensely towards achieving good performance (Doole & Lowe, 2009).

Furthermore, organizations possess additional competencies to supplement existing technologies and competencies as long as such competencies are highly linked to the current core technologies and competencies. The need for radical rethink of ideas and technology is a result of changes in the environmental factors such as changes in economic cycle, government

policy, and shifts in customer expectations (Doole & Lowe, 2009). Such complementary competencies may include strategic partnerships, new supply sources, outsourced technologies and competencies gained as a result of mergers and acquisitions (Kaplan & Palmer, n.d).

This view by Doole and Lowe (2009) should not be limited to changes in the exogenous factors alone but should also include changes in the endogenous factors that may promote rethink of ideas as a result of increased working capital from re-ploughed profits and competencies gained internally by some members of staff. In other words, the strategic advantage profile (SAP) should be matched to exploit opportunities provided by the external environmental factors.

Organizational Readiness

During this stage, organizations move from strategy formulation stage also known as divergent thinking to implementation of strategies also known as convergent thinking where TMTs come to reality to assess the organization's resources in terms of structural readiness, process readiness, and cultural readiness (Doole & Lowe, 2009). According to Doole and Lowe (2009), divergent breakpoints refer to a dramatic increase in various competitive offerings aimed at achieving a high value for the customer; while convergent breakpoints is the outcomes of improved systems and processes applied to minimize costs. The seven (7-S) model by Mckinsey illustrates what organizations need to effectively implement their strategies. This transformation in thinking should be accompanied by good communication from top managers who encourage and motivate the rest of the employees to change their ways of doing things. Organizations must ensure that they are prepared in terms of hard elements: strategy, structure and systems; and soft elements: shared values, skills, staff and style of leadership if they are to achieve brilliant execution of their programs which are measured against specific objectives. Organization readiness therefore is a source of competitive advantage reliant on structural

readiness, process readiness and cultural readiness (Doole & Lowe, 2009). This in a nutshell implies the organization's readiness to implement its strategies and programs.

Structural Readiness

According to (Kaplan et al., 2001), structural readiness if not achieved can be the biggest barrier to implementation of organization's plans; therefore, organizations must invest in qualified people, structures and technologies to facilitate innovation especially assigning high-priority projects to well qualified, experienced, and competent people. This is the assignment of the CEO or TMTs to ensure that the right people are in the right positions. The human resource department is clearly responsible for implementing structural readiness plan.

Process Readiness

According to Kaplan et al. (2001), they contend that innovation is driven by the general set of business processes and practices including a robust set of tools and methodologies that enable functional groups to operate effectively and collaboratively to achieve a common goal. Organizations whose processes and practices are well aligned can have a competitive advantage over the others in the same industry.

Cultural Readiness

Imaginative thinking of employees in an organization is driven by the mind set and norms that enable teams to be innovative. This effort is facilitated by leadership styles that influence the way employees respond to new ideas and the way they act through collaboration, decision-making styles, internal power struggles, bureaucracy levels, and willingness to embrace change (Kaplan et al., 2001). Organizations should look beyond their limits by taking a step to engage more external partners to tap strategic opportunities.

In sum, organization's readiness is reliant on the core team that looks forward for desired level of breakthrough, time horizons for making decisions regarding project scope, and removing barriers for smooth implementation (Kaplan et al., 2001). The core team should be more flexible to make changes once deviations are detected.

Disciplined Implementation

Disciplined implementation refers to organization's ability to translate the visionary strategic thinking into significant business outcomes. According to (Kaplan et al., 2001), many organizations have fronted brilliant ideas and turned them into robust plans but a majority of these new ideas have never yielded meaningful business outcomes. In this regard, implementation of this ideas involves activities that require TMTs to allocate financial and non-financial resources aligned together to achieve a given specific objective and therefore involving everyone across the organization to render support (Kodama & Shibata, 2013).

Since strategic innovation effort involves a lot more effort during implementation of projects and routine activities, many activities take place such as developing new business processes; developing new organizational structures; communicating effectively both internally and externally, creating and developing marketing and channel strategies, and incorporating new policy guidelines (Kaplan et al., 2001). The strategic innovation activities can be extended not only through effective internal communication but also conduct external communication effectively; recruit staff with new skills as an alternative to train the existing staff with required skills to deliver on the project objectives (Kaplan et al., 2001).

As concluded by Kaplan et al. (2001), a complete roster of ideas may include: identification of new opportunities to be pursued by an organization; new potential products; new markets to develop; new growth strategies, new programs to be launched which implies starting from idea

generation to project management is a transition for innovation from exploratory and ambiguous to reality and operational level.

Strategic innovation initiatives can be implemented effectively with a backup of implementation skillsets and mindsets, consistent enthusiastic behavior, a formal project management method, decision making process, and identification of organizational priorities (Kaplan et al., 2001). Notably, individuals with different mindsets and skillsets are required at different stages of the strategic innovation process such as tenacious and resilient individuals; individuals with excellent communication and persuasion skills; credibility of individuals, high energy levels, and political savvy are required to manage organizational challenges during implementation (Kaplan et al., 2001).

Sustainable Innovation

Sustainable innovation within an organization's setting refers to a platform for ongoing competitive advantage, exhibited when an organization develops and institutionalizes a cultural mindset and repeatable set of processes (Kaplan et al., 2001). This implies innovation continues to generate efficiency and effectiveness to the organization to make profits and to grow.

According to Doole and Lowe (2005a), organizations can build sustainable competitive advantage and be successful in the future if they identify assets and capabilities that are not required in the new strategy and strategic capability gaps that should be filled. Moreover, organizations should constantly create new business models, products, and services in order to achieve sustainable competitive advantage (Kodama & Shibata, 2013). As already explained above, value innovation based on differentiation and cost effectiveness has become popular for achieving superior performance and sustainable growth (Hajar, et al., 2021). Indeed, the future of any innovation lies on its sustainability that guarantees progressive business performance and growth in terms of portfolio range.

In sum, strategic innovation referred to as BMI is characterized and driven by changes in the environmental factors accompanied by culture which is engrained on creating competitive advantage (Kataria, 2013). The eight dimensions of strategic innovation present drivers of change including its internal and external participants responsible for sustaining competitive advantage which leads the organization into sustainable innovation. These driver of change include: a managed innovation process, strategic alignment, industry foresight, consumer/customer insight, core technologies and competencies, organizational readiness, and disciplined implementation (Kaplan et al., 2001).

According to Kodama and Shibata (2013), large corporations such Fanuc should not rely on individual capabilities of their staff but rather build the entire strategic innovation capability of the corporation. This implies building the capabilities of both the internal and external participants who collectively drive the organization to greater performance (Kodama & Shibata, 2013).

Theme 2: Moderating and Mediating Variables

Intervening Variables

This section of the literature review presents findings from previous authors on the role of moderating and mediating variables that drive and link strategic innovation to impact on organizational performance. Although some authors such as Latifi & Bouwman (2018) identified 37 articles that hypothesized and empirically tested the mediation and moderation effects on relationships between BMI and firm performance, their findings were entirely based on secondary data. The latest developments on the impact of the variables on strategic innovation or BMI was not recorded. Moreover, aspects of sample bias, and research conducted in other languages were also missed out (Latifi & Bouwman, 2018). It is therefore evident that

the study conducted by (Latifi & Bouwman, 2018) had methodological gaps since it was based on secondary data alone, moreover, with existence of sample bias.

However, a number of authors contend that moderating variables affect the relationship between strategic innovation and organizational performance and act as sources of sustained competitive advantage; while, mediating variables provide organizational atmosphere or act as a conduit for strategic innovation to influence organizational performance (Latifi & Bouwman, 2018; Phankhong et al., 2017). Notably, detailed explanations of moderating and mediating variables indicate that they both offer sustainable competitive advantage to a firm.

Moderating Variables

These are variables that drive strategic innovation to impact on organizational performance and include: macro-level and micro-level factors also referred to as external environmental factors that reveal or present opportunities to the firm to pursue (Hourani, 2017; Latifi & Bouwman, 2018). While on the other hand, the threats presented by the external environment can be mitigated taking advantage of firm-level factors also referred to as internal environmental factors that offer strategic advantage profile (SAP) once the strengths surpass the organizational weaknesses (Hourani, 2017). Therefore, organizations ability to tap on opportunities revealed by the exogenous factors is regarded a source of competitive advantage.

Further still, Latifi and Bouwman (2018) consider organizational attributes such as age and size to be among the internal factors related to how strategic innovation is implemented within the organization. These factors include: employee capabilities, skills, competencies and commitment are capable of tightening the relationship between strategy innovation and organizational performance (Latifi & Bouwman, 2018).

According to Latifi and Bouwman (2018), a positive strategic advantage profile (SAP) where the internal strengths of the organization surpasses the internal weaknesses is considered

a source of sustainable competitive advantage for the firm as the reverse is true. Therefore, moderating variables that offer sustainable competitive advantage to the organization can be categorized as follows: dynamic environments, industry-characteristics, firm-characteristics, strategy or business model implementation and strategy or business model practices (Latifi & Bouwman, 2018).

Dynamic Environments

Environmental changes trigger organizations to think about how their strategy innovation or BMs should be aligned to deliver the company's objectives. Accordingly, dynamic environments provide opportunities as revealed by the exogenous factors in the PESTELE model and micro-level factors (Latifi & Bouwman, 2018); organizations evaluate their SAP (Hourani, 2017) and adopt an appropriate strategy used to seize opportunities to achieve the organization's mission. This whole practice results into BMI that impacts on organizational performance (Hourani, 2017). On the other hand, if the exogenous environmental factors reveal threats, the organization will align its BM to counter or mitigate them in order to deliver the intended objectives. Therefore, environmental factors play a key role in determining the strategy or BMs that impacts on performance through BMI (Hartmann et al., 2013).

Firm-characteristics

Organizations all over the world are unique in terms of size, experience, culture, age, marketing intensity, R & D budget, public relations (PR) budget, magnitude of change, and variables involved in the development of BMs (Hourani, 2017). This according to Latifi and Bouwman (2018); Tidd et al., 2005) explain that organizational innovativeness is not the same for firms because they belong to different sectors and have different characteristics. Moreover, the way they manage change within their set up depends on culture and leadership style used.

According to Hartmann et al. (2013) and Latifi and Bouwman (2018), organizational experience and its size have a positive relationship with its performance and so firm size and experience are moderating variables of strategic innovation that influences performance. Additionally, organizational innovation is related to firm size (Hourani, 2017; Hult et al., 2004); implying that larger organizations could reap from innovation as regards financial position and markets (Latifi & Bouwman, 2018). Large organizations are therefore characterized by abundance of resources, superior customer service, established route to market, economies of scale and good brand image all contributing to its sustained competitiveness within the sector (Latifi & Bouwman, 2018).

Additionally, the heritage of an organization refers to the number of years enjoyed in the industry since its inception thus contributes to its experience hence heritage is a moderating variable of strategic innovation that impacts on BMI and hence organizational performance (Latifi & Bouwman, 2018).

Industry Characteristics

Every sector is unique in its own way implying that they differ in type and level of competition, industry life cycle, technology advancement, complexity, dynamism, and turbulence as they face similar environmental conditions that impact on them differently (Latifi & Bouwman, 2018; Rice et al., 1998). For instance, a rainy season would favor a blanket manufacturer and disfavor a producer of soft drinks. Similarly, organizations playing in a perfectly competitive sector face more huddles than one playing in a monopolistic environment and oligopolistic markets. Relatedly, organizations playing in a sector that has reached decline stage within the industry may require turnaround strategies to survive compared to a firm that plays in a sector that is experiencing growth.

Since industry characteristics is a moderating factor between BMI and organizational performance, it then implies that industry characteristics is a moderating factor of strategic innovation which influences performance of organizations (Brown, 2020; Latifi & Bouwman, 2018). Additionally, Latifi and Bouwman (2018) explain that industry life cycle plays a key role in the formation of BMs. Notably, the occurrence of BMI happens during emergent life cycle stage of the sector hence no effect on strategic innovation is felt during maturity and decline stages of industry life cycle (Lee, 2021; Wograssamee et al., 2014). However, according to Latifi and Bouwman (2018), industry-characteristics is not the only driver of BMI or strategic innovation but other factors such as environmental changes and competitor activities as discussed earlier compels organizations to adjust their BMs.

Business Model Implementation

As it is a common practice for managers to concentrate more on developing or re-designing a meaningful BM, implementation of a BM has remained a major challenge to many organizations (Latifi & Bouwman, 2018) . According to Abesiga (2015), implementation stage of BM presents 60% of the barriers required to achieve BMI objectives or strategic innovation to meet the expected performance. Organizations need to put much emphasis on implementation of chosen strategies.

Therefore, managers especially the CEOs require good skills, experience, and competencies to achieve brilliant execution of BMI in order to achieve desired performance for the organization (Afonso & Vieira, 2012; Ahn et al., 2015; Arefin, 2015). According to Latifi and Bouwman (2018), the CEO's BM change experience is positively related to performance. This is because a leader is positioned to influence all employees towards achieving the company vision and mission.

Business Model Practices

As highlighted by Latifi and Bouwman (2018), BMI should be supported by various organizational practices and capabilities necessary by way of experimentation and learning by trial. Apart from creating more business models or strategies, Latifi and Bouwman (2018) opines that business experimentation creates greater levels of innovation within the BMs. Organizations intending to introduce better quality products and services while expanding the business may bank on business model experimentation although it takes a lot of time (Felizardo et al., 2017; Kbisu & Awino, 2017; Latifi & Bouwman, 2018).

According to Latifi and Bouwman (2018), development of BMs as a process require software tools that support the initiative though there is no empirical evidence that these softwares can improve the BMI construction process. While on the other hand, development of strategies require application of models such as PESTELE and SWOT analysis, architectural BMs may actually require support of technology software(Gunday et al., 2018; Latifi & Bouwman, 2018; Portsmouth Registration Services, 2020).

Value Chain Activities

Value chain refers to all those activities and resources contributing to addition of value to a product or service. According to Porter (1985), value chain analysis is a very important method for formulating strategy because it exhibits activities that are pivotal to business strategy. Similarly, Zamora (2016) contends that value chain is a tool applied to separate business activities that provides opportunity for identification of sources of competitive advantage. Since addition of value to a product or service occurs in different stages of value chain activities and supported by all organizational functions, creation of new ideas and innovation takes place during the process thus creating source of competitive advantage. The competitive advantage of a firm that drives organizational performance is determined by successful business strategy (Ensign, 2001). Therefore, strategic innovation through value chain activities occurs when an

existing BM is altered for its ineffectiveness thus creating a new value chain for business success (Ensign, 2001).

Relatedly, Ensign (2001) explains two very important concepts: firstly, the concept of competitive advantage which means an organization has a strong relative position in terms of market share within the industry and can use it to gain sustainable competitive advantage to allow it thrive amongst competitors and can overcome challenges within the sector; secondly, the concept of competitive strategy which refers to a firm's possession of strategic options and ability to choose the most outstanding strategy to gain a competitive advantage. The concept of competitive strategy therefore, is explained clearly by Porter (1985) that; both industry attractiveness and competitive position can be shaped by a firm. A firm can clearly improve or erode its position within an industry through its choice of strategy, then, not only responds to the environment but also attempts to shape that environment in a firm's favor (Porter, 1985).

Further more, Porter (1985) contends that the choice of competitive strategy can be challenging and exciting at the same time because a firm is in position to shape competitive position but has little influence in shaping industry attractiveness. As emphasized by Zamora, (2016), competitive position is determined by value added and not cost. Relatedly, competitive advantage plays a central role to attain superior outcomes for a given organization, which in all is dependent on the choice of the generic strategy and how it is effectively implemented (Porter, 1985).

Value chain analysis plays a pivotal role of examining and evaluating entire sectors and particular individual firms. Additionally, VCA goes beyond boundaries known as global value chain (GVC) (Zamora, 2016). Just like strategic innovation which is driven by a construct of variables that drive organizational performance, VCA frameworks are producer-driven commonly in capital-intensive and technology oriented while labor-intensive, commonly for

consumer goods (Zamora, 2016). According to Zamora (2016), value added refers to value creation and value capture; and proceeds to state that interactions among various players in a given sector is examined effectively by value chain.

In sum, all firms are considered part of value-creating network though some have outperformed others (Zamora, 2016). Therefore, those firms lagging behind need to re-strategize if they are catch up or attain superior performance leading them to sustainable competitive advantage.

Mediating Variables

This section of the dissertation reviews the mediating effect of independent variables to strategic innovation that ultimately their linking influence on organizational performance. The combination of these variables form what is known as organizational atmosphere (OA) (Phankhong et al., 2017). According to Phankhong et al. (2017), OA promotes organizational performance and overall environment for creativity and innovation. Therefore, organizations need to raise up their innovation strategy (Hult et al., 2004); and apart from driving creativity and innovation, OA also motivates employees to perform better through provision of good customer service hence generating customer satisfaction and loyalty (Phankhong et al., 2017).

Furthermore, OA can be generated by visionary or transformational leaders or managers who inspire and motivate employees to perform better without relying much on tangible benefits such as incentives to drive them (Phankhong et al., 2017). In reality, both the leaders and his followers are inspired by the shared vision to reach the top of their performance hence leadership is considered a mediating variable (Phankhong et al., 2017).

According to Phankhong et al. (2017), culture, atmosphere and innovation strategy are regarded intangible resources that are pivotal to the success of an organization. These resources are crucial in improving and disrupting creativity and productivity levels of an organization if

they become favorable and unfavorable respectively (Phankhong et al., 2017). Therefore, the favorable aspect of these resources provides organizations with a competitive advantage especially if the intangible variables described are unique and difficult for other firms to copy (Phankhong et al., 2017).

Although it has been proved that organizational performance is mediated by innovativeness of the firm (Kalmuk & Acar, 2015; Leekpai et al., 2014), there are very limited studies on the mediating role of a firm innovativeness between innovation strategy, culture, OA and organizational performance in many countries (Phankhong et al., 2017). This therefore, calls for a need for the investigator to conduct a comprehensive field study to ascertain deeply the mediating role of a firm's competitiveness amongst the variables.

Organizational Capabilities

Organizations need unique and competitive capabilities so as to continue innovating in the dynamic environment surrounding their operations. Accordingly, organizational capabilities can be dynamic such as acquired knowledge, skills, expertise, relationships with customers and suppliers, adaptation to the latest technology, agility, innovation, inspiring leadership, alignment of people within the organization and customer focus (Aas & Breunig, 2017; Northouse, 2016).

Organizations engaging in strategic innovation and making appropriate changes in their BMs should have required capabilities that can detect opportunities such as new customer needs and trends, new markets, new technologies, and should have managers who are innovative and open-minded (Latifi & Bouwman, 2018). According to Latifi and Bouwman (2018), organizations should be opportunity-seeking and able to construct a BMI or develop a strategies while improving their firm capabilities. As supported by Latifi and Bouwman (2018), these organizations require a conducive organizational atmosphere (OA), organizational culture

(OC), and innovation strategy suitable for strategic innovation to prevail. Again, TMTs are absolutely responsible for providing leadership that instills OA and OC.

Organizational Atmosphere

For any organization to thrive and continue achieving its objectives, a conducive organizational atmosphere which is a component of work environment is necessary (Phankhong et al., 2017). In addition to this, OA plays a motivational role on employees to perform better by providing good customer service hence generating customer satisfaction (Phankhong et al., 2017). Moreover, individual motivation within an organization is dependent on OA (Amabile, 1997). According to Tidd et al. (2005), top managers play a key role of ensuring that they inspire employees by use of transformational leadership skills that inspires and motivates employees to like and appreciate the objectives being pursued and the prevailing work environment within the organization that promotes their personal development.

Organizational Culture

Organizational culture (OC) is regarded as expressed values, behavior, beliefs, and norms directed towards supporting the organization to achieve its objectives (Hult et al., 2004). Further more, Obeidat (2016) defines organization culture as “a form of intangible resources and the deployment of those resources”. According to Porter (1985) and Suhag et al. (2017), business performance is dependent on the firm’s ability to innovate and often mediated by organizational culture.

According Phankhong et al. (2017), staff members within an organization may adopt a specific behavior which is not easy to be copied by other competing firms, thus OC is a mediating variable of strategic innovation as well as a source of sustained competitive advantage. OC is therefore an influencer of organizational performance which is measured in terms of efficiency, profitability and stakeholders’ satisfaction.

Innovation Strategy

Innovation strategies have been named according to actions taken on specific innovation type. According to Zartha et al. (2016), innovations can be limited to moderate improvements or major changes on business models, new brands, or new market applications; whereby they are regarded as incremental change and major or radical change respectively. Furthermore, innovation types have been named according to the position of launch: first in the market takes high risks on potential product failures while first follower in the market takes advantage of pioneers to gain the market hence avoiding high risks of product failure (Zhang et al., 2019). Moreover, innovation types have been named by function such as product innovation, marketing innovation, technological innovation, corporate innovation, management innovation and strategy innovation discussed in this study.

Innovation strategy once chosen by a firm facilitates the delivery of a firm's objectives and doubles as a source of sustained competitive advantage (Phankhong et al., 2017; Wanjirul et al., 2019). Relatedly, innovation strategy improves organizational performance in terms of service quality, customer satisfaction, employee satisfaction and increases the organizational innovativeness (Phankhong et al., 2017). According to Mpando and Sandada (2015) innovation strategy has a mediating effect on strategic innovation that generates competitive advantage which drives organizational performance.

Entrepreneurial Orientation

According to Phankhong et al. (2017) entrepreneurial orientation capability offers a competitive advantage and discerned performance to the organization. Moreover, Latifi and Bouwman (2018) contend that learning how to gather the unique know-how and utilization of rare resources renders strategic innovation or BMI to create a benefit of hard to imitate innovation.

Organizational Learning

Organizations need to learn in order to improve their overall performance. Accordingly, individual employees can learn formally or informally through interactions with various publics including fellow workers. According to Phankhong et al. (2017), information and knowledge can be processed to change the attributes, behaviors, capabilities, and performance of a firm. Organizational learning is therefore very central in strategic innovation. Considerably, experience in a job, training and coaching, and interactions amongst the employees can be the three ways of learning within an organization.

Opportunity Recognition

The aspect of opportunity-seeking is a capability that mediates strategic innovation and the organizational performance since exploiting opportunities impacts on organizational performance (Phankhong et al., 2017). In this regard, managers endeavor to scan and analyze the environment in effort to identify business opportunities to be exploited and achieve profitability, business growth and subsequently sustainability of the overall business.

Opportunities can only be exploited if the organization has the potential to do so. This can be in form of adequate working capital and assets as well as capabilities of the management team. They require skills to be able to analyze the environment and identify opportunities.

Efficiency Growth

Organizations that focus on efficiency growth in their BMI can as well improve their performance (Latifi & Bouwman, 2018). More evidence of efficiency growth within an organization can be realized through: adoption of information technology driven by the evolution of internet into the organization's BM; reducing the overall cost of production (Latifi & Bouwman, 2018); effective utilization of available resources through BMI that may include outsourcing partnerships to reduce costs and gain efficiency levels (Christensen et al., 2018).

Ideally, efficiency growth can take shape in application of digitalized systems to improve product or service distribution. For example use of transport management systems and warehousing management systems can bring about efficiency and overall increase in profitability and business growth.

Low-cost Approach

According to Phankhong et al. (2017), firm performance can be improved through efficiency-centered BMs that reduce inventory costs and marketing, sales, and promotional expenses to favor customers who pay less for the same product. Consequently, this can be a source of competitive advantage for the company.

Relatedly, Simani et al. (2017) contend that organizations that produce products and services more efficiently than their competitors are considered to be implementing cost leadership strategy. Porter (1985) as cited in Simani et al. (2017) in his three generic strategies; cost leadership, differentiation, and focus emphasized that a company can create a competitive advantage by adopting any or all the strategies. In particular, a company adopting low-cost approach involves reducing the cost per unit through economies of scale to challenge its competitors outrightly and use this strategy as a source of competitive advantage to gain market share or attain market leadership.

According to Simani et al. (2017), creativity, innovation, new processes, new service design, better learning curve, less time or cost, and complete reengineering activities based on economies of scale could lead to low-cost advantage.

Further more, Simani et al. (2017) explain the multidimensional nature of Total Quality Management (TQM) which integrates activities such as continuous improvement, customer focus, process management, supplier management, factual approach to decision making, employee engagement, and systematic approach to management, which all lead to efficiency

and competitive advantage gain. Similarly, Simani et al. (2017) argue that the cost of poor quality which manifests during inspection, as customer complaints, rejects, rework, transportation and logistics is much more than the cost of developing or installing a process that produces high quality products and services. Therefore, TQM is a mediating variable of strategic innovation that influences organizational performance and doubles as a source of sustainable competitive advantage.

Productivity Enhancement

Productivity refers to minimization of wastage of resources or maximization of resources usage such as materials, men, machines, time, space, capital, and so on (Sidow & Ali, 2014). According to Duran et al. (2015), productivity means use of minimum effort to produce maximum output. Moreover, productivity also means maximization of distribution of benefits among maximum number of people hence it is an attitude of mind, or mentality of progress of the constant improvement (Sidow & Ali, 2014). Furthermore, and according to International Labor Organization (ILO), productivity is the ratio of the volume of output as measured by production indicates and the corresponding volume of labor input (Sidow & Ali, 2014).

Therefore, organizations practicing productivity are better placed compared to their competitor hence productivity as a component of efficiency growth is a mediating variable of strategic innovation as well as source of sustainable competitive advantage.

Environmental Pro-activeness

Environmental pro-activeness is another mediating variable of strategic innovation that has been identified to impact on organizational performance. As defined by Almalki (2016) and Junquera and Barba - Sanchez (2018), environmental proactivity is “the voluntary implementation of practices and initiative aimed at improving environmental performance”. Organizations strive to avoid pollution, reduce their impact on the environment, minimize

waste, optimize consumption, and use green technologies through implementation of proactive environmental strategies (Junquera & Barba - Sanchez, 2018).

Although environmental pro-activeness is known to be connected to the generation of competitive advantage and strategic innovation, very little has been explored by researchers (Junquera & Barba - Sanchez, 2018).

Shortening Time to Market

Organizations experiencing rapid changes in technologies in their environment should innovate so as to sustain their performance (Almalki, 2016) . Today, and as explained by Belay et al. (2011), organizations spend less time to produce a complex product compared to earlier days when a less complex product would take so long to be produced hence reducing time-to-market and delighting the customers. For instance, automobile companies today spend less time manufacturing a complex car compared to those days when they used to spend so much time manufacturing a simple car (Belay et al., 2011). This reduction in time-to-market is a mediating variable of strategic innovation as well as a source of sustainable competitive advantage that influences organizational performance.

According to Belay et al. (2011) reducing the waste of development and improve success of new products by targeting to customer needs is achieved by implementation of successful time-to-market strategy. This further provides the organization a competitive advantage that keeps it ahead of competitors.

Revenue Growth

While organizations that adapt BMI benefit from opportunities offered by an economy experiencing rapid expansion, those experiencing a shrinking economy suffer the consequences of negative growth; thus, tapping industry trends dictated by environmental changes such as competition and changes in consumer trends may either improve or reduce

revenue (Latifi & Bouwman, 2018). According to Latifi and Bouwman (2018), BMI enhances performance by offering new products, services, and information about new transaction mechanisms and exploiting a market niche untapped by its competitors (Latifi & Bouwman, 2018). Consequently, new BMs adopted by organizations create more access to extra resources required to seize new opportunities presented by the environmental factors which create value for all stakeholders (Latifi & Bouwman, 2018).

Revenue growth is one of the key performance indicators (KPIs) organizations use to measure performance. Lehmann (2015) argues that every organization strives to growth revenue in order to satisfy stakeholder's interests and survive in a dynamic and competitive environment. While organizations can growth their revenues organically through market expansion, customer acquisition, improved customer retention; organizations also grow their revenue by acquisition (Lehmann, 2015). Although organic growth and acquisition exhibit increase in total revenue of the firm, growth for stock price through acquisition is very minimal (Lehmann, 2015). Therefore, organizations that adopt organic growth tend to attain high growth for the stock price.

Whereas Lehmann (2015) outlined four sources of organic growth that include: customer management, new products or services, channel innovation, and brand building Latifi and Bouwman (2018) identified new customers, new markets, novel value proposition, customer engagement, and service bundling as components of revenue growth that mediates strategic innovation.

New Customers

Organizations grow their revenues through acquisition of new customers who could be located in new markets and segments or customers converted from competitors. Growth in customers is usually reflected in growth of market share. According to Azigwe et al. (2016),

customers are the life wire of very business and therefore, maintaining existing customers and recruiting new ones are the critical drivers for revenue growth in organizations.

New Markets

According to AHFES (2021), new markets or emerging markets provide companies with opportunities to grow sales volume, profits, market size, generate economies of scale, gain new knowledge, increase revenue and reduce dependence on the home market. This implies that organizations exposed to opportunities of tapping new markets are headed for expansion through market development strategy.

With the evolution of internet, the entire world has become a global village where organizations can now access any market any time hence globalization as a strategy has aided companies to multiply their sales to the world markets and at the same time access supply of all they need in short time (AHFES, 2021). This means market trends can be forecasted and new ideas or solutions for customer requirements can be planned, implemented and innovation is launched. Essentially, market research should be conducted to understand everything from: market segments; distribution channels; direct competitors; and other potential sales channels (AHFES, 2021)

Novel Value Proposition

The value proposition as defined by Almoatazbillah (2012) is an explicit promise or a statement a company makes to its customers to deliver a specific bundle of value creating benefits. According to Almoatazbillah (2012), the concept of value proposition is defined differently by different customers based on product experiences, benefits, features, price and risks encountered during its acquisition and ultimate consumption. Organizations that offer superior value to customers consistently through unique abilities and resources have a competitive advantage over their competitors; and ability to deliver differentiated products and

services efficiently and effectively further delights their customers and shareholders (Almoatazbillah, 2012). Therefore, novel value proposition is a mediating variable of strategic innovation that enhances organizational performance.

Customer Engagement

The concept of customer engagement refers to organization's strategic effort to interact or relate with customers with an aim of enhancing performance (Bingham, 2013). The outcome of customer engagement is exhibited in increased sales, profitability, customer loyalty and superior competitive advantage (Portsmouth Registration Services, 2020).

According to Bingham (2013) and Portsmouth Registration Services (2020) , customer engagement plays a vital role in viral marketing where existing customers are motivated to recommend company products and services to referrals through word-of-mouth. Today, customer engagement plays yet another key role of developing new products or services through the advice or recommendations they provide to organizations (Bingham, 2013; Portsmouth Registration Services, 2020). According to Bingham (2013) and Portsmouth Registration Services (2020), customer engagement strategy aims to provide opportunity to customers to comment on key policies, strategies and their experience about the products and services offered by the organization.

Furthermore, customer engagement is a disciplined strategy with ownership and marketing plan to communicate to employees, customers and other stakeholders (Bingham, 2013). Moreover, customer engagement strategy is composed of: the purpose for engaging customers; engagement opportunities; customer selection and enticement; employees engagement; organization's alignment to customer direction; and measurement and impact on business metrics (Bingham, 2013). Since customer engagement provides superior competitive

advantage to organizations, it is therefore a very important mediator of strategic innovation that influences organizational performance.

Service Bundling

According to Lipowski (2015) “bundling” is defined according to different bundling strategies as follows: first, product or service bundling refers to combination and sale of two or more separate products or services at any prices; secondly, price bundling strategy refers to sale of two or more separate products at a discount, without combining the product; thirdly, mixed bundling strategy is the selling both the bundle and all the products separately; and fourthly, pure bundling strategy is a situation in which a company sells only the bundle and not the products separately. An example of bundling services is offered telecommunications companies which offers a package of services such as data bundles, airtime, mobile money, and other connectivity services that customers acquire in different ways prior to buying the bundle of services (Lipowski, 2015).

Service bundling as a component of revenue growth which is a mediating variable that also is a source of competitive advantage for an organization is used to sustain and retain its customers.

Switching Costs

According to Ngo and Pavelkova (2017), high switching costs prevents customers from moving to other suppliers hence maintaining customer loyalty which is a source of competitive advantage. This implies that switching costs is a mediating variable as well as a moderating variable for strategic innovation on the other hand. Organizations should therefore craft ideas that may lead their customers to stick to their products and services amidst a competitive situation because customers may find it expensive to move to a new supplier of products of similar usage.

According to Kim et al. (2020), generating long-term economic sustainability has been a challenge to many organizations facing fierce competition. This is because those organizations lack simple tactics to beat competitors. An example where a firm can beat its competitors in the same industry could be achieved by extending delivery services to its clients. In this case a customer would find it difficult to switch to another suppliers who do not deliver to their door steps. Conversely, firms should not over rely on service quality and satisfaction as the only way to sustain loyalty but rather innovate on other ways of improving product quality as well (Kim et al., 2020). Accordingly, the kind of technology used for communicating to clients placing orders could be another win for a firm to retain its customers who would find it challenging to switch to another supplier whose order making process is beaucratic and cumbersome. Ideally, organizations should adopt this concept as an easy means of gaining customer satisfaction and loyalty.

As already highlighted in the previous sections, changes in the business environment are the major causes of business growth or down fall. This implies that organizations should submit to dynamic environmental changes by adapting new BMs that offer those opportunities to improve their revenue, efficiency, effectiveness and overall expansion (Latifi & Bouwman, 2018).

It is important to note that some of the independent variables such as organizational culture as highlighted by various authors play a double role of moderating and mediating strategic innovation to influence organizational performance. Moreover, these variables including the concepts of customer engagement, service bundling and switching costs extend to strengthen organizations to perform much better against their competitors thus becoming sources of sustainable competitive advantage that drive organizational performance.

Therefore, strategic innovation is driven by moderating variables and enabled by mediating variables to achieve desirable business performance. These variables can be altered or improved to much with the changes presented by the external environment.

Theme 3: Innovation Strategies and Organizational Performance

Innovation strategies

This section of the literature review analyses the previous studies of the effect of innovation strategies on organizational performance. Organizations formulate innovative strategies in order to grow and sustain their businesses amidst dynamic and turbulent environmental factors (Ibingira et al., 2017). According to Lewrich et al. (2015), organizations subjected to a competitive market orientation especially within retail industry market environment need to maintain their competitiveness by adopting innovative offerings and systems by pursuing innovation strategies such as incremental and radical changes. While incremental innovation can be regarded as continuous innovation, radical innovation can be regarded as discontinuous innovation (CIM, 2007; Ibingira et al., 2017). However, CIM (2007) notes that continuous dynamic innovation can be adopted by a firm when a new product is created or altered from the existing product without changing the consumer buying pattern or product usage.

According to Ibingira et al. (2017), innovation strategy is a pivotal factor that influences firm competitiveness through novelty in products, services and processes, complexity, tactics, timing, legal protection of intellectual property and others, yet very little is known about the effects of its drivers. Although managers have made efforts to establish innovation strategies, their effects on organizational performance is not well evaluated and determined (Ibingira et al., 2017). This study therefore, aims to establish further relationships between some innovation strategies and organizational performance.

An innovation strategy is the invention of winning products or services sold to a potential market segment to satisfy the needs of those customers in a much superior manner than any competitor's offer (Adeyeyetolulope, 2014). Further more, Al - Maanil et al. (2019) and Katz et al. (2010) further contends that companies use innovation strategies to gain technological

advancement through research and development hence they are sources of competitive advantage to organizations.

Although the two words ‘innovation’ and ‘strategy’ have been singly defined in theme 1, (Katz et al., 2010) define innovation as a transformation of insight and technology into novel products, processes and services that create new value for stakeholders to drive economic growth as well as improving standards of living.

According to Katz et al. (2010), innovation is categorized by: types of innovation, newness of innovation, and impact of the innovation. Innovation types can be described as the outcome of the innovation such as product innovation which is the final outcome of new products; service innovation which is the final outcome of new services; process innovation which is the end result of new methods of production; marketing innovation which is the final outcome of creating or opening new markets; supply innovation which is the end result of new sources of suppliers or supplies; organizational innovation which is the outcome of new ways of organizing; technological innovation which is the end result of new technologies; and lastly but not least business model innovation under this study (Katz et al., 2010).

Additionally, Katz et al. (2010) explains that “a company’s ability to support product and process innovation is no longer adequate and that a third type of innovation, strategic innovation has been introduced in order to provide further support. This type of innovation specifically emphasizes the importance of a longer-term view of the contribution of innovation towards competitiveness and success as a company.”

Therefore, the three prominent innovation types include: product innovation, process innovation, and strategic innovation also regarded as business model innovation (BMI) has been defined (Katz et al., 2010). Innovation types such as product innovation allows

organizations to differentiate their products and services from competitors' offerings (Cherop, 2016).

Because the word strategy has several conceptual definitions, there is no single comprehensive definition for strategy (Katz et al., 2010). However, strategy is the determination of long-term goals and objectives of an enterprise, and the adoption of courses of action and allocation of resources necessary for achieving these goals (Katz et al., 2010)

Study Gaps

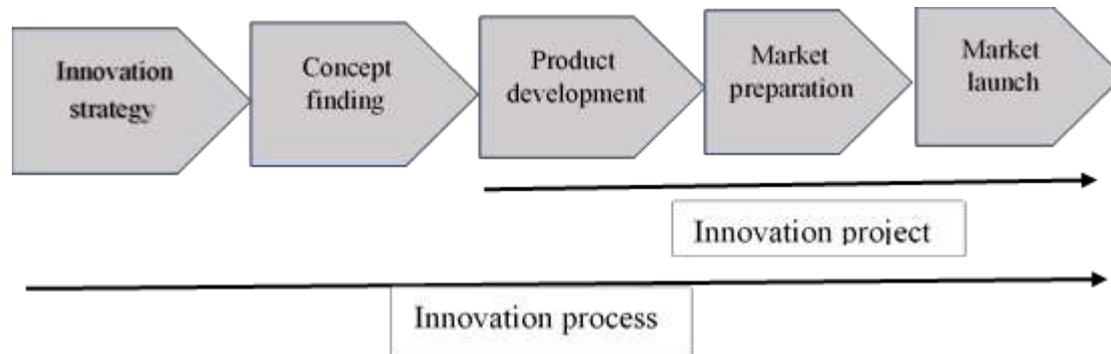
The findings of the study of innovation without considering other variables such as organizational culture (OC) reveal that each of the innovation typologies such as process innovation, product innovation, service innovation and organizational innovation has a positive influence on organization performance (Ibingira et al., 2017; Suhag et al., 2017). This therefore, puts this study into task to investigate the contribution of other variables on organizational performance. The scope of the works by Suhag et al. (2017) in Pakistan specifically challenges this study with a task to establish the extent to which and how strategic innovation and its moderating and mediating variables such as organizational culture impact on organizational performance. Furthermore, the sample of 200 respondents used in the works of Suhag et al. (2017) in the telecommunications sector alone was relatively insufficient for more accurate results to be generated. This is part of the research gaps to be closed in this study by adoption of mixed-methods research method.

In a related study by Tuan et al. (2016), the empirical findings obtained from use of questionnaires survey research instruments to establish the relationship between each of the innovation type and organizational performance exhibited research gaps because triangulation research method was not used to establish the social aspect of the outcomes. Moreover, the sample from Vietnam alone consisting of 150 excellent firms represented by the CEOs was

rather limited and requires further studies to close the identified research gaps (Tuan et al., 2016).

Innovation Process

The genesis of innovation is based on customer or market needs and therefore, the entire innovation process is focused on determining and fulfilling the needs of potential customers (Zartha et al., 2016). According to Geschka (2015), innovation process starts from strategy formulation and not ideas generation as believed by many authors. This means innovation process begins with environmental analysis applying the SWOT analysis model to establish environmental threats and opportunity profile (ETOP) extracted from the external environmental factors and strategic advantage profile (SAP) extracted from the internal environmental factors. It is from this point that ideas are developed, formulated or adopted as generic or alternative strategies. Therefore, the process of strategic orientation brings out the need for new ideas or innovation to address the problem or seize opportunity (Geschka, 2015). According to Geschka (2015), innovation process involves all the five steps namely: innovation strategy, concept findings, product development, market preparations, and market launch as led by the innovation manager and team. Specifically, innovation process can be executed as a project especially the last three steps illustrated below.

Figure 3***Innovation Process***

Source: Adapted from (Geschka, 2015)

As illustrated by Geschka (2015), innovation strategy has been considered in 3 levels: strategic principles, identification of innovation fields, and carrying out innovation projects. Firstly, strategic guidelines for innovations are part of organization strategy that express the expected contributions of innovations to the overall strategic objectives; secondly, identification of innovation fields gives concrete orientation for discovering and generating innovation ideas such as exploring applications of the nanotechnology in medicine; thirdly, some strategies can be followed up while carrying out innovation projects such as collaboration with competent institute of applied research required during situations of need to explore new technology (Geschka, 2015).

Dimensions of Innovation

The dimensions of innovation are explained by the degree of novelty of change undergone by innovation type such as product, process, marketing, management, technological innovation, business model innovation (BMI) also regarded as strategic innovation (Tidd et al., 2005). According to Tidd et al. (2005), innovation takes place in two major ways: incrementally and radically, however, they further explain that conditions in the market place may change

warranting a need to make changes in the process or product thus creating a disrupting process or innovation. The work of Henderson and Clark (1990) further considers the two broad innovation categories inadequate and yet introduces another category of innovation called architectural innovation which refers to changing the shape or architecture of a product without changing its ingredients or components. Therefore, the four categories of innovation include: incremental, disruptive, architectural and radical innovation. Similarly, Katz et al. (2010) explains that the newness of an innovation is based on the degree of departure from the existing practices. As explained by Tidd et al. (2005), incremental innovation is “doing what we do better” while radical innovation is about presenting or doing totally new things to the market and the entire world. Therefore, radical innovation is the highest level of departure of activities from the existing one; while incremental innovation refers to a lesser degree of departure from existing practices (Katz et al., 2010).

On the other hand, the impact of innovation is explained in the continuum from sustaining to disruptive whereby sustaining innovation refers to improving the performance of established products or services while discontinuous innovations bring to market very unique products or services in the particular market segment (Katz et al., 2010).

Comprehensively, innovation as a whole is the successful generation, development and implementation of new and novel ideas which; introduce new products, processes and or strategies to a company or enhance current products, processes and or strategies leading to commercial success and possible market leadership thus creating value for stakeholders, driving economic growth and improving standards of living (Al - Maanil et al., 2019; Katz et al., 2010).

Incremental Strategic Innovation

Innovation that occurs as a result of improvements on the existing products, services, marketing strategies, management practices, technology, and process is regarded as incremental innovation (Tidd et al., 2005). Accordingly, incremental innovation is a sustained improvement in quality, productivity, efficiency especially on process innovation which many studies confirm to be of better yields than radical innovation that occurs once in a while (Tidd et al., 2005). As stated by Lewrich et al. (2015) incremental innovation does not deviate significantly from the current practices or status-quo. As stated in the introduction of this section, incremental innovation can be continuous dynamically innovation where an existing product can undergo alterations with no effect on the consumer buying pattern or product usage. A good example of this strategy was seen in the telecommunications industry where scratch cards were used to load airtime but today, electronic prepaid services are in place. Another good example of continuous dynamically innovation occurred in the energy sector where power usage was measured using a meter but today, digital prepaid services named “Yaka” in Uganda is in full use. accordingly, both of these example are sources of efficiency and competitive advantage in the respective sectors.

Relatedly, continuous improvement that contributes to the concept of total quality management (TQM) has driven incremental innovation to greater popularity and significance compared to radical innovation that brings about new products and services to the world (Tidd et al., 2005) .Since products and services arising from incremental changes are not always new in the market, the risk of rejection or failure in the market place is minimal and absolutely rare (Tidd et al., 2005) . A majority of CEOs prefer this typology of innovation because they are guaranteed of maximizing sales, profits, market share and return on investment. This means shareholders are not likely to blame them for misusing money.

Similarly, Tidd et al. (2005) contends that the cumulative gains in efficiency for incremental innovation are much greater than those from radical innovation. However, it is possible that radical changes may bring about revolutionary expansion and profitability in business that supersedes gains from incremental changes. An example of radical change in technology in a processing plant may triple the output compared to the old technology that could easily be rendered obsolete. Moreover, change in technology may result into a positive change in consumer behavior and attitudes and vice versa.

Disruptive Strategic Innovation

Disruptive strategic innovation is majorly dominated by new conditions and new rules of the game which comes with a lot of challenges since the benchmark for change does not exist unlike for disruptive innovation (Tidd et al., 2005). As explained by Tidd et al. (2005) earlier, disruptive strategic innovation transforms people's way of life, thinking and use of new products or services. Discontinuous innovation takes place occasionally when the prevailing conditions open up opportunities and challenges the players to adapt the new conditions (Tidd et al., 2005).

According to Tidd et al. (2005), a lot of extensive experimentation occurs during discontinuous innovation as many failures happen and acting as a learning experience for the existing and new entrepreneurs. This explains the reason why disruptive changes accounts for 6% to 10% of the innovations in the world (Tidd et al., 2005).

Many established organizations prefer application of incremental changes because they are competency-enhancing as opposed to discontinuous innovation which is competency-destroying Katsamakos and Georgantzas (2010). This implies that firms would rather make changes systematically basing on the current practices or ways of doing things than try something completely new in the market unless otherwise research findings exhibit the need

for radical changes. Moreover, Katsamakos and Georgantzis (2010) explain that disrupting innovation mostly originates from larger organization with potential to change products, markets and systems such as Microsoft whose two competing technologies (Linux and Windows NT/Server) paradoxically disrupted the main stream server operating systems market. Similarly, Katsamakos and Georgantzis (2010) contend that the existence of new markets, underserved, over served users, and new users' value networks are the reasons for software providers to undergo disruption process.

On one hand, disruptive innovation is facilitated by open innovation which is the systematic process of exploring knowledge, retaining and exploiting knowledge beyond the organization's boundaries (Cherop, 2016). Further more Tidd et al. (2005), open innovation beyond the boundaries refers to studies exploring the aspect of inter-organizational behavior that includes sharing learning on projects such as product development. The existence of open innovation platforms such as software systems, employees with different interests and backgrounds working together, researchers, business people and manufacturers provide opportunity for learning and innovation (Ahn et al., 2015). The new ideas that manifest from these platforms may bring about success or failure hence may result into extreme disruption of the market where customers could be enticed to buy more or discouraged to make purchases. Notably, open innovation or innovation in general has a number of benefits that include: exploitation of knowledge, positive engagement of employees and cohesiveness, creation of new products and services, strategies for beating competitors, creation of new revenue streams and cost reduction practices (Ahn et al., 2015).

In the contrary, Ahn et al. (2015) and Cherop (2016) highlight knowledge gaps, different cultural believes, copyright issues such as high costs on patent rights, competitive forces and security as barriers to open innovation that organizations especially SMEs with low capital base should watch and mitigate. Although open innovation platforms are a source of business

success, it also creates an unprecedented turbulence in business especially the software industry (Ahn et al., 2015). As explained by Ahn et al. (2015), the effect of open innovation on organizational performance has been so complex to evaluate owing to its heterogeneity and numerous challenges faced during implementation. This therefore, calls for rigorous investigation on the effect of open innovation on organizational performance because open innovation process is a universal facilitator of all innovation types.

Architectural Innovation

This refers to changing the architecture of a product or process to motivate all stakeholders. In the contrary, architectural innovation may turn-out to be destructive if it is negatively perceived by customers and other stakeholders (Henderson & Clark, 1990). According to Henderson and Clark (1990), architectural innovation destroys the existing architectural knowledge of established organizations because architectural knowledge of a product is embedded in the structure and information-processing procedures of an organization though new changes in the structure of the product may result into benefits or negative implications that a firm may not realize in the short run.

The difference between architectural innovation and incremental innovation is bordered by a thin line because incremental innovation focuses on relatively minor changes on existing product such as changes in branding while architectural innovation seizes existing opportunities that allows an established organization to change the design of its (Henderson & Clark, 1990).

Radical Innovation

The movement from incremental to radical innovation or discontinuous innovation involves a second dimensional change which is the degree of novelty involved (Ahn et al., 2015). According to Ahn et al. (2015), radical innovation involves a transformation in the way

stakeholders and in particular customers think and use the final product or service. For instance, improving or changing the packaging of a product without changing the contents or ingredients in a soda is incremental innovation while manufacturing a new product using different ingredients to produce a beer changes the thinking and usage of the product immediately hence is regarded as a radical change or disruptive change.

As defined by Leekpai et al. (2014) radical innovations are breakthroughs that change a product or service or process fundamentally. Arising from the study by Lewrich et al. (2015), all components of customer orientation such as customer centricity, competitor orientation, and market dynamism except customer intelligence have a strong positive relationship with radical innovation. It is only in start-up firms where customer centric component has a negative relationship with radical innovation (Lewrich et al., 2015).

In sum, the literature review on the effects of innovation strategies on organizational performance has explained innovation process diagrammatically and highlighted a majority of innovation types such as product, process, marketing, organizational, technological, and strategic innovation. The review extends to identify and explain dimensions of innovation and its categories that include: incremental, disruptive, architectural, radical and open innovation that has platforms that drive innovation in general.

Since innovation categories such as incremental and radical innovation require different organizational capabilities to create unique products and services, these categories of innovation act as sources of sustainable competitive advantages (Henderson & Clark, 1990). However, application of innovation category arising from changes from the external environment, renders such innovation category a contemporary strategy for seizing opportunities.

Theme 4: Performance measures in organizations

Performance Measurement

Every organization evaluates their activities against pre-set specific objectives during their last stage of the strategic management process. Whereas large organizations with adequate capital and competencies practice strategic management process formally, a majority of SMEs and sole-proprietor firms practice strategic management process more informally due to inadequate capabilities and limited resources. The U.S department of Health and Human Services under the Health Resources and Services Administration, AHFES (2021) recognizes the increasing need for accountability in organizations that drives them towards establishing the main drivers which promote performance and its subsequent outcomes. Quality improvement driven by innovation has become the key yardstick of performance in every organization (AHFES, 2021).

According to Sidow and Ali (2014) the importance of performance measurement as a component of strategic management requires strategists to be more competent and capable of analyzing and forecasting turbulent, competitive, complex, dynamic and international environments. World over, organizational competitiveness today is being driven by globalization that requires companies to be ready to counter the environmental challenges (Felizardo et al., 2017). Accordingly, globalization is being driven by advancement in technology that has beared the concept of the global village, where people can now access goods and services through the internet. Furthermore, Hult et al. (2004) contend that firms with competence in global operations have competitive advantage to overcome some obstacles achieved by seeking global alliances with companies possessing complimentary competencies.

By measuring organizational performance, a firm can ascertain the effectiveness of its strategy amidst unforeseeable environmental forces (Aas & Breunig, 2017). This includes

establishing the extent to which the performance objectives are being achieved (Almoatazbillah, 2012). Notably, organizational performance is defined as the measure of firm competitiveness exhibited by performance indicators that reveal level of goal achievement (Felizardo et al., 2017).

Organizational performance is evaluated using financial and nonfinancial measures which are also regarded as key performance indicators (KPIs) (Felizardo et al., 2017). Therefore, financial ratios such as sales growth, profitability, liquidity and shareholder equity are used to measure the financial position of the firm while increased productivity, employee satisfaction, customer satisfaction, and corporate reputation are the key indicators of nonfinancial measures.

Performance Measurement Tools

A majority of researchers and organizations internationally have used the BSC framework for evaluating and measuring organizational performance against their expectations. According to Haddadi and Yaghoobi (2011), the hierarchical model for prioritization of key performance indicators was used to determine, rank and prioritize organizational KPIs using the Analytic Hierarchy Process (AHP) questionnaires and the BSC frameworks. The study was taken from 27 employees from one Iranian company in the telecommunications sector. This result could have been biased since the sample taken was very small and limited to one organization in one sector.

Although the secondary data was initially used, there was need to investigate other organizations in different sectors because performance measures vary sector by sector thus this study's ranking of KPIs scores very low on validity and reliability. Finally, BSC and AHP approaches which are rather complicated were used to rank performance indicators.

Another performance measure extracted in the literature review is the triple-bottom-line (TBL) model which asserts that stakeholder and public support is critical in advancing

sustainability initiatives (Gross, 2015). The main shortcoming of the TBL is its inapplicability in a monetary-based economic system because it focuses on the environmental, economic and social aspects that impact greatly applied by corporations to measure their level of compliance on sustainability initiatives (Sridhar & Jones, 2013).

Performance Management

The concept of organizational performance management differentiates corporate performance from individual performance, implying that the combination of the two generates what is referred to as organizational performance (Felizardo et al., 2017). According to Omondi (2015), a majority of management theories regard organizational performance a dependent variable. As defined by Omondi (2015), organizational performance is a collection of overall output of all the organization's work processes and activities. Moreover, AHFES (2021) defines performance management as a forward-looking process used to set goals and routinely monitor progress towards achieving those goals. This practically allows organizations to set objectives, observe the actual data for its performance measures, and act on outcomes to improve performance towards its objectives (AHFES, 2021). Furthermore, Omondi (2015) categorizes the three main result areas within an organization as follows: achievement in financial performance, achievement in product market performance and achievement in shareholder return expectations. As suggested by Omondi (2015), organization's performance is the firm's ability to beat competitors or prevail in the market place. Therefore, measurement of performance has become a central task for organizations to accomplish (Omondi, 2015).

Based on the strategic management process and its components CIM (2017), organizational performance management starts with strategy formulation, proceeds with strategy implementation and ends with strategy evaluation conducted against set objectives. Many authors including Aas and Breunig (2017), Afonso and Vieira (2012)) and Felizardo et al. (2017) view organizational performance in two perspectives: management perspective and

measurement perspective. Whereas performance management involves planning, application of performance standards, measurement, and reward activities; measurement perspective involves monitoring key systems, processes and programs (AHFES, 2021; Felizardo et al., 2017). In addition, Felizardo et al. (2017) define “performance” as:

“the sum of all processes that will lead managers to taking appropriate actions in the future (i.e., one that is effective and efficient). In other words, we define performance as doing today what will lead to measure value outcome tomorrow.

Performance management is driven by different objectives that bring about diversified performance indicators which are very significant in guiding organizations to achieve intended objectives (Felizardo et al., 2017). According to Felizardo et al. (2017), there is no perfect definition to match performance measures in an organization, however, performance measures are being used to determine whether organizations are complying with the objectives in accordance with the implementation of its strategy.

Organizations measure performance in order to support managers to adopt long-term perspectives; assist and enhance improvement, improve communication, assist organizations to allocate resources in attractive improvement activities, and advocate for a more effective and efficient operating system of planning and control, financial sourcing through the bank, government funding or fundraising initiatives based on documented performance, and support change management, and improve internal communication (AHFES, 2021; Felizardo et al., 2017; Haddadi & Yaghoobi, 2011).

Performance Measurements

Organizations surrounded by dynamic, competitive and interactive environments endeavor to monitor and measure their performance based on the objectives and set standards of performance measurement in order to remain competitive (Azadinamin, 2011; Haddadi &

Yaghoobi, 2011) According to Felizardo et al. (2017), performance measurement is the process of quantifying the efficiency and effectiveness in action, considering the measurement as the process or system of quantification and the action that leads to performance. Moreover, Felizardo et al. (2017) define performance measurer as the numerical indicator that exhibits how well each objective is achieved. Furthermore, performance measurement is a process by which organizations track key aspects of their programs, systems and processes (AHFES, 2021).

Companies use various parameters such as quality, efficiency, effectiveness, productivity, timeliness, and safety to measure organizational performance (Omondi, 2015). In furtherance to the above definition, Omondi (2015) describes each of the six performance measurements categories as follows: firstly, quality refers to the extent to which a product or service meets customer requirements and expectations; secondly, efficiency refers to the degree to which the process produces the required output at a minimum cost; thirdly, effectiveness which refers to a degree of conformity to requirements of work product or process output; fourthly, timeliness is a measure of work done timely and perfectly; fifthly, productivity means the ratio of value added by the process to the value of the labor and capital consumed; and finally, safety refers to the entire organizational health and the working conditions of employees.

Categories of Performance Measures

On the other hand, AHFES (2021) categorizes performance measures into 4 types as follows: process measure, outcome measure, balancing measure, and structure of product or service measure explained as follows: firstly, process measure quantifies a product or service supplied to a client based on evidence of effectiveness; secondly, outcome measure quantifies a customer's or client's level of satisfaction derived from a product or service; thirdly, balancing measure refers to changes in the process or system which do not bring about changes in the final out product or service that may affect a customer, and fourthly, structure of product

or service measure which quantifies the features of the product or services and its organization as suitable to genuine products or services.

Omondi (2015) explains that performance measurement can be divided into seven groups: effectiveness, efficiency, productivity, quality, innovation, customer satisfaction, and financial sustainability. These measures can be regarded as performance KPIs used for setting organizational objectives.

Performance Measurement tools

Today, organizations use performance measures broadly to evaluate, control and improve organizations' processes so as to sustain and improve their competitiveness (Wogrossamee et al., 2014). According to Wogrossamee et al. (2014), the Balanced Scorecard (BSC) model and the European Foundation for Quality Management Award applying EFQM framework are the two comprehensive models that have gained popularity and usage by a majority of companies globally and in particular the USA and Europe.

As stated by Rohm (2019), a measurement-based BSC is a performance measurement framework for grouping existing measures into categories and displaying the measures graphically as a dashboard. In other words, a performance measurement balanced scorecards are less interesting and add little business intelligence to assist a firm chart strategic direction and measure the progress of strategic execution (Rohm, 2019). This implies that BSC instrument of measure is completed at operational level to track production, process measures, operations, sales, marketing and service delivery (Rohm, 2019).

Apart from the BSC and EFQM, other performance measurement tools commonly used in organizations include: field surveys, key performance indicators (KPIs), and target-setting. Notably, key performance indicators are the final mark of organization's efficiency and effectiveness because they measure performance (Haddadi & Yaghoobi, 2011).

EFQM Excellence framework was established in the USA to measure quality, productivity, and competitiveness in the global market (Wograssamee et al., 2014). The application of EFQM extended to European market and focused on measuring quality and organizational excellence (Wograssamee et al., 2014). EFQM Excellence framework is fully concerned with innovation and learning and while driven by enablers to achieve organization's output, whereby both of them undergo assessment process criteria (Wograssamee et al., 2014).

Relatedly, Wograssamee et al. (2014) highlights the contribution of enablers such as leadership, people management, policy and strategy, resources, and processes to organizational excellence as follows: first, organization's leadership ensures that implementation and achievement of Total Quality Management (TQM) and continuous improvement as driven by inspirational top management team ensure that the vision statement is well conceived by all staff; secondly, people management refers to equipping the staff with knowledge and capabilities that enables continuous improvement of business through careful handling of staff; thirdly, utilization of both internal and external resources to achieve exceptional performance; fourthly, policy and strategy which drives achievement of quality and continuous improvement guided by the company's vision, mission, and values; and fifthly, policy and strategic choices drive achievement of quality and continuous improvement as guided by organization's vision, mission and values; and finally, processes which is a sales driver that manages and improves company activities and processes aimed at delighting customers and other stakeholders.

Conversely, EFQM excellence measurement is in terms of the outcomes of the organizational performance as measured in terms of: people satisfaction which is determining what the company is achieving in relation to its employees; customer satisfaction which measures the extent to which targeted customers are satisfied; impact on society which refers to satisfaction of local, domestic and international society as a company's fulfilled goal; and

business results which refers to organization's planned performance and fulfilling shareholders' expectation.

As recommended by Gross (2015), organizations should provide measurements for each initiative pursuit. The elements of TBL (economic, environmental and provide positive impact to stakeholders such as shareholders, employees, customers and communities. Although measurement of TBL is not analogous with income statement, top management uses BSC as a key tool for measuring performance (Gross, 2015).

The TBL approach to sustainability takes the view that the smaller impact your business has on the environment and the fewer natural resources you consume, the longer and more successful your business will be. The three components of the TBL are people and community (social responsibility), planet (environmental sustainability) and profit (the bottom line).

In compliment, performance assessment must be multi-dimensional in a way to include both financial and non-financial measures in which four perspectives were developed to include: financial, customer, internal processes, and innovation perspectives (Haddadi & Yaghoobi, 2011; Wograssamee et al., 2014). The financial perspective represents the views of the shareholders which focuses on the success of the financial achievements in regards to return on capital invested, cash flow, profitability growth, and reliability of overall performance (CIM, 2007; Ivanov & Avasilcai, 2014). Notably, the strategic measures for the financial perspective are return on capital employed (ROCE), cashflow, net margin, volume growth rates, profit reliability forecasts, sales backlog or unsold stock (CIM, 2007). Customer perspective refers to how customers view the organization in respect to product or service quality, customer service, and value proposition (CIM, 2007). The strategic objectives for customer perspective are value for money, competitive pricing, and customer satisfaction, indeed a set of objectives which the company should achieve in order to maintain and attract

customers; while strategic measures for this customer perspectives are customer ranking survey, price index, customer satisfaction index, customer loyalty and mystery shopping index (CIM, 2007; Ivanov & Avasilcai, 2014).

Internal Business Process Perspective – This perspective according to CIM (2007) identifies the business process across all organization's functions that leads to customer satisfaction such as employee attitudes and performance. For instance, the marketing department may focus on product or service development thus fulfilling customer requirements, product range and category; whereas, operations department may prefer to concentrate on lowering operational costs and improving project management. While for logistics function may choose to concentrate on reducing delivery costs and ensuring effective management of inventory (CIM, 2007; Ivanov & Avasilcai, 2014).

Innovation, Learning and Growth Perspective - refers to the organization's ability to continually innovate and learn so as to achieve the vision which requires sustainability of managing change and improving performance (CIM, 2007; Ivanov & Avasilcai, 2014). Accordingly, the strategic objectives for innovation perspective are to innovate products and services, timing the market, empowering workforce, improving access to information, and striving for continuous improvement (CIM, 2007; Ivanov & Avasilcai, 2014). On the other hand, the strategic measures would include evaluating the number of new products launched, number of success rate, percentage of success rate, average annual sales per new product, average payback period in years, new sales expressed as a percentage of total sales and average cost saving for innovation in process (CIM, 2017; Lomax & Raman, 2006). Notably, innovation can be analyzed through internal process and learning and growth perspectives of the BSC framework (Ivanov & Avasilcai, 2014).

The BSC as an instrument is very useful and important because all departments can tailor its usage to track and measure performance against a range of goals and objectives (Omondi, 2015; Wograssamee et al., 2014). This implies that BSC model translates business strategy into actionable and measurable specific objectives (Haddadi & Yaghoobi, 2011).

According to Felizardo et al. (2017), all organizations measure or track their performance based on financial performance, competitiveness, and all those nonfinancial measures such as innovation levels, resource usage, quality and flexibility.

Although the BSC has multi-dimensional performance measurement benefits as explained by Haddadi and Yaghoobi (2011) , the tool has some challenges as follows:

- i. Conflicting measures such as research funding and cost reduction may naturally conflict in terms of results achievement (CIM, 2007; Ivanov & Avasilcai, 2014).
- ii. Selecting measures is a challenge especially for innovation and learning perspective is difficult to measure directly such as rate of new product launches and training hours achieved.
- iii. Some measurements may not initiate appropriate action especially the non-financial measures which are qualitative in nature and difficult to measure.
- iv. Interpretation of the outcome may be difficult hence translating the figures into accurate perspective may not be easy.

Today, accounting-based measurement tools also regarded as traditional performance measurement tools such as earnings-per-share are being substituted by three new economic-based frameworks such as economic value added (EVA), activity-based costing (ABC), and the BSC (Azadinamin, 2011). The application of EVA is very significant in ascertaining the value and the actual financial performance of each firm because managers use it to measure economic profits which is the difference between profits and expected return of shareholders

(Azadinamin, 2011). Furthermore, Azadinamin (2011) explains the concept of EVA framework initiated by Stern Stewart consulting organization after Residual Income (RI) was applied for computing profits and invested capital.

According to Azadinamin (2011), ABC method offers new measurement solutions to traditional approach of performance measurement described in the financial statements. For instance, the cost of labor and machinery stated in the financial statement omits or overlooks other costs arising from time lost or unnecessary delays in receiving raw materials (Azadinamin, 2011). The system aims at ascertaining costs data which reflects more accurately the resource demands or consumption of a company's cost objects such as customers, products and services (Azadinamin, 2011). Therefore, the system plays a central role that recognizes all operational activities that include direct and indirect costs hence maximizing business efficiency, profitability and value for stakeholders (Abesiga, 2015).

The BSC framework provides a wider view of the business because it considers many financial and nonfinancial measures (Azadinamin, 2011; Wograssamee et al., 2014). According to Azadinamin (2011), BSC framework comprises of 4 categories namely financial performance, customers, internal processes, and learning and growth (Azadinamin, 2011) defines a BSC as an effective tool of performance measurement for multidimensional organizational excellence.

According to Wograssamee et al. (2014), BSC offers managers a comprehensive view of the business and permits them to concentrate on very important areas.

Relatedly, the BSC model has become a very useful tool for creating value, raising awareness on organizational priorities as well as aligning its strategies with future performance targets. As use of right information and right strategies aid managers to act rightly, application

of decision models and performance measures are the most important factors that aid managers to great performance (Azadinamin, 2011).

According to Wograssamee et al. (2014), the BSC applies performance measures to rely the drivers of current and future success to employees, hence BSC is linked with strategic framework for action and consists of the following four particular processes: clarification and translation of vision and strategy; communicates and link strategic objectives and measures; plan, set targets, and align strategic initiatives; and enhances strategic feedback and learning.

Similarly, Wograssamee et al. (2014) highlighted five similarities between EFQM excellence framework and BSC as follows: both frameworks are non-prescriptive templates; specific improvements require managers to assign their own measures; no explicit methods for successful implementation; no specific targets for performance levels; and are linked with reward and incentive rewards. In Africa, BSC has been preferred for measuring performance of many businesses.

Conversely, the two models have the following differences: The excellence model supports TQM concepts; the BSC attempts to align corporate strategy with performance measures; both models use different methods for information feedback; and however, the BSC is more flexible than the EFQM excellence model (Azadinamin, 2011; Wograssamee et al., 2014). In summary, managers who adopt and implement the three models (BSC, ABC and EVA) will improve performance of their firm (Azadinamin, 2011). As emphasized by Azadinamin (2011), the true cost of operation and the true profit of the firm will be established by adopting ABC and EVA respectively.

Financial Measures

Following the financial perspective of the BSC framework, organizations often set goals and objectives that aim to position the business into market leadership, profit leadership and

finally achieving shareholder satisfaction. Profit leadership goal is measured in terms of cash flow projections, net margin, premium pricing, cost leadership, economies of scale, profit reliability, and sales backlog (CIM, 2007; Ivanov & Avasilcai, 2014). Once an organization gains a position of market leadership by challenging its competitors, then its market share, sales volume growth, return on capital employed (ROCE) which is the amount of profit as a percentage of capital employed; return on investment (ROI) and liquidity ratio which is the ratio of current assets to current liabilities are favorably guaranteed (CIM, 2007). Lastly, CIM (2007) contends that shareholder satisfaction can be measured by profit and loss account indicating good net profit after tax, balance sheet, dividends, share price, and stock exchange.

On the other hand, organizations conduct routine measurement of efficiency of their accounts especially receivables in regards to timely collection of payments for the goods and services rendered (AHFES, 2021). This effort is in line to ensuring that the cashflow is healthy enough to enable business operate smoothly.

Non-financial Measures

The remaining three perspectives of the BSC (customer, internal business and innovation and learning perspectives present the nonfinancial measures of performance. Customer perspective for example aims to achieve customer satisfaction as a measure which also translates into brand customer loyalty, customer partnership, employee satisfaction, competitive pricing, new products and corporate reputation (CIM, 2008; Ivanov & Avasilcai, 2014).

While internal business perspective looks into goals such as technology capability, manufacturing excellence, design productivity and product launch, this perspective measures manufacturing configuration against competitors, unit cost, cycle time, safety record, engineering efficiency, yield, and actual introduction schedule against target (CIM, 2008). Finally, innovation and learning perspective looks into the following goals: technology

leadership, manufacturing learning, product focus, time to market, staff empowerment and measures process time to maturity, time to develop the next generation of products, percentage of products that equal to 80% sales, new product launch against competitors, staff survey, and number of proposals accepted (CIM, 2008).

In conclusion, organizations practicing strategic innovation benefit from financial growth, customer satisfaction and loyalty, good performance and market share, internal processes, learning and knowledge achievements which all lead to competitiveness and good reputation. In overall, sustainability of strategic innovation leads to profitability, business growth and operational excellence.

As summarized by Wograssamee et al. (2014), future investigators should focus on effective implementation of strategic performance frameworks in a chosen organization so as to establish the relationship between a company and a performance measurement model, moreover, functional KPIs are known to play the role of identifying gaps between performance and organizational expectations hence measurement tools such as BSC influences employee behavior towards achieving expected performance (Haddadi & Yaghoobi, 2011; Ivanov & Avasilcai, 2014).

Theme 5: Challenges in using strategic innovation

Introduction

Although strategic innovation has become a contemporary strategy for any organization to prosper, the speed of change arising from changes in the environmental factors is alarming. These changes in the competitive environment affect organizations massively as their impact jeopardizes existing organizational structure, competencies, systems, existing strategy, customers, and product development and management (Dogan, 2017). However, strategic

innovation brings about success to organizations because company objectives are usually aligned to strategy and the mission (Dogan, 2017).

Due to increasing speed of change driven by ICT enhanced by internet, the life span of products, services, processes, technological and organizational innovation is greatly shortening (Dogan, 2017). Moreover, the challenge in managing time in organizations is evident thus rendering unnecessary and excessive pressure to organizations that have to compete, innovate and create other strategies and tactics of doing the same thing (Dogan, 2017). This effect alone has made many firms to incur losses since their ROI or payback period for each innovation may be much longer than the life span of the existing innovation project.

Because of these changes, organizations have no choice but to adopt strategic innovation as the only way to compete effectively in the domestic and international markets, providing organizations with sustainable competitive advantage by creating value, using their strategies to address changes in the markets, and fulfilling customer needs (Dogan, 2017). Many authors in this review agree to the statement that strategic innovation promotes organizational performance by seizing opportunities and mitigating threats arising from the macro and micro factors, and taking advantage of their strategic advantage profiles.

Challenges

In reference to the above introduction, organizations face a number of challenges as a result of using strategic innovations in the following aspects:

Because of the rapid changes in the external environment in particular, organizations need to continuously scan and audit the environmental factors surrounding their businesses for which their priorities may be altered as well as budgets allocated to projects and programs (Oparanma, 2014). This recurrent expenditure on strategic innovation may hinder small firms in particular from achieving their profit and investment objectives. As explained by Oparanma

(2014), failure to switch from existing technology to another technology, lack of robust research and development (R & D), and failure to gather feedback from key customers hinders organizations from pursuing their goals.

Organizations may be subjected to unprogressive performance as a result of poor implementation of strategic innovation caused by lack of innovative organizational structure, systems, policies, processes, culture and practices that promote application of strategic innovation (Kaplan & Palmer, n.d). Furthermore, organizations lacking adequate skills, competencies and right attitudes required to implement strategic innovation to improve performance face challenges while using strategic innovation to improve performance (Hartmann et al., 2013; Latifi & Bouwman, 2018).

Additionally, ineffective leadership and poor communication may also hinder implementation of strategy innovation negatively (Latifi & Bouwman, 2018). This may be made worse when demoralized members of the team driving innovation into adoption is not rewarded according to the reward system in place (Kaplan et al., 2001).

As stated by (Doole and Lowe, 2009), ineffective diffusion of innovation into the market is the main reason for strategy failure and not technology failure, which implies that poor use of marketing communications tools such as personal selling, sales promotion, advertising, public relations, direct marketing, packaging, exhibition and including today's digital marketing hinders innovation to reach adoption stage.

In situations where innovation is driven by mediating and moderating variables, organizations may find it difficult to draw the actual factors influencing performance (Latifi & Bouwman, 2018). This scenario is similar for situations where culture plays part in driving innovation to impact on organizational performance instead of driving performance directly.

Organizations with inadequate funds may find it difficult to utilize strategic innovation to improve performance because its adoption and implementation comes along with costs. This challenge is common with SMEs especially small firms which are characterized by low budgets.

According to Latifi and Bouwman (2018), business model innovation (BMI) can be risky and ambiguous because it is irreversibly compared to other innovation types such as product innovation, service innovation and process innovation. Furthermore, BMI requires fundamental changes in core components of the organization's BM (Latifi & Bouwman, 2018). Many organizations have paid attention to short term efficiency while ignoring the opportunity to gain long term sustainable competitive advantage offered by innovation which is very central in driving organizational performance (Mirtroulis & Kitsios, 2014). The scholars further contend that innovation management may breed innovation incompetence and competitive disadvantage leading to a crisis in the organization that will call for another innovation to correct the situation. Therefore, organizations seeking for a solution through trial-and-error may waste resources and time.

According to Chen et al. (2018), the relationship between innovation strategy and organization culture is insignificantly related with innovation speed and innovation quality. This may challenge the results of innovation since the quality of innovation may be compromised. However, according to prior studies, some specific types of innovation strategies have significant relationship with organizational culture (Chen et al., 2018).

Conclusively, this study aims to investigate extensively more challenges faced by organizations while using strategic innovation to drive and sustain performance. To achieve this, face-to-face interviews with key participants will be conducted to extract various experiences.

Theme 6: Sustainability of strategic innovation

Sustainability and Strategic Innovation

Innovation and sustainability are processes and strategies used to address organizational challenges or solve problems as well as exploiting existing opportunities such as sudden increase in demand of goods and services, population growth, a shift in demand by consumers, pressure from the competitors and government regulations. Both innovation and sustainability strategies have become popular for their pivotal role in driving business to its success since both of them are sources of organization's competitive advantage (Victoria et al., 2021).

The exponential growth of world population expected to hit 8 to 10 billion by 2025 as stated by United Nations, Rohm (2019) is the reason for increasing demand for resources. The impact of population growth is further seen in ever rising human activity which is driving human beings into innovation hence making a shift in economic and social-economic models (Rohm, 2019). Therefore, there is a need for sustainable and profitable approach of production, distribution and product usage (Rohm, 2019).

Protection of natural environment has become a major concern as regards management of waste, management of pollution and contamination, greenhouse gas (GHG) emissions, energy security, management of natural resources including food and water (Ahn et al., 2015; Munodawafa & Johl, 2019). This threat has made organizations to take a step and develop eco-innovation initiatives to protect the natural environment.

Every organization whether profit making or not-for-profit strives to achieve sustainable competitive advantage as a long-term goal necessary for survival, however other objectives such as profitability and competitiveness are equally important (Zhang et al., 2019). Companies foster for sustainability of their businesses through innovation management by increasing productivity, reducing costs and exploiting new markets (Rohm, 2019). Previous studies by

Zhang et al. (2019) indicate that sustainability is partially influenced by mediating between management innovation and organizational performance as well as playing a partial mediating role between technological innovation and organizational performance. Therefore, top executives should put more focus on management innovation and technological innovation to ensure that long-term survival and sustainability is enhanced (Rohm, 2019). Corporate organizations today are faced with competitive environmental regulations required of them to sustain their businesses especially in the aspect of management innovation (Zhang et al., 2019). According to Rohm (2019), corporate sustainability also regarded as the TBL consists of three components: economic, environmental and societal performance.

Sustainability Components

The coexistence of man and its environment calls for attention because the well-being of people is reliant on their surrounding. Sustainability of organizations according to the triple-bottom-line (TBL) is based on three components: economic, environmental, and social performance (Duran et al., 2015). These components are the foundation of our planet which constitutes the environment which human communities' impact on its ecosystem is a growing concern (Duran et al., 2015). Therefore, organizations are driven by human beings who are now concerned about the deteriorating environment in many parts of the world and that require attention (Duran et al., 2015). Therefore, human beings endeavour to see that their environment is conducive for life and so it is their role to protect it.

Economic Component

Human beings are charged with responsibility to keep and sustain their standard of living. Therefore, economic component is concerned with maximizing income flow as regards rational usage, efficiency in use of scarce resource and aiming at maximizing profits (Duran et al., 2015). Through profit maximization, organizations are able to contribute to economic growth

while sustaining their businesses innovatively. Therefore, economic component guarantees well-being and the standard of living desired by each individual.

Environmental Component

This area of environmental development refers to organizations' responsibility and ability to protect the environmental resources and environmental heritage (Duran et al., 2015). This means ensuring that environment is protected from possible degradation and ensuring natural disasters such as global warming, pollution, soil erosion, and waste products are minimized.

Organizations allocate their resources towards environmental sustainance so that environmental disasters are controlled under CSR programs. These programs appear non-profitable to a given organization but they play a fundamental role of generating profitability and growth in the longrun. This is because human beings who are the basis of the market are protected against harmful environment.

Social Component

This component aims to restore socio-cultural stability, maintaining diversity while ensuring that the organization treats its stakeholders and the community fairly (Duran et al., 2015). This also extends into human sustainability through relationships, social interactions, behavioral patterns, and humanity values protection (Duran et al., 2015). Therefore, employees, shareholders, community and other stakeholders are able to support and approve the organization. Organizational leaders should therefore ensure that employees are treated fairly so that they extend the same treatment to the neighbors who are the community in the local market and internationally.

Sustainability and Innovation

Globally, organizations ranked high in the field of sustainability are the same organizations ranked high on innovation agenda because innovation is only profitable if it is sustainable

(Duran et al., 2015). Furthermore, Zartha et al. (2016) contend that innovation has a positive relationship with sustainability. Similarly, Hassi et al. (2009) define sustainability as follows; “sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. In addition, Hassi et al. (2009) relates this definition with the three components of the TBL namely: economic, social and environmental performance also regarded as the 3 pillars, 3P approach of profit, people and planet respectively. Companies design their products or services to fit into these 3 components of the TBL and once fitted in, the organization is said to be enjoying sustainable innovation, which is a source of sustainable competitive advantage (Hassi et al., 2009).

On one hand, organizations have further extended their sustainability initiatives to developing and implementing innovation programs to prevent environmental degradation also known as eco-innovation in response to the increasing concerns about the precarious state of the biosphere (Munodawafa & Johl, 2019). Although the eco-innovation sustainability initiatives involve high risk of investment coupled with availability of scanty information to enable its review and assessment, researchers have used a systematic method to review eco-innovation and its performance track record (Munodawafa & Johl, 2019).

Organizations practicing TBL in order to achieve sustainability use sustainable business models to play a pivotal role during times of sudden change; therefore, organizational performance targets can be achieved using sustainability concept (Zhang et al., 2019) because it has a very significant contribution to financial and the social aspect of organizational performance (Almoatazbillah, 2012). According to (Karabulut, 2015) innovation strategy outcomes is exhibited and described in financial performance more than other dimensions of organizational performance. However, sustainability is known for focusing on innovation as well as other pivotal aspects such as corporate vision, accountability, work policies, community relations, R & D, and products and services (Munodawafa & Johl, 2019). Although

organizations that focus on sustainability are believed to be less profit minded, less aggressive and less competitive than the rest, they are popular in maximizing organizational benefits in terms of sustainable innovation vision, brand equity and sustainable reputation in the long run (Munodawafa & Johl, 2019).

To be successful in sustainability innovation, organizations need to choose appropriate sustainability strategy. This in reality is determined by the assessment of the environmental factors that reveal existing opportunities and threats as well as organization's strength and weaknesses (Zhang et al., 2019). The best strategy can be chosen through strategy formulation process but directed towards improving management of organizational environment aimed at reducing the negative impact of industrialization or value addition activity (Munodawafa & Johl, 2019). According to Munodawafa and Johl (2019), a number of organizations may adopt similar strategies at the same time although they choose them independently such as cost leadership, differentiation, and focus generic strategies by (Barbieri et al., n.d).

In general, Ahn et al. (2015) proposes characteristics that support or promote sustainability strategy implementation such as: a) external orientation and transparency implementation; b) leadership in product development and market development are good growth strategies for organizations; c) Market leadership and autonomy in innovative initiatives, and orientation to innovation outcomes.

Sustainability Benefits

The concept of sustainability as a strategy comes with a number of benefits to all organizational stakeholders. Accordingly, Victoria et al. (2021) explain a number of benefits of sustainability innovation as follows: a) sustainability initiatives motivates employees by offering conducive working atmosphere with sense of belonging to the organization; b) sustainability targets set by managers drive employees into action as guided by company

policies; c) moreover, sustainability innovation culture and reputation are popularly known for enabling companies to attract and retain talent; d) while the concept of sustainability has been responsible for driving organizations into developing green products such energy saving bulbs which are safe and economical than traditional products made by the same companies; e) companies use growth strategies such as product development and market development as sustainability initiatives that brings about a sustainable competitive advantage to the organization in question; f) sustainability initiatives differentiates products from and services from competitors especially in the aspect of quality and packaging; g) sustainability initiatives also supports managers in making decisions regarding products to be launched and retrenched.

Organizations such as Amazon and IKEA that are famous for value creation through innovative strategies have been able to sustain innovation as a competitive advantage (Hassi et al., 2009). As such SMEs should emulate companies that have been able to celebrate their 10th or 30th birthday and benefiting from sustainability innovation.

Sustainability Challenges

Just like companies using strategic innovation face some challenges already highlighted, organizations face additional challenges in trying to sustain innovation within the business. These challenges usually confront people who are very central in initiating and implementing sustainable innovation because they are occasionally faced with social, psychological and intangible processes that promote or suffocate the success of innovation (Hassi et al., 2009). According to Hassi et al. (2009), these challenges include: a) leadership attitudes which may either promote or hinder innovation agenda within an organization; b) organizational culture embraced by the top management team may promote or hinder organizational performance (Hassi et al., 2009); c) lack of leadership competencies amongst the leadership team who drive shared-vision especially the absence of visionary leader or transformational leadership may jeopardize innovation sustainability; d) internal and external value chains and communications

challenges may hinder innovation sustainability; e) lack of R & D may down play innovation sustainability.

Sustainability

Since innovation is central to the success of an organization, it is therefore important to increase the rate at which products and modifications are brought into the market and therefore making it more sustainable; very incredibly, organizations gain visibility and credibility in the market by engaging on sustainability practices which leads them into a competitive advantage position within the industry (Victoria et al., 2021).

Accordingly, sustainability provides a sense of purpose and motivation to employees by aligning them to the mission which gets them hooked individually to the company (Victoria et al., 2021). As summarized by Arefin (2015), open sustainability innovation culture can be strategically effective particularly in cost reduction and time to market, as well as for organization's impact on the environment and social aspect.

Organizations demonstrate their capabilities as a source of sustainable competitive advantage by adopting innovation and sustainability strategies to address challenges affecting the natural environment (Munodawafa & Johl, 2019). Therefore, by investing in the preservation of the natural environment such as waste management and GHG emissions minimization, organizations portray a sustainable competitive advantage and good corporate reputation as well (Munodawafa & Johl, 2019).

Finally, the concept of sustainability is enhanced by contemporary strategies such as innovation, TBL, Corporate Social Responsibility (CSR) which therefore, implies that sustainability is internally merged with various sources of competitive advantage.

Chapter Summary

The author reviewed the existing literature from a good number of articles, journals and text books on the effects of strategic innovation on organizational performance. The review captures the related theories to strategic innovation and organizational performance, its theoretical framework including aspects of strategic innovation such as strategic entrepreneurship, strategic change, innovations types, environmental factors analysis all regarded as sources of competitive advantage; and lastly, the entire literature review based on specific objectives and all the elements of the theoretical framework.

The author also had an opportunity to identify research gaps from the previous authors most of which will be closed during this study. As explained by Kataria (2013), the two main innovation types: incremental innovation which is the outcome of value and market improvements; and radical innovation which is creation of value or market are both drivers of strategic innovation and sources of competitive advantage that enhance organizational performance.

The conceptual framework drawn is an improvement of Kataria (2013), and Latifi and Bouwman (2018) theoretical framework of strategic innovation combined with that of (Latifi & Bouwman, 2018). Business Model Innovation (BMI) explains the moderating role of exogenous environmental factors, value chain activities, and BM practices and implementation. Moreover, this model proceeds to explain the mediating role of organizational culture, capabilities, competencies, efficiency and revenue growth that also double as a source of competitive advantage driving performance (Kataria, 2013; Latifi & Bouwman, 2018). The model finally illustrates the measures of organizational performance expressed in terms of financial ratios of profitability, growth and shareholder equity while non-financial measures include: customer satisfaction, employee satisfaction, and corporate reputation.

Notably, strategic innovation is driven by the environmental factors that create opportunities accompanied by organizations unique culture which is engrained on creating competitive advantage (Kaplan et al., 2001; Kataria, 2013). The eight dimensions of strategic innovation present drivers of change including its internal and external participants responsible for sustaining competitive advantage that places the organization into the state of sustainable innovation.

According to Kodama and Shibata (2013), large corporations such as Fanuc should not rely on individual capabilities of their staff but rather build the entire strategic innovation capability of the corporation. This implies building the capabilities of both the internal and external participants who collectively drive the organization to greater performance.

It is important for organizations to adapt new BMs to cater for the dynamic environmental changes that offer opportunities to improve their revenue, efficiency, effectiveness and overall expansion (Latifi and Bouwman, 2018). Judging from the strategic innovation model, some of the independent variables such as organizational culture as highlighted by various authors play a double role of moderating and mediating strategic innovation to influence organizational performance. Moreover, these variables extend to strengthen organizations to perform much better against their competitors thus becoming sources of sustainable competitive advantage driving organizational performance. Therefore, strategic innovation is driven by moderating variables and enabled or linked by mediating variables to achieve desirable business performance.

The literature review on the effects of innovation strategies on organizational performance has explained innovation process diagrammatically and highlighted a majority of innovation types such as product, process, marketing, organizational, technological, and strategic innovation. The review extends to identify and explain dimensions of innovation and its categories that

include: incremental, disruptive, architectural, radical and open innovation with platforms that drive innovation in general.

Since innovation categories such as incremental and radical innovation require different organizational capabilities to create unique products, organizations benefit from them as sources of competitive advantage (Henderson & Clark, 1990). However, application of innovation category arising from changes from the external environment, renders such innovation category a contemporary strategy for seizing opportunities. However, organizations with inadequate funds may find it difficult to utilize strategic innovation to improve performance because its implementation and adoption come along with costs. This challenge is common with SMEs especially small firms which are characterized by low budgets.

According to Latifi and Bouwman (2018), business model innovation (BMI) can be risky and ambiguous because it is irreversibly compared to other innovation types such as product innovation, service innovation and process innovation. In addition, BMI requires fundamental changes in core components of the organization's BM (Latifi & Bouwman, 2018). A good number of organizations have paid attention to short term efficiency while ignoring the opportunity to gain long term sustainable competitive advantage offered by innovation which is very central in driving organizational performance (Mirtroulis & Kitsios, 2014). According to Mirtroulis and Kitsios (2014), management innovation may breed innovation incompetence and competitive disadvantage leading to a crisis in the organization that will call for another innovation to correct the situation. Therefore, organizations seeking for a solution through trial-and-error may waste resources and time.

According to Chen et al. (2018), the relationship between innovation strategy and organization culture is insignificantly related with innovation speed and innovation quality. These challenges the results of innovation since the quality of innovation may be compromised.

However, according to prior studies, some specific types of innovation strategies have significant relationship with organizational culture (Chen et al., 2018).

This study aims to investigate extensively more challenges faced by organizations while using strategic innovation to drive and sustain performance. Since innovation is central to the success of an organization, it is therefore important to increase the rate at which products and modifications are brought into the market and therefore making it more profitable and sustainable.

Organizations gain visibility and credibility in the market by engaging on sustainability practices which leads them into a competitive advantage position within the industry (Victoria et al., 2021). Relatedly, sustainability provides a sense of purpose and motivation to employees by aligning them to the mission which gets them hooked individually to the company hence a source of sustainable competitive advantage (Victoria et al., 2021). As summarized by Arefin (2015), open sustainability innovation culture is strategically effective particularly in cost reduction and time to market, as well as for organization's impact on the environment and social aspect. Organizations demonstrate their capabilities as a source of sustainable competitive advantage by adopting innovation and sustainability strategies to address challenges affecting the natural environment (Munodawafa & Johl, 2019). Therefore, by investing in the preservation of the natural environment such as waste management and GHG emissions minimization, organizations portray a sustainable competitive advantage and good corporate reputation t (Munodawafa & Johl, 2019).

Finally, the concept of sustainability is enhanced by contemporary strategies such as innovation, TBL, Corporate Social Responsibility (CSR) which therefore, implies that sustainability is internally merged with various sources of competitive advantage.

CHAPTER 3: METHODOLOGY

Introduction

Since this study aims to critically and empirically examine the effects of strategic innovation on performance of organizations in Uganda, mixed-methods research (MMR) method is beneficial for approaching such complex research problems (Dawadi et al., 2021). According to Dawadi et al. (2021), combining the philosophical frameworks of both post-positivism and interpretivism is essential in answering all the research questions stated in chapter 1. Furthermore, Dawadi et al. (2021) explain that MMR method helps researchers to answer research questions in breadth and in depth. This implies that quantitative data helps the researcher to establish the breadth of the entire population while qualitative data provides depth to the study by testing validity of information from various sources (Dawadi et al., 2021). Therefore, the main aim of this MMR method is to heighten knowledge and validity of research results during the research process (Schoonerboom & Johnson, 2017).

Undeniably, organizations foster for empirical research as a way to find solutions necessary for success of their business activities. The development and the critical analysis of business frameworks today have enabled organizations to improve performance while gaining competitive advantage and operational excellence. Because strategy development has been historically based on analysis of environmental factors alone, many research gaps have continued to exist in innovation frameworks (Hermann, 2005) hence, rendering a need for rigorous analysis of data. However, many concepts of knowledge, learning and BMIs have also emerged to bridge these gaps (Stankevicius & Jucevicius, 2010).

As already highlighted in the problem statement in chapter 1, a few existing studies on other innovation types in Uganda (Abesiga, 2015; Byukusenge & Munene, 2017; Ibingira et al., 2017; Mutambi, 2013) have exhibited methodological and data research gaps because majority of them used qualitative research method supported by limited samples to accomplish their

research projects. This implies that secondary data from related studies have been reviewed in the previous chapter exposing a need for the researcher to conduct primary data collection. Therefore, this part of the thesis describes research methods, research designs, and research instruments suitable for establishing the relationship between strategic innovation and organizational performance.

Consequently, the study adopts MMR method because: Quantitative research approach uses statistical method and correlation in particular to establish the relationship between the predictor variables and the dependent variable. Similarly, the regression analysis of quantitative research approach is useful for determining the effects of strategic innovation on organizational performance. On the other hand, qualitative research method is applied to validate the outcomes of the scientific approach to strengthen the study findings. As defined by Olsen (2004), triangulation is the mixing of research methods so that diverse view points are used to explain the study in question. The importance of using MMR method has been fully elaborated as the approach that enriches the study and eliminates issues of invalidity and unreliability. In other words, MMR method maximizes reliability and validity of data collected and more specifically the final results.

This chapter therefore identifies appropriate research methods and research designs useful for establishing the main objective of the study. These include the most predominant positivists paradigm which applies descriptive research design and uses a questionnaire as an instrument for data collection. Subsequently, correlational research design has been used as a statistical analyses tool to establish the relationship between strategic innovation and organizational performance. Similarly, explanatory research design application establishes causal relationship between variables which uses statistical tests such as correlation to explain the relationship between independent and dependent variables (CIM, 2007).

On the other hand, exploratory research design is very useful especially with application of face-to-face interviews with key participants to explore the opportunities and challenges faced by organizations while using strategic innovation to promote organizational performance. In other words, this research design seeks to discover new insights, establish what is happening and assesses new phenomena by bringing clear understanding of the problem achieved by interviewing key informers (CIM, 2017).

Other research designs such as quasi-experimental, phenomenological and comparative approaches have been discussed and proved to be of low application to this particular study. Although a majority of the research methods appear to be relevant to this study, only a few have been emphasized due to their relevancy in establishing real facts to answer the stated research questions.

Research Methods

Generally, there are three main research methods applicable to a given study: quantitative research method, qualitative research method, and mixed-methods research (MMR) method. This study adopts mixed-methods research method which integrates the application of both quantitative and qualitative research methods to investigate in breadth and depth respectively on the relationship between strategic innovation and organizational performance.

According to Dawadi et al. (2021), data triangulation is a mixed-methods study generally accepted as a strategy for validating results obtained with the individual method. Here, the researcher is able to obtain a valid picture by comparing the findings drawn from one method from those obtained from another hence achieving convergence or divergence of outcomes (Dawadi et al., 2021). Moreover, triangulation of data offers more trusted, reliable and valid research outcomes (Mckim, 2017). Furthermore, MRR offers initiation purpose which refers to discovery of new perspectives of frameworks, contradictors or paradoxes which may compel

the researcher to alter the question approach in order to achieve the desired research objective (Schoonerboom & Johnson, 2017). Essentially, MMR method aids the investigator to develop more effective and refined conclusions to the study.

In spite of all the advantages of using MMR method, this procedure comes with some disadvantages which include: inability of the researcher to handle both quantitative and qualitative research methods in the same study; and it is apparent that the time required to execute MMR procedure is much longer as compared to using a single research method.

Finally, it is important to note that no single research method is considered inadequate in its own except a combination of two research approaches that offer a complimentary support to one another (Schoonerboom & Johnson, 2017).

Quantitative Research Method

As defined by Creswell (2013) and Carrie (2007), quantitative research method is the collection of quantified data which is subjected to statistical treatment and analysis. Additionally, Mckim (2017) defines quantitative research as a method for testing objective theories through examination of the relationship between and amongst variables. This research method aims to demonstrate the relationship between variables by use of statistical description and establishing facts (Castellan, 2010).

Furthermore, Castellan (2010) explain that the formation of a hypothesis is a common practice for any quantitative research method because hypothesis gives a prediction of the likely outcome of the study. In addition to this, quantitative research involves picking a sample randomly from a given population (Castellan, 2010). Sample elements are subjected into questionnaires where positivism tackles ‘what’ and ‘where’ questions (Alam, 2019) and data is explored by application of graphs and charts, cross tabulations and calculating means and standard deviations, seeking patterns and relationships in the data by performing correlation

analysis and multiple regression (Mckim, 2017). Therefore this study largely adopts a positivist research paradigm to establish the relationship between strategic innovation and organizational performance since it is characterized by the following strengths: the study is scientifically measurable by use of statistical analysis; it is objective because it does not involve the researcher in the research process; the literature review is conducted during the early stages of the research; a theory can be tested; it involves use of large sample for reliability and validity; there is generalization of results when it has been replicated on many different populations and subpopulations; it is based on tested hypotheses or specific research questions; and uses questionnaires, spreadsheets and SPSS software as research instruments for data collection and analysis which also generates higher credibility amongst people in power or in positions of decision making (Johnson & Onwuegbuzie, 2007; Mckim, 2017). Apart from statistical procedures, quantitative research procedure uses literature review to analyze data during early stage of the study as well as deductive analysis technique of explanatory research design (Mckim, 2017).

Conversely, Johnson and Onwuegbuzie (2007) highlighted the shortcomings of this research method which include: knowledge and outcomes produced may be too general and abstract for direct application to specific local situations, contexts, and individuals; hypothesis testing may mislead the researcher and misses out on the phenomena taking place; the researcher's theories and categories used may not reflect local constituencies' understanding. However, these weaknesses are swallowed up by a good number of strengths highlighted above.

Qualitative Research Method

Because numerical data may involve advanced modelling techniques to build sophisticated explanations to address the research questions and providing generalized results and conclusions about a given study, use of narrative and observation research methods in

qualitative research is growing specifically in the field of health research (Cropley, 2022; Lacey & Luff, 2009). Furthermore, Castellan (2010) defines qualitative research as interpretive research, while Alam (2019) regards qualitative research as “a set of interpretive practices where no single practice has privilege over any other”. Accordingly, qualitative research aims at developing, describing multiple realities, and developing grounded theories through cultural studies, feminism, post modernism and critical theory (Castellan, 2010). Moreover, Castellan (2010) contends that qualitative research involves picking particular participants for the study with the view that they contribute to the expansion of the developing theory.

The concept of the grounded theory aimed at closing the embarrassing gap between theory and empirical research or data collected during the research project (Mckim, 2017). This speculative and deductive approach of research aimed at legitimizing qualitative research amongst anthropologists, psychologists, educationists, social workers and to include all other researchers since other research methodologies such as phenomenological studies have been incorporated to support grounded theory (Castellan, 2010).

As explained by Cropley (2022) and Lacey and Luff (2009), qualitative research is interpretive and subjective task which involves the investigator into the process and not being aloof from it like the case of quantitative research method. According to Morgan and Smircih (1986), qualitative research method provides for inadequacy of the quantitative research method which does not provide for human consideration on a given social phenomena. As recommended by Lacey and Luff (2009), in-depth interviewing and participant observation are the two main data collection methods used in qualitative research.

According to Johnson and Onwuegbuzie (2004); Lacey and Luff (2009); and Mckim (2017), qualitative research is characterized by: subjectivity as the researcher is personally involved in the research process; its literature review is usually conducted as the research

progresses; it is based on theory development; it uses a small sample or focus group from the local setting; the outcomes of the study cannot be generalized because theories and different patterns are developed for understanding complex phenomena; it is based on the research questions which aims to explore and narrow the scope of the study; and uses communication and observation as data collection instruments. Furthermore, (Mckim, 2017) explains that analysis of qualitative data is conducted during data collection as literature review is done at the same time. Moreover, the research approach uses both deductive and inductive analysis techniques, codes, themes, and patterns to theory to conduct data analysis (Cropley, 2022; Lacey & Luff, 2009).

Another big advantage with qualitative research method is that it is good at answering the ‘what’, ‘why’ and ‘how’ questions which probe deeper on the social effects on the topic and using a funneling technic approach to investigate respondents’ experiences (Creswell, 2013; Mckim, 2017). This particular research method is highly recommended for further establishment of the effect of strategic innovation on organizational performance because it involves key informants, the CEOs who are experts in providing more insights on the subject. This therefore leaves out observation research method because its applicability is relevant in behavioral aspects of life such as shopping behaviors in supermarkets.

Very specifically, the investigator adopted face-to-face interviews with key informants to probe on: ‘how’, ‘why’ and ‘when’ the mediating variables and the moderating variables link and drive strategic innovation respectively to impact on organizational performance; and establishing the challenges faced by organizations in using strategic innovation to promote performance. Notably, these variables have been captured in both the questionnaire for quantitative research approach as well as in the structured interview guide for qualitative research approach of this study. Although the qualitative research method is rising up in providing meaningful results in the recent decade, its application is regrettable because of lack

of scientific statistical tools to answer the question of ‘how?’ (Attride - Sterling, 2001). Furthermore, it is not easy to test hypotheses and theories, and it is time consuming as well as offering lower credibility to data users (Johnson & Onwuegbuzie, 2004). Moreover, Onwuegbuzie and Johnson (2006) challenge that the authenticity of validity of qualitative data is still contentious.

However, the combination of the two research methods provides a justification for combining qualitative and quantitative research methods to triangulation of data which is the outcome of converging, corroboration, correspondence of results from another method; complimenting which clarifies results from one method to inform the other method; initiation which seeks the discovery of paradox, contradiction, new perspectives, framework and recasting of questions; and expansion which extends the breadth and range of inquiry by using different methods for different inquiry component (Bryman, 2006).

Mixed-Methods Research Method (MMR)

The mixed-methods research approach which involves triangulation of data is the application of both quantitative and qualitative research methods. According to Almalki (2016) and Creswell (2013), MMR is much preferred today because of the following benefits: it eliminates bias when choosing a sample; it builds confidence to researchers about the outcomes of the study; differentiates ways of data collection and obtains meaningful data; it is thicker, richer and more useful in answering the research questions. Unfortunately, MMR is very costly, time consuming, difficulty in resolving differences of results from the two research methods, and may call for advanced expertise in research methods (Mckim, 2017). Although MMR has some shortcomings, its benefits described above outweigh the demerits.

Additionally, many researchers are increasingly adopting MMR methods because it optimizes reliability, validity, and credibility (Caracelli & Greene, 1993). According to

Caracelli and Greene (1993), MMR method has been preferred over the single research approach because of the following reasons: it validates results from different methods, complements other methods, develops, initiates and expands data collection and analysis. Furthermore, Bryman (2006) contends that there are five justifications as to why MMR should be adopted as follows: MMR method converges, corroborates, and corresponds results from different methods; the method plays a complementary role by seeking elaboration, illustration, enhancement, and clarification of findings from one method with outcomes from another method; the research method plays a developmental role which means results from one method is used to develop another; the research method plays initiation role which implies that the approach seeks the discovery of paradoxes and contradictions, new perspectives of frameworks, findings from the other method; and finally, expansion role which implies seeking to extend the breadth and range of inquiry by using different methods for different inquiry components.

As supported by Schoonerboom and Johnson (2017), the importance of triangulation is based on achievement of validity of outcomes through corroboration, convergence and correspondence of results from various research methods which guarantees validity, reliability and credibility of results. Secondly, complementarity role of MMR refers to its ability to clarify and enhance results from one approach to another (Mckim, 2017). Thirdly, MMR informs other research methods about the aspects of sampling, implementation and evaluation of conclusions that resolves paradoxes and contradictions in a given study (Caracelli & Greene, 1993). Fourthly, triangulation plays another key role of initiation which implies discovering new frameworks and paradoxes that could compel the researcher to change the question approach required to achieve the expected research objective; and fifthly, the researcher can extend the breadth and the range of inquiry using various methods available in triangulation, thus this is referred to as expansion rationale (Caracelli & Greene, 1993).

Arguably, quantitative and qualitative research methods are complementary in their applications as the former uses statistical measurements for making conclusions and the latter seeks for insights from participants (Boodhoo & Purmessur, 2009). Similarly, Castellan (2010) supports the argument by Boodhoo and Purmessur (2009) that as much as each method remains independent or reliable on its own identity, the two research approaches enhance each other. In other words, MMR method is not a substitute for either quantitative or qualitative research methods but instead it is an enhanced research method that pulls together strengths and weaknesses from both procedures into a single study, hence today's researchers should consider using MMR method to achieve their research objectives (Johnson & Onwuegbuzie, 2004).

In sum, Mckim (2017) conclude that

“the effort at between-method triangulation of results reveals congruence and complementarity at the level of specific results, significant substantive and structural differences at the level of major findings that preclude meaningful integration, and complementarity again at the level of recommendations for change”.

Notably, the three-paradigm procedure that is healthier to be used in this research project include; quantitative, qualitative and MMR for which each of them has benefits and shortcomings in terms of place and time of need (Johnson & Onwuegbuzie, 2007). MMR method therefore takes the center stage since it integrates the two research methods with all the above benefits. As defined by Guba and Lincoln (1994), a paradigm is a set of ordinary beliefs that deal with first principles across the globe. While concrete reality and interpretivism of multiple realities is the concern of positivists, realism concerns multiple perceptions about a single, mind-independent reality (Krauss, 2005).

In furthermorance to the above explanations, Collins and Hussey (2003) concluded that research paradigm helps in determination of methodology adopted which in turn helps a researcher to determine which methods to use for data collection. While Collins and Hussey (2003) argues that the use of different methods by a number of researchers on the same phenomenon should, if their conclusions are the same, lead to greater validity and reliability than a single research method. Since MMR is enhanced and complimented by both quantitative and qualitative research methods, the researcher ought to adopt this research method so as to achieve the study objectives (Boodhoo & Purmessur, 2009). Use of MMR method can add insights and understanding that could be missed when only one method is used. Above all, generalizability of results can be increased by use of MMR method and finally, MMR method can produce more complete knowledge necessary to inform theory and practice (Johnson & Onwuegbuzie, 2007).

Limitations of Mixed-Methods Research (MMR) Method

Although MMR method has several advantages discussed above, it is very costly to implement it in a given study. Secondly, the application of MMR method is time consuming and may cause more delays in completing the research project. Moreover, conducting quantitative and qualitative research methods concurrently requires a team and not a single researcher to support in data collection and analysis. This calls for a need for more resources to engage in such study procedure hence it is expensive.

In real practice use of MMR is difficulty in resolving differences of results from the two research methods, and may call for advanced expertise in research methods to handle paradigm mixing (Mckim, 2017). Practically, methodical purist contend that one should always work out within either a positivist or postpositivist paradigm (Schoonerboom & Johnson, 2017) because reconciling outcomes of the two research methods may be paradoxious.

Research Designs

Under each of the three research methods described above; quantitative, qualitative and mixed-methods research designs can be formulated and are named according to the way data is collected, analyzed and reported. According to Boru (2008), a research design is the ‘procedures for collecting, analysing, interpreting and reporting data in research studies’. Indeed, the choice for a research design is guided by careful analysis of the problem statement, research questions, theoretical framework and analysis of related literature (Asenahabi, 2019a). As described by Asenahabi (2019), the objective reality in this study is independent of any observations as broken down into small specific research objectives or hypotheses that can be tested and the relationship among variables can be generated through data analysis. In other words, research questions are answered using research design plan and subsequently, research questions arise from research purpose which could be descriptive, explanatory and exploratory (CIM, 2017).

Descriptive Research Design

According to CIM (2017), descriptive design is an intersection or extension of a piece of exploratory or a piece of explanatory research. Therefore, this study which aims to establish the relationship between strategic innovation and organizational performance can be described as ‘descripto-explanatory’ in nature (CIM, 2017). In addition, descriptive research design uses survey methods and case study approaches to collect and analyze data respectively. Survey methods refers to use of questionnaires to collect information from respondents while case studies analyses explain and validates outcomes from the statistical analyses. Questionnaires have been designed to answer the research questions and achieve the specific research objectives of this study. According to CIM (2017), the questionnaire maximizes the response rate, reliability and validity of the data collected in the following ways and steps: firstly, the researcher has designed each question carefully to ensure that they address the research

problem; secondly, there was need to ensure that there is clear and pleasant layout of the questionnaire to attract respondents; thirdly, the principal investigator has endeavoured to explain to gatekeepers and respondents about the purpose of the study or questionnaire; fourthly, the aspect of pilot testing has been conducted to ensure that the questionnaire serves its intended purpose with no ambiguous questions, avoiding embarrassments, and finally ensuring that questionnaire is administered carefully before entering data collection phase (CIM, 2008). Relatedly, positivist paradigm promotes use of correlational research design to explore the relationship between strategic innovation and organizational performance with the benefit of using statistical analyses and graphs to illustrate the extent to which the variables are related.

Conversely, case studies analyses as a research design for qualitative research approach has been used to provide detailed and clear understanding of the effects of strategic innovation on the performance of organizations and specifically comparing case studies analyses with statistical findings to ascertain accurate conclusions. As already discussed, use of qualitative research method for this study emphasizes the application of face-to-face interviews to probe key informants from the sample. However, there are other research designs such as quasi-experimental research design, phenomenological research and comparative research design that play important part in research.

Explanatory Research Design

Explanatory research design investigates for causes and reasons and provides evidence to support or refute an explanation or prediction (Boru, 2008). Similarly, Boru (2008) proceeds to explain that explanatory research design provides justification on the established relationship with qualitative study and it responds to both how and why aspect of the fundamental research question.

Additionally, this research design establishes causal relationship between variables and uses statistical tests such as correlation to explain the relationship (CIM, 2017). Accordingly, the design has been used to explain the relationships between variables in the organizational performance framework of strategy innovation implications. Explanatory research design uses deductive and interpretive data analysis techniques for analyzing qualitative data.

Exploratory Research Design

This research design seeks new insights; establishes what is happening and assesses new phenomena by bringing clear understanding of the problem (Almalki, 2016; CIM, 2017). Principally, exploratory research design can be conducted by search of literature, conducting focus group discussions and interviewing experts in the topic which takes a lot of time rendering it unworthy (CIM, 2017). However, use of small samples is recommended for conducting interviews to render it manageable in terms of time spent.

In fact, focus group discussions have not been recommended for this study because it inhibits some people or participants from making full contribution as others dominate the discussion, and this requires recording to tress who said what (CIM, 2008). However, this research design is very applicable to this study because it involves critical and extensive literature review as well as interviewing experts or CEOs selected as key respondents.

Data Collection Tools and Analysis

Introduction

In chapter one, it was indicated that the main objective of this study was to establish the effects of strategic innovation on organizational performance in 30 selected organizations in Uganda. This followed a recommendation to adopt mixed-methods research method which is combination of the quantitative and qualitative research methods to collect and analyze data (Almalki, 2016). MMR method of data collection for this study involves application of a

questionnaire data collection tool which consists of several closed-ended questions seeking for respondents' answers provided in numeric scale and running in parallel with face-to-face interviews with key informants.

Prior to the methodological recommendation above, chapter two dwelled in literature review of related journals, articles and text books that represented secondary data collection where the conceptual framework and its variables acting as units of measurements, methodological and data research gaps were identified. This section of the study therefore, initiates primary data collection to close the gaps and the researcher started by identifying the sample for the study.

A large sample of 30 organizations whose workforce ranged from 10 – 150 employees was chosen from a population of corporate companies and top SMEs in Uganda. The choice to use a wide scope and a large sample was to ensure reliability and validity of research findings. Organizations were categorized by sector and stratified sampling technique was used to choose at least 2 organizations from each sector. This followed application of purposive sampling and specifically judgmental sampling that was used to select key informants from their respective organizations. Specifically, one key respondent who is the CEO or his/her representative was identified purposively from each organization to participate in the interviews.

Quantitative Data Collection

This research approach utilizes descriptive research design which uses 5-point Likert Scale due to its simplicity to understand and easy application for surveys. According to Joshi et al. (2015), Likert scale is applied as one of the most fundamental and frequently used psychometric tools in educational and social sciences research. In real application, a structured questionnaire consisting of multiple closed-ended questions, tagged with alternative range of numeric answers in a scale of 1- 5 where 1 = Strongly disagree, 2 = Disagree, 3 = Not sure, 4

= Agree, and 5 = Strongly agree is designed to collect respondents' feelings and experiences about each statement in the questionnaire. In other words, the questions require respondents to rate their organizations along several important dimensions such as 'Our business model is always re-defined to match our organizational resources'.

The 5-point Likert Scale was chosen because it fits on mobile device screens and does not overwhelm respondents as compared to a 7-point Likert Scale which would take too much time to complete and conduct analysis. Furthermore, Joshi et al. (2015) explains that a 5-point Likert Scale leads to achievement of reliability, validity and analysis of the scale. According to Creswell (2013) and Earl (2010), research instruments such as questionnaires, spread sheets and computer software are recommended for collecting data involving determination of relationships between variables.

Although Mckim (2017) recommend experiments, observation, Management Information Systems (MIS), and closed-ended questions as the most popular sources of data for quantitative studies, this particular study emphasizes on use of closed-ended questions applied in the same way across all respondents in a large sample. Additionally, Creswell (2013) observes that closed-ended questions allow researchers to conduct their studies broadly thus engaging a large number of people to participate. Since quantitative studies involve a few variables and use of prescribed techniques to ensure validity and reliability, the questionnaire therefore, is considered a very useful instrument for achieving increased objectivity and accuracy of outcomes (Earl, 2010). Furthermore, Earl (2010) contends that application of well-established standards for research allows replication and comparison of data across similar studies for a long period of time; and questionnaires minimize personal bias since the researcher is kept independent or away from respondents. Moreover, application of established computational techniques to analyze data guarantees accurate results (Earl, 2010). Therefore, a questionnaire is the most appropriate instrument for collecting data and answers the main research question,

“what is the relationship between strategic innovation and organizational performance?”. Similarly, it answers the research question “what are the effects of strategic innovation on organizational performance”. Subsequently, Suhag et al. (2017) recommends testing hypotheses to confirm the results of descriptive research design by relating strategic innovation with organizational performance.

Research Hypotheses and Research Questions

Since the hypotheses have been extracted from the research questions which also originate from the research objectives as exhibited in chapter one, the realization of the predictions indicates achievement of research objectives or well answered research questions. As explained by Castellan (2010), the formation of a hypothesis is a common procedure for any quantitative research approach because hypothesis gives a prediction of the likely outcome of the study or the null hypothesis is used to test the results from statistical analysis. While for qualitative approach, the researcher goes through an inductive process where the study lies on what is observed and develops a grounded theory to benchmark the findings instead of imposing a particular framework (Castellan, 2010).

Following the five research questions in chapter1 and their related research hypotheses, the research questions were fully captured in the questionnaire, appendix 1 and aligned according to the sequence of the conceptual framework construct and the dimensions of strategic innovation. The subsequent hypotheses are useful for testing the outcomes of the questionnaire and its scientific analysis that relate the variables in questions 1a, 1b, 2 and 3. This implies that research question 4 is solely answered by the outcomes of the interview guide because it contains probing questions used to explore key respondents deeply into understanding the shortcomings of using strategic innovation within their organizations.

Research questions 1a) and 1b) corresponds with hypotheses 1a) and 1b) respectively and have been answered using both the questionnaire, appendix 1 and interview guide, appendix 2 because the questions involve comparison of variables as well as being characterized by “how” and “when” questions. Question 1a) seeks to know when the mediating variables of efficiency growth, revenue growth, and organizational capabilities in section F of the questionnaire links strategic innovation to drive organizational performance. Whereas, question 1b) seeks to understand how the elements of moderating variables such as organizational culture, value chain, firm characteristics, industry characteristics, environmental dynamism, and strategy implementation are contained in the questionnaire section E that drive strategic innovation to promote organizational performance.

The main research question 2 contained in the questionnaire sections A, B and C seeks to establish the contribution of the elements of strategic entrepreneurship such as skills and competencies; and strategic change elements such as organizational resources and opportunity seeking to strategic innovation that ultimately impacts on organizational performance. Similarly, research question 3 will largely be answered by the questionnaire alone, section D since it involves comparison of two main variables, innovation strategies and organizational performance. The question seeks to determine the effect of the two main innovation types, incremental and disruptive strategic innovation on organizational performance. The subsequent hypothesis, H3 predicts the relationship between innovation strategies and organizational performance; and upon conducting rigorous statistical analysis, the null hypothesis is useful for testing its outcomes.

Finally, research question 4 will be answered dominantly by the interview guide because the answers for it requires the researcher to probe into the actual practices and experiences individual respondents go through in their respective organizations. Therefore, the researcher is equally able to establish shortcomings organizations encounter while using strategic

innovation to promote organizational performance. The application of the funneling technique is very central in generating insights about use of strategic innovation to promote organizational performance and challenges faced by those organizations. The first open-ended question is very broad for example “How is strategic innovation influencing the performance of your organization?” Since the interview guide is composed of a few questions applied on the small sample, it is therefore very clear that the collection of primary data for this entire study is largely based on use of the questionnaire as compared to the interview guide.

Procedure and Role of the Researcher

According to Creswell (2013) there are five steps of data collection that also doubles as the role of the researcher in collecting quantitative data as follows: first, the researcher undertakes steps to determine the participants of the study which involves identification of the population and its sample; secondly, the researcher obtains permission required from several individuals, groups and organizations such as universities, boards and parents; thirdly, the researcher considers what type of data to collect from several sources so as to answer the research question or test the hypotheses; fourthly, the researcher locates and selects research instruments such as questionnaire, spreadsheets and SPSS software; and finally administers data collection. Accordingly, the role of the researcher after data collection is extended to data analysis and reporting.

Qualitative Data Collection

This research method uses the interview guide consisting of a few open-ended questions to probe key participants. According to Castellan (2010) the role of the interview guide is to address the main issues highlighted in the research questions. In this way, researchers are able to develop a deeper and thorough or fuller understanding of the study by engaging in social phenomenon under study and observing it fully (Castellan, 2010).

According to Onmuegbuzie and Johnson (2006), qualitative research has four main sources of data: interviews, focus groups, observations, and documents or material culture. Among all these sources, interviews approach was preferred for this study because it was convenient and relevant to the sample chosen.

Although the voice of the interviewee plays a central role in communication, non-verbal communication equally plays a key role in attaining deeper shared meaning, in which both the interviewer and interviewee increase their awareness of the contextual nature of the voice (Mckim, 2017). Furthermore, Mckim (2017) identifies four modes of non-verbal communication: a) proxemic which means use of interpersonal space to communicate attitudes; b) chronemic which means use of pacing of speech and length of silence in a conversation; c) Kinesic which is body movements and postures; and d) paralinguistic which means all variations in volume, pitch and quality of voice. Unfortunately, many qualitative researchers have ignored or neglected to include findings of non-verbal communication in their reports (Castellan, 2010).

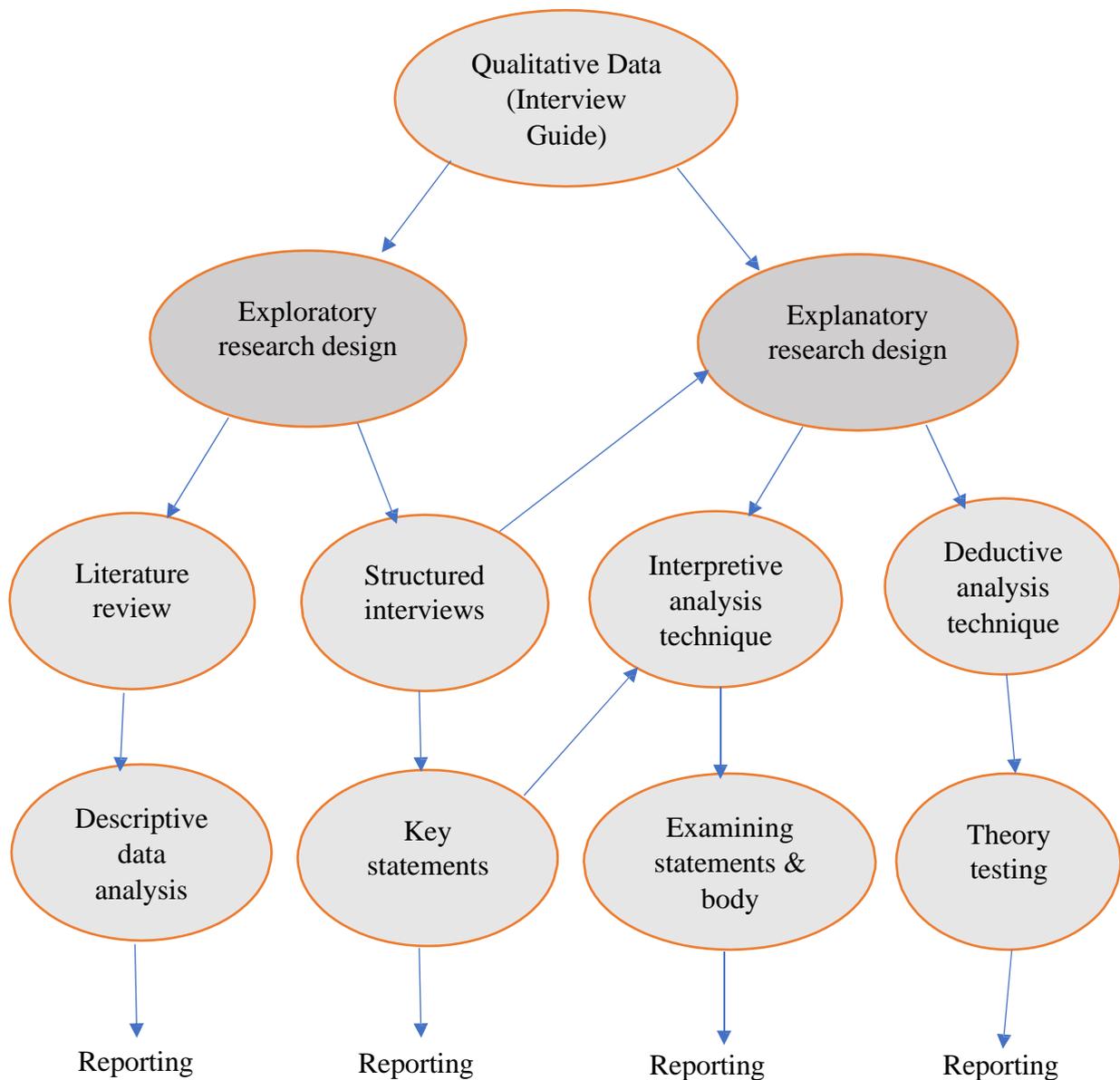
Because the researcher is the main instrument for qualitative data collection, analysis, and interpretation (Castellan, 2010), qualitative reports are vulnerable to biasness (Mckim, 2017). However, this challenge has been overcome by debriefing the debriefer or interviewee, by addressing the major causes of bias which may involve appointing a fresh interviewer where and when necessary (Castellan, 2010). Notably, the significance of debriefing includes: building confidence, trust, understanding and good relationship between the researcher and the debriefer. Relatedly, a qualitative researcher has the following tasks: designing clear, simple, non-leading and open-ended questions, seeking for permission and scheduling the interview, debriefing respondents, conducting interviews, listening and learning from respondents without judging, analysis, reporting, and ensuring suitable environment and confidentiality using a winning body language (Mckim, 2017).

According to Daley (2004), qualitative research faces various challenges ranging from: complex analysis process; voluminous data that needs to be reduced without compromising the embedded meaning in it; lack of transparency from investigators; uncredible and untrustworthiness of findings which is reliant on the researcher's understanding of the text. These challenges can be addressed by use of research tools such as concept maps which are able to reduce qualitative data, analyze themes and interconnections in the study, and present findings accurately (Daley, 2004).

Concept Maps for Qualitative Data Collection and Analysis

As already highlighted above, use of concept maps is a strategy for collecting qualitative data because they assist the investigator to focus on the meaning as relayed by participants (Daley, 2004). Accordingly, the concept map as defined by Daley (2004) is "a schematic device for representing a set of concept meanings embedded in a framework of propositions". Similarly, Eppler (2006) defines a concept map as a top-down diagram indicating the relationship between concepts, including cross connections among concepts, and their manifestations.

As explained by Kinchin et al. (2010), concept maps support interviewers to enrich the interpretation of data gathered during the interview. According to Daley (2004), concept maps are created with the broader, more inclusive concepts at the top of the hierarchy, connecting through linking words with other concepts than can be subsumed. Furthermore, a concept map is qualitative visualization technique that fosters learning or knowledge sharing in a constructive and systematic manner (Eppler, 2006). Essentially, concept maps are graphical tools for organizing and representing knowledge (Kinchin et al., 2010). For this particular qualitative study, the concept map below has been drawn to illustrate the data collection and analysis process.

Figure 4***Concept Map for Qualitative Data Collection and Analysis***

Source: Author's Concept Map (2020)

Mixed-Methods Research Method

As already discussed in section 3.1.4, mixed-methods research (MMR) method offers five purposes which include: validation of results from diverse methods, complementarity,

development, initiation, and expansion purposes (Bryman, 2006). These purposes render MMR method the best research method for achieving reliability, validity and credibility of the study outcomes (Caracelli & Greene, 1993).

Data Analysis

After quantitative data collection process, data is processed into numerical form and subjected into statistical analyses using computer programs such as spreadsheets and SPSS software (Earl, 2010). According to Earl (2010), quantitative data analysis starts with univariate analysis involving one variable, followed by bivariate analysis which involves two variables, and finally multivariate analysis which involves many variables at the same time.

Conversely, qualitative data in the questionnaire is mandatorily converted into quantitative data such as transforming male and female into “1” and “2” respectively (Earl, 2010). This therefore, involves coding all variables within the framework or the questionnaire because it is the only language understood by the computing tools. Accordingly, data coding is recommended to allow easy management of data (Cresswell, 2014). Similarly, qualitative data analysis involves coding data immediately after collection (Earl, 2010). As recommended by Earl (2010) data is coded right from the questionnaire itself, entered into an excel spreadsheet and later imported into SPSS for analysis.

According to Schindler (2008) as cited in (Turyakira (2012), a good measurement tool must meet the tests of validity and reliability, and practicality, where practicality is defined as convenience, economy, and interpretability (Turyakira, 2012). Reliability refers to the degree to which an instrument consistently measures whatever it intends to measure, while validity of a measurement is the degree to which an instrument measures what it is supposed to measure (Turyakira, 2012). A detailed discussion of statistical techniques applied to measure the reliability and validity is provided in the coming sections.

A number of data analysis techniques such as descriptive statistics, Analysis of Variance (ANOVA), regression analysis and significance level have been undertaken to answer the research questions.

Descriptive Statistics

According to Turyakira (2012), descriptive statistics describes the general characteristics of the study sample which involves calculations of averages, frequencies, standard deviation and percentage distributions. Descriptive statistics gives basic data regarding the variables in question and explains how variables relate.

Analysis of Variance (ANOVA)

According to Abesiga (2015), ANOVA is a statistical technique used for examining the differences among means for two or more populations. Because of its convenience to determine the significance of the mean differences across groups, ANOVA is recommended for establishing the relationship between strategic innovation and organizational performance. On the other hand, structural Equation Modelling (SEM) could be applied to test and prospectively corroborate the factors identified as promoting organizational performance (Turyakira, 2012).

Inferential Statistics

Both correlation and regression analysis techniques are used to establish the relationship between a single dependent variable and one or several independent variables, with assumption that there is a linear relationship between the dependent and independent variables (Abesiga, 2015). This implies that correlation is very suitable data analysis technique for examining the relationship between strategic innovation and organizational performance while linear regression analysis is equally appropriate for establishing the effect of strategic innovation on organizational performance. Furthermore, the effect of the moderating variables measured on

an ordinal scale on the mediating and dependent variables can be determined by Multiple Linear Regression (MLR) analysis (Turyakira, 2012).

Significance Level

According to Abesiga (2015), a significance level represents the probability the researcher is willing to accept that the estimated coefficient is classified as different from zero when it is actually zero. For analysis based on a sample other than the population, the significance level is very important and appropriate. Accordingly, the significance test determines whether the impact represented by the coefficients can be generalized and applied to other samples from the population (Abesiga, 2015).

To test the hypothesis that guided the study, the researcher based his decisions on the pre-specified level of significance. Thus, the null hypothesis of the study will be rejected if the computed levels of significance under each variable are greater than 5% or 0.05.

As noted by Crump and Logan (2008), there is no single research method which guarantees sufficient, systematic and thorough method to both data collection and data analysis. However, the rationale for mixed method provides for: completeness; credibility; offset of weaknesses from both methods through combination of their strengths; use of different research questions; offers explanations upon unexpected results from one method; research instrument development; extended sampling, context of rationalizing both methods, illustration of quantitative findings by qualitative method; confirm and discover; and diversity of views (Bryman, 2006). Moreover, qualitative researchers have the potential to transcend the era of methodological innovation that goes beyond traditional ways of data (Mckim, 2017).

The aspect of data analysis for both quantitative and qualitative data is processed by numerical coding before being subjected into statistical analysis; and the critically defining

characteristics of all four strategies of data analysis is their ability to integrate different data sets during analysis process (Caracelli & Greene, 1993).

Population and Sampling

Study Population

The study population for this research project was extracted from 100 corporate organizations including top SMEs that operate formal businesses across all sectors of the Ugandan economy. Accordingly, the population choice is appropriate because it represents a wide scope covering all the major sectors of the economy such as: banking, insurance, beverages, telecommunications, alcohol, manufacturing, education, health, hotels, transport, and clearing and forwarding. Furthermore, Shukia (2019) contends that a sample should represent all the characteristics of different units of population to minimize tendencies of bias. Because a majority of these organizations have their head offices based in Kampala Central District (CBD) and Wakiso district with branches or distribution centers upcountry, the population taken represented the entire nation hence a wide scope to ensure reliability and validity of research outcomes. As supported by Shukia (2019), the selection of the study population and sample from CBD and Wakiso districts would provide the researcher easy reach of the sample and convenient data collection.

Study Sample

As defined by Mckim (2017), sampling is “the selection of a subject of individuals from within a statistical population to estimate characteristics of the whole population”. This stage of the study is very critical because it is the sample that represents the characteristics of the entire population. This study being majorly positivistic on one hand will adopt probabilistic procedure of sampling and on the other hand, non-probabilistic procedure of sampling for the

post-positivistic paradigm (Mckim, 2017). Therefore, this sample selection considered triangulation study approach which involves a number of sample selection techniques.

Having identified approximately 100 corporate organizations and top SMEs that practice strategic innovation as the population from various sectors, the second step was to pick at least 33% of them taken as a sample. Organizations were randomly selected from different sectors hence adopting systematic sampling that picked at least 2 organizations from each sector. For accuracy of quantitative data, a large sample was required to avoid unreliability and invalidity in the study findings hence 300 respondents were picked from 30 organizations; implying 10 respondents from each organization were selected using stratified sampling which guaranteed representation from each department. Employees were divided into stratum such as directors, strategy managers, sales executives, brand managers, human resource partners, accountants, etc. The 10 employees selected were staff members at a managerial level with age range of 23 – 65 years with likely involvement in strategic planning process. The characteristic of the sample required the researcher to adopt probability sampling technique to choose the right participants from all departments.

Furthermore, purposive sampling technique was also adopted to select 1 participant from each organization to participate in the interview. Ideally, the qualitative study targeted 15 gatekeepers to participate in the interviews. These participants were either CEOs or their representatives at a level of senior manager or head of department.

It should be noted that COVID-19 pandemic hindered a number of organizations from participating in the study hence some of them were replaced purposively to sustain the number of respondents in the sample. For this reason, some sectors had three organizations participating in the study. This was coupled with five organizations that deliberately abstained from

consenting about the study. The table below is the actual list of the organizations that participated in answering the questionnaire.

Table 1

Study Sample

A LIST OF 30 ORGANIZATIONS SELECTED FOR THE STUDY					
Company Name	Gatekeeper	Sector	Expected Respondents	Actual Respondents	Response Rate %
Smile Communications	Country Manager	Telecommunications	10	10	100
Uganda Telecom	HRM	Telecommunications	10	10	100
Wanaichi Group Uganda	Country Manager	Telecommunications	10	10	100
Posta Uganda Ltd	HRM	Postal & Courier	10	10	100
DHL Uganda	General Manager	Postal & Courier	10	0	0
Nice House of Plastics	Country Manager	Manufacturing	10	0	0
Mukwano Industries Ltd	CEO	Manufacturing	10	10	100
Cipla Quality Chemicals	HRM	Manufacturing	10	10	100
UNBS Uganda	Deputy CEO	Government Agency	10	10	100
NIRA Uganda	HRM	Government Agency	10	9	90
GAME Uganda	Country Manager	Store/Hypermarket	10	10	100
Mofi Supermarket	General Manager	Store/Supermarket	10	9	90
UETC Uganda Ltd	HRM	Energy	10	10	100
Shell Uganda	HRM	Petroleum/Energy	10	0	0
Tropical Bank	HRM	Banking	10	10	100
ABSA Bank	HRM	Banking	10	8	80
Centenary Bank	HRM	Banking	10	10	100
Century Bottling Company	HRM	Beverages	10	10	100
UIRI Uganda	HRM	Research	10	10	100
Civil Aviation Authority	HRM	Airlines	10	10	100
TransAfrica Assurance	Sales Manager	Insurance	10	10	100
Britam Insurance Company	General Manager	Insurance	10	10	100
Uganda Medical Stores	HRM	Health	10	0	0
JCRC Uganda	CEO	Health/Research	10	10	100
Management Sc. for Health	HRM	Health/NGOs	10	10	100
Sports View Hotel	General Manager	Hotel	10	8	80
Hotel Migra	General Manager	Hotel/Transport	10	10	100
Success Africa	CEO	Consultancy	10	10	100
Makerere University	Vice Chancellor	Education	10	0	0
Uganda Martyrs University	PRO	Education	10	10	100
Total			300	244	81.3

Source: Author's Sample (2020)

Probability sampling

A majority of research projects use probability sampling because it gives every element in a given population an equal chance of being selected, thus minimizing bias caused by self-judgment selection (Schneider & Hall, 2011). According to Schneider and Hall (2011), probability sampling technique has become popular and important in obtaining dependable and valid data. This technique in particular is very useful for selecting large samples of respondents because it increases the level of accuracy, reliability of findings, quality and finally statistical validity of inference of data technique (Doherty, 1994). Therefore, this technique is good for this study because the sample size selected is large enough to generate reliable outcomes.

According to Doherty (1994), a well-conducted random sampling design provides wide acceptability compared to quota sampling because of limited bias arising from subjective judgment in sample selection. Notably, probability-based sampling uses randomized distribution to draw conclusions from the sample and obtain sampling errors while non-response in probability-based sampling is more flexible with use of some sampling modeling (Doherty, 1994).

The need for statistically defensible research methods and threat of the lawsuits has increased the demand for probability sampling among sectors, governments and environmental groups (Schreuder et al., 2001). According to Schreuder et al. (2001), probability sampling is therefore applicable where there is need to establish a causality through verified prediction in the future.

Although probability sampling has become more popular than other sampling techniques, the cost of its application is much higher (Doherty, 1994). Finally, the application of probability sampling has gained superiority because of the increasing need for quality data required by various organizations especially during this information error where data on environmental and ecological systems tend to become increasingly available (Schreuder et al., 2001).

Non-Probability Sampling

A sampling technique for selecting a sample using a researcher's own judgement is referred to as non-probability sampling. According to Collins and Hussey (2003), non-probability sampling is sometimes referred to as purposive or judgmental sampling. Additionally, this technique is based on the population characteristics and the aim of the study (Mckim, 2017).

Therefore, judgmental sampling method may be preferred where inference extends to parameters of the super population model and not just the population at hand and the inference space is necessarily broader than the design-based inference (Schreuder et al., 2001). In this regard, sample elements need not be chosen randomly because a probability structure has been assumed for the population itself, the distribution-free properties of the design inference is sacrificed (Schreuder et al., 2001).

According to Tansey (2007), non-probability sampling is more appropriate and important to identify subjects bearing in mind that randomness is limited as much as possible during sampling. Furthermore, non-probability sampling can be applied where a strong linear relationship exists between variables (Schreuder et al., 2001).

Reliability and Validity

The quality of any research study can be evaluated using the concepts of reliability and validity (Cropley, 2022). According to Cropley (2022), reliability is defined as the consistency of a measure of the research instruments used to collected data while validity is the accuracy of a measure of the same research instruments (Taherdoost, 2016).

Reliability and validity of study findings from positivistic paradigm in particular may face challenges arising from bias sampling with misinterpreted data resulting into discredited outcomes (Berk, 1983; Smith & Noble, 2014). Once a poor selection of the sample from the population occurs, major ethical issues in research take place which also compromises the

safety of the researcher, sensitivity of the information submitted by respondents may be unethical to publish due to unreliability and invalidity of the findings (Collins & Hussey, 2003). Therefore, more care should be taken during sample selection and using broad sampling techniques.

While reliability and validity are necessary means of measuring quality in quantitative research, the two criteria are essential for ensuring credibility, confirmability, applicability and dependability or consistency in qualitative research (Golafshani, 2003). In a nutshell, reliability and validity are used for establishing trustworthiness of research outcomes (Golafshani, 2003). Since reliability and validity are very important terms in positivist paradigm, their application was extended to the post-positivist paradigm in the last 2 decades (Golafshani, 2003). The application of reliability and validity is therefore extended to triangulation research approach that calls for a fresh definition of these terms.

Reliability

According to Golafshani (2003) reliability is defined as:

“The extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable”.

Researchers evaluate the quality of research projects in MMR method using the concept of reliability which is very popular and unpopular in quantitative and qualitative studies respectively (Golafshani, 2003). Relatedly, Cropley (2022) explains that reliability of research refers to the likelihood that its findings would be replicated by a different investigator working with different respondents. Therefore, it is critical for the researcher to ensure that the sample

selected represents the study population to guarantee accurate research outcomes (Ghauri & Gronhaug, 2005 cited in Taherdoost, 2016).

Validity

According to Turyakira (2012), validity is the extent to which an empirical measure adequately reflects the real meaning of the concept under study which also means credibility demonstrated by the measuring instrument. This implies that the instrument is indeed measuring what it was supposed to measure and measuring it (Turyakira, 2012). Furthermore, Furthermore, Abesiga (2015) defines validity as the extent to which a measure correctly represents the concept of the study. Since qualitative studies involve extraction of statements from the real world or rather conducting face-to-face interviews with participants, the external validity is usually high as compared to data obtained through questionnaires (Cropley, 2022). Therefore, results of any study project can achieve credibility and defensibility if validity or trustworthiness is maximized (Golafshani, 2003).

Conclusively, a majority of sampling techniques present issues of sample bias because sampling frame cannot be representative of the population (Collins & Hussey, 2003). Therefore, the aspect of biasness and inaccuracy must be minimized in positivistic studies whereas sample bias may not be very crucial in phenomenological studies. Relatedly, inaccurate conclusions resulting from biased study results is mainly caused by individual preferences for certain sampling units (Morsdorf et al., 2015).

Notably, some sampling procedures may face ethical issues as well as personal safety of the researcher during the research process (Collins & Hussey, 2003). Because of lack of knowledge and cost implications, both probability and non-probability sampling procedures should be applied in this study (Schreuder et al., 2001).

According to Turyakira (2012), triangulation refers to validity process where themes are formed by different sources of data. As stated by Golafshani (2003), reliability is a result of validity in a study in consideration of a researcher's skill and ability in any quantitative research. Therefore, reliability, validity and triangulation research concepts can only be relevant to establish the truth if the terms especially the qualitative aspect of research is redefined (Golafshani, 2003). As noted by Cropley (2022), reliability and validity are continuous variables and are not discrete properties of research project that are entirely present or absent. Therefore, the reliability of a study can be high as validity is low and viceversa.

Study Procedures and Ethical Assurances

Researchers have a responsibility to demonstrate acceptable behaviors referred to as research ethical code of conduct. According to Mckim (2017) research ethics play a great role of protecting human beings and their rights hence data collection in particular is guided by those principles that protect the rights of every participant.

Therefore, research ethics are guidelines and principles that are very important in research projects because they protect the researcher and participants from behavioral challenges that may arise during the course of the research project (Hammersley & Traianou, 2012). Furthermore, Collins and Hussey (2003) contend that dilemmas arise during the course of the research project for example a poor sample could be selected; literature review may involve reading case studies that may not need primary data collection to proceed; and the final report may contain sensitive information that cannot be published to benefit competitors. Research principles therefore guide researchers against these dilemmas that may occur before the study, during the study, and after the report has been published (Hammersley & Traianou, 2012).

According to Hague (2002), all professional researchers associated with Market Research Society (MRS) and including those outside the research body subscribe to the research code of

conduct. Additionally, Mckim (2017) points out five main research ethical principles that guide researchers as follows: informed consent, confidentiality, debrief, protection of participants, deception, and withdrawal from an investigation.

Informed Consent – This research ethical principle guides the researchers to ensuring that participants are informed about the purpose of the study, their contribution and benefits from the study outcomes. This principle protects the participant's rights and in case of those below 18 years, the researcher has to seek consent from the parents or guardians of the respondent.

Confidentiality – This ethical principle guides the researchers and emphasizes the need to protect the participants by keeping their personal data confidential and use it anonymously for the purposes of study only. According to Petrova et al. (2014), researchers engaged in qualitative studies experience more dilemmas or difficulties in adhering to high level of confidentiality because participants are best known to them. Despite application of confidentiality strategies such as use of codes and first names to anonymize respondents in qualitative studies, achieving expected confidentiality levels has remained a challenge because the process seeking consent and debriefing exposes respondents permanently into the researcher's memory (Petrova et al., 2014).

Debrief – The researcher has to ensure that the participant is fully briefed about the intentions of the study so that he/she is not mentally or psychologically harmed during the process of the study. The participant who may encounter humiliating and disrespectful questions from the researcher is free to pull out of the interview or request the researcher to rephrase the questionnaire.

Protection of Participants – This research ethical principal guides researchers to ensure that vulnerable groups such as elderly people, children and the disabled are treated equitably without discrimination and are not subjected to embarrassment, harm or fear throughout the

entire research project (Mckim, 2017). According to Petrova et al. (2014), this conduct harnesses the future relationship between the researcher and participants including other people.

Deception – Researchers who mislead or provide participants with inadequate information is condemned by this research ethical principle. Therefore, providing insufficient information about the study during debriefing of participants and also regarded as deception by omission is prohibited (Mckim, 2017).

Withdrawal from an Investigation – This research principle provides the participants an opportunity to withdraw from the research project at will any time, this does not stop here but the participant can also proceed to withdraw the data or information already submitted to the researcher (Mckim, 2017). It is therefore, the responsibility of researchers to brief the participants fully about the freedom to quit the study at any stage and time.

Essentially, researchers should observe the research ethical code of conduct so that their participants who are either humans or animals are not subjected to harm. As recommended by Mckim (2017), researchers have moral responsibility to protect all stakeholders including future researchers, students, science, and the public. This responsibility covers the period before the research project commences, during the study and after the study report has been compiled.

Data Collection and Analysis

This triangulation research approach used questionnaires to collect quantitative data and interview guide to collect qualitative data. The questionnaires targeted 300 respondents while the interview guide targeted 15 participants as the outcomes are summarized in the table below. Out of the targeted 30 organizations, 25 organizations with a total of 244 respondents answered the questionnaires thus reflecting 83.3%; while 8 organizations out of 15 targeted organizations

participated in the interviews thus reflecting 53.3%. Respondents for the questionnaire consisted of senior members of the selected organizations while one key participant from each organization preferably the CEOs or their representatives were selected purposively to participate in the interviews.

Having gained approvals from the Unicaf Research Ethics Committee (UREC), the researcher moved into data collection exercise. The data was collected and summarized as per the table below.

Data Collection Summary

Table 2:

Data Collection Summary

<u>Type of Survey (i.e. Questionnaire or Interview OR Both)</u>	<i>The study used both the questionnaire and the interview guide as the research instruments.</i>
<u>Distribution Method (i.e. Hand Administered/online, face to face etc.)</u>	<i>The questionnaires were both hand-delivered in hard copies as well as sent online by mail while interviews were conducted face-to-face. Additionally, telephone interviews played a key role of ensuring social distancing due to the need to prevent the spread of Covid-19 pandemic.</i>
<u>Date survey was issued/commences</u>	<i>The data collection started on the 10th August 2020.</i>
<u>Number of respondents participated</u>	<i>Exactly 244 senior managers from 25 organizations answered the questionnaires reflecting 81.3% response rate, while 8 out of 15 Gatekeepers participated in the interviews thus reflecting 53.3%.</i>
<u>Type of respondents (i.e. Students of secondary education, accountants etc.)</u>	<i>The participants for this survey included middle and Senior managers while Gatekeepers or their representatives participated during the interviews.</i>
<u>Location of respondents</u>	<i>All respondents were located in Kampala Business District and Wakiso District as stipulated in the research proposal.</i>
<u>Date survey was completed/ended</u>	<i>The survey was completed on the 7th October 2020.</i>

Source: Author's Data Collection Summary (2020)

Data Analysis Techniques

Since this study adopted triangulation research approach, it therefore implies that mixed data analysis techniques have been applied to reveal the findings. Submissions from Almalki (2016) contends that mixed research approaches provide deeper and broader analysis of data accompanied with positive benefits highlighted earlier as compared to using a single research approach. The data collection summary template above highlights relevant data analysis techniques established and preferred for both quantitative and qualitative data analyses of this study.

Quantitative Data Analysis Techniques

The quantitative data analysis involves descriptive statistical analysis that generates mode, mean, variance and standard deviation, all used to measure the variations of the responses collected from the survey (Mckim, 2017). According to Mckim (2017), descriptive statistical analyses does not generate conclusions beyond the group from which the data was extracted. However, inferential statistics such as Pearson's two tail statistic or correlation coefficient and multiple linear regression analysis are suitable statistical techniques for establishing the relationship between strategic innovation variables and organizational performance. This study has therefore outlined relevant and important descriptive statistical analyses as follows:

Mean (μ) - This is the average score of the responses on each parameter or variable which has been used as the benchmark or the reference value of measure for all other analysis techniques (Thompson & Wesolowski, 2018). Therefore, the measures of the variance and standard deviation are all referred to the mean of a given distribution as explained in each of the measures below.

Variance (V) – This refers to the average error between the mean and the responses made. According to (Thompson & Wesolowski, 2018), variance is essential for determining the overall spread of a data set or rather, variability refers to the spread of values within a given

distribution as measured by the mean, range, mean deviation score, variance and standard deviation.

Analysis of Variance (ANOVA)

Submissions by Thompson and Wesolowski (2018) further explain that variance plays an important role especially when comparing multiple distributions including Analysis of variance (ANOVA). Indeed variance measures the average distance away from the mean and is computed in square units (Thompson & Wesolowski, 2018)

Standard Deviation (SD) – This is the measure of how spread individual responses are from the mean. According to Field (2013) and Mckim (2017), standard deviation is defined as the square root of the variance. The values of the standard deviation ranging from 0.5 – 0.99 which imply that standard deviation is moderate while 1.0 signifies a high variation. Therefore, the sum of squares, variance and standard deviation are all measures of dispersion or spread data around the mean. Notably, the smaller the SD the lower the variation or data points get closer to the mean and vice versa; moreover, it also implies high reliability of the measure to (Field, 2013; Mckim, 2017).

In sum, the mean (μ) and the standard deviation (SD) are the main determinants of the graph of normal distribution because the mean determines the center of the graph while the standard deviation determines the height and the width of the graph (Mckim, 2017). Accordingly, the shorter and the wider the graph, the larger the standard deviation and the taller and narrower the curve, the smaller standard deviation (Mckim, 2017).

Another statistical technique of establishing if the survey outcomes are significant is by conducting ANOVA test. Accordingly, this test guides the researcher on whether to reject the null hypothesis, H_0 and accept the alternative hypothesis, H_A (Field, 2013; Mckim, 2017; Thompson & Wesolowski, 2018). By comparison, significance level of 0.05 implies that there

is 5% risk of accepting that a difference exists yet no actual difference exists and consequently, a null hypothesis can be rejected if the p-value, $p \leq$ to the significance level (Field, 2013).

In reference to inferential statistics, Pearson correlation coefficient, r is most suitable for measuring the extent to which strategic innovation is related to organizational performance. According to Field (2013), the strength of the relationship between the independent variable and the dependent variable is best measured by Pearson correlation coefficient. Therefore, the effect of strategic innovation on organizational performance is measured by the value of r whereby if $r = 0$ then there is no effect; if $r = 0.9$ then there is very high or very significant effect; while if $r = 1$ then there is a perfect effect or relationship (Field, 2013).

Similarly, multiple linear regression analysis is another appropriate quantitative data analysis technique applied in this study to measure the effect of each variable on performance. Furthermore, Thompson and Wesolowski (2018) contend that the relationship between dependent variable herein known as performance and the independent variables of strategic innovation can be predicted or estimated using multiple linear regression analysis performed in SPSS software.

Qualitative Data Analysis Techniques

Qualitative data collected in this study has been analyzed using two major techniques that include deductive approach and interpretive approach. However, Mckim (2017) explains that qualitative data can be analyzed using various techniques but because of limited time and resources, deductive data analysis approach with an interplay of interpretive data analysis approach have been preferred. This is supported by Thompson and Wesolowski (2018) who explains that deductive analysis approach is more appropriate for this kind of study because it is dominated by quantitative research approach. Moreover, the approach is as well very applicable for grouping data and identifying similarities and differences generated from key

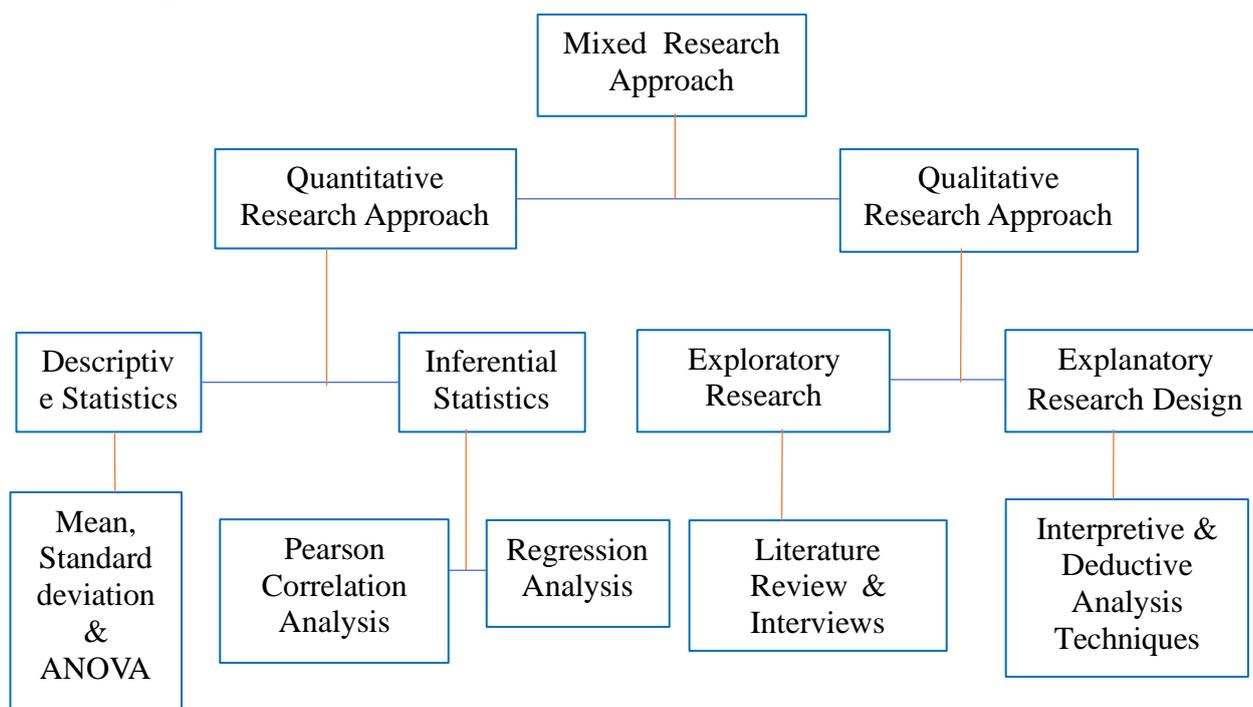
participants (Field, 2013). Furthermore, Flick (2013) defines qualitative data analysis as “the classification and interpretation of linguistic or visual material to make statements about implicit and explicit dimensions and structures of meaning-making in the material and what is represented in it”. This implies that the technique puts together views and summaries with deep analysis of information types and identified structures purposely to compare collected text and generalize statements as findings of the study (Flick, 2013).

Chapter Summary

This chapter has exhausted every detail on how data will be collected, analyzed, and presented. The research methods including the research designs have been selected and fully described on their suitability for this study. Additionally, the limitations of the chosen research methods including the chosen mixed-methods research approach has been discussed. The flow chart below illustrates the methodology and design discussed and applied in the study.

Figure 5

Methodology Flow Chart



Source: Authors's Methodology Flow chart (2022)

The study population was defined and the preferred sampling techniques have been presented as well as the selected organizations from different sectors. The small sample of 15 key informants/CEOs was purposively chosen to cater for the lengthy nature of the interviews process that involves probing participants.

This step was followed by defining operational variables guided by the main alternative hypotheses illustrated in figure 2. All independent, mediating, moderating and dependent variables have been defined and tagged with corresponding alternative hypotheses that predict the research findings and the null hypotheses will be tested in chapter 4 of this report if necessary. The discussion on procedures and ethical principles observed by the researcher are detailed in the second last section of this chapter.

The author finally presents data collection and analysis tools required in the study and proceeded to collect data as provided in the data collection summary above. This follows presentation and discussion of research findings in the proceeding chapter.

CHAPTER 4: DISCUSSION OF STUDY FINDINGS

Introduction

As stated in chapter one and three, this mixed-method research study aims at establishing the effects of strategic innovation on organizational performance. Additionally, the study examines how each variable relates and contributes to strategic innovation to impact on organizational performance through the conceptual framework illustrated in chapter two.

Firstly, this chapter provides opportunity to the researcher to explain trustworthiness of the data generated through the key phases of the research process namely: preparation, organization, and reporting (Elol et al., 2014). The detailed explanation of what is involved in each phase of trustworthiness of data is contained in the next section. The importance of trustworthiness of data is to demonstrate credibility, reliability and validity of data used in the analysis and to discuss trustworthiness of qualitative content analysis which comprises of five outstanding components namely: credibility, dependability, transferability, authenticity, and conformability (Elol et al., 2014; Lincoln & Guba, 1985).

The second aspect of this chapter explains how the quality of the research instruments was controlled; where the researcher is required to conduct validity and reliability tests to generate accepted coefficients (Sekaram, 2003). These tests revealed whether the research instruments were reliable with significant validity for any reader of this report to trust it.

Thirdly, the researcher presents the outcomes of the quantitative data analysis with graphical illustrations and section conclusions are expanded in chapter 5. Subsequently, qualitative data analysis has been conducted using the interview guide as coding frame (Elol et al., 2014). Notably, the research findings is based on 81.3% response rate achieved on the quantitative data and 53.3% response rate achieved on qualitative data compilation.

Therefore, this chapter presents empirical validation of the proposed framework illustrating organizational performance implications of strategic innovation and confirm the predicted alternative hypotheses H1a, H1b, H2 and H3 stated below:

H1a Mediating variables that link strategic innovation positively influence organizational performance.

H1b Moderating variables that drive strategic innovation positively influence organizational performance.

H2 There is a positive relationship between strategy innovation and organizational performance.

H3 There is a positive relationship between innovation strategies and organizational performance.

Before embarking on testing of the null hypotheses, the author generated descriptive statistics on all demographic and firm characteristics. This was followed by generating descriptive statistics for all variables including correlation statistics and regression analysis to confirm whether the alternative hypotheses above are true or correct.

For the first alternative hypothesis H1a, the author generated descriptive statistics for all the tenets of mediating variables to establish their existence and their key role in linking strategy innovation and organizational performance. Similarly, the same action was performed to establish the influence of moderating variables on strategy innovation that drives organizational performance and to confirm the alternative hypothesis, H1b.

For alternative hypothesis H2, the author generated descriptive statistics to establish the existence of outliers. This was followed by generating correlation statistics and regression analysis to establish the relationship between strategic innovation and organizational performance.

Similarly, for alternative hypothesis H3, the author generated descriptive statistics to establish outliers and proceeded to generate correlation statistics and perform regression analysis to establish the effect of innovation strategies on organizational performance.

Accordingly, the challenges faced by organizations in using strategic innovation is well explored qualitatively by the research outcomes of the interview categorization and critically reviewed literature. Essentially, the author chose the deductive data analysis technique of qualitative research approach to explore the challenges faced by organizations when using strategic innovation to promote organizational performance. While chapter 4 presents the findings of this study, chapter 5 evaluates the study findings in comparison with critically reviewed literature in chapter 2. Accordingly, the summary of the entire study together with its recommendations for organizations to implement in the short term and for future studies have been drawn. Finally, the limitations and delimitations to the study have been highlighted and discussed.

Trustworthiness of Data

In chapter 3, it was stated that data for this study was reliably collected and analyzed using mixed-methods research approach. According to Lincoln and Guba (1985) and Elol et al. (2014), trustworthiness of data refers to the accuracy of the entire study, data collected, and its outcomes. Mixed-methods research is a combination of quantitative and qualitative research methods used to guarantee credibility, honesty and trustworthiness of data collected together with its final outcomes. While quantitative research approach plays a leading role in determining project results, qualitative research approach is preferred for examining program process in evaluation (Caracelli & Greene, 1993). According to Denzin (1970) as cited in Collins and Hussey (2003), researchers using different research methods on the same study or phenomenon to generate the same conclusions achieve greater reliability and validity compared to those using a single research approach.

Lincoln and Guba (1985) and Elol et al. (2014) explain that trustworthiness of qualitative content analysis comprises of five outstanding components: credibility, dependability, transferability, authenticity, and confirmability. This study clearly identifies all respondents and participants who were selected from the 30 corporate organizations and top SMEs in Kampala and Wakiso districts in Uganda. The surveyed organizations consented thus the study exhibits credibility perspective of the research project. Secondly, the data collected from these organizations is considered dependable because respondents while answering the questionnaires in particular were not biased or motivated by the researcher hence similar data collection would not change over time. Therefore, repeating similar data collection program would most likely achieve similar responses and findings thus guaranteeing stability of data (Elol et al., 2014). Thirdly, this study included organizations from various sectors, therefore, sufficient proof that findings are transferrable to any other organizations or rather generalized as established by the statistical results generated in the next section. Fourthly, the author adhered to research ethical code of conduct already explained in chapter 3 and was therefore fair and faithful throughout the study; the authenticity criterion as recommended by Lincoln and Guba (1985), and Polit and Beck (2012) as cited in Elol et al. (2014) was fulfilled. Finally, the objectivity of the author during data collection and analysis was evident because the inquiry was value-free (Lincoln & Guba, 1985). This means that no single respondent was paid for answering the questionnaire or participating in the interviews. By keeping personal details of respondents and key informants anonymous throughout this report, it is evident that the author demonstrated objectivity and never personalized the data but instead generalized the finding of the study. According to Elol et al. (2014), objectivity or conformability component of data trustworthiness implies that data collected was relevant and accurate. The accuracy of data was further guaranteed by the application of the SPSS software and related spreadsheets.

By using the questionnaire to collect quantitative data, the researcher achieved a high degree of objectivity because there was no physical contact and influence between the researcher and each individual respondent except a few gatekeepers who participated in the interviews. This followed analysis of data using SPSS software which revealed statistical findings in aggregate thus increasing objectivity. Moreover, the questionnaire was formulated using the study objectives that was approved by Unicaf Research Ethics Committee (UREC) that comprises of reputable research experts.

Arising from the Likert scale (1-5) used in the questionnaire to collect quantitative data of this study, respondents had liberty to agree to what extent each affirmative statement was true. Additionally, the choice of the large sample of 300 respondents was selected using both probability and non-probability sampling to minimize biasness and increase reliability and validity. The researcher adopted systematic sampling to choose at least 2 organizations from each industry hence providing a chance for each sector to participate. Subsequently, stratified sampling was also used to ensure each department gets at least 2 respondents to participate in the interview while in the contrary purposeful sampling technique targeted CEOs as key informants. Both of these sampling techniques can be repeated in a fresh population without altering the final research outcomes.

The data collection instrument (Questionnaire Appendix 2) had a section on demographic traits of the participating entities in the study. Specifically, the researcher studied the gender, age, working experience, legality of the firms, number of employees at the company, business sector as well as the number of years the studied organizations had existed.

To measure the traits, the researcher adopted both the nominal and the ordinal scales which resultantly formed the basis for coding the data. The nominal scale was employed on those variables that didn't require any kind of order which included gender, legality of the firm as well as the business sector in which the firms belonged. Accordingly, natural numbers starting

with the smallest were used in coding and entering nominal data into the statistical software that aided data processing.

On the other hand, ordinal data that required some degree of order was collected on age, working experience, number of employees at the company as well as the number of years the studied organizations had existed. In a similar manner, natural numbers starting with the smallest were adopted as codes that aided data collection, entry and processing through the statistical software.

Internal consistency of the tool on these demographics was then achieved using the Crobach's alpha tests of reliability and achieved results above the recommended minimum which qualified the tool as reliable and valid. Since reliability and validity were achieved, it is therefore true to claim that trustworthiness of data existed with these measurement units.

Whereas quantitative research approach generalizes results of the study arising from statistical analysis, qualitative research approach often recognizes trends ahead of its data analysis hence the two research approaches compliments on trustworthiness and reliability of the data obtained (Elol et al., 2014). In this regard, Elol et al. (2014) contend that trustworthiness of data for this kind of study is described by qualitative content analysis. The researcher's interview guide (Appendix 3) had seven open-ended questions that guided all participants to provide individual explanations. Thus, this strategy was reliably used to categorize data according to the coding frame (Elol et al., 2014).

As explained in the subsequent section of the qualitative data analysis below, this study adopted deductive content analysis process which Elol et al. (2014) categorized into three phases: preparation, organization, and reporting. The preparation phase of trustworthiness of content analysis of this study included selection of 30 organizations from all the outstanding sectors of the Ugandan economy; and selecting 10 senior managers as respondents from each organization including one key informant, the CEO.

Finally, the inquirer minimized biasness and increased credibility, reliability and validity of data findings by establishing all the five components of trustworthiness of data namely: credibility, dependability, transferability, authenticity, and confirmability (Elol et al., 2014; Lincoln & Guba, 1985).

Reliability and Validity of Data

In order to control quality of the research instruments, the researcher conducted validity and reliability tests to generate coefficients of at least 0.7 (70%).

Validity Test

According to Sarantakos (2013), validity is the property of a research instrument that measures its relevance, precision and accuracy. In scientific research, validity refers to the extent to which the instruments are relevant in measuring what they are supposed to measure (Amin, 2005). Validity tells the researcher whether an instrument measures what it is supposed to measure and whether this measurement is accurate and precise. Validity was used to measure the quality of the process of measurement of the variables and reflect the essential value of a study which is acceptable, respected and expected by the researchers and users of research (Karras, 1997). To carryout face validity, the researcher requested the supervisors to moderate the items used to measure the different variables of the study. The questionnaire was pre-tested on people who were not part of the sampled firms to score the content of the questionnaire and the average percentages of the scores were used to determine the Content Validity Index (CVI). In cases where the average percentage was found to be above 0.7 (70%), the content was considered valid. The formula below was used to check for validity of the instrument:

$$CVI = \frac{R}{R+N+IR}$$

Where; R is Relevant, N is Neutral, and IR is irrelevant. The closer the value to 1, the more valid the instrument (Amin, 2005). On the contrary, the closer the value to zero (0), the less valid the measuring instrument is.

Table 3

Validity Test for each Variable

S/N	Variable	Number of items	CVI Value
A	Strategic Entrepreneurship	07	0.816
B	Strategic Change	09	0.761
	Independent Variable		
C	Strategic Innovation	11	0.772
	Incremental Strategic Innovation	08	0.756
	Disruptive Strategic Innovation	08	0.852
D	Moderating Variables		
	Organization culture	03	0.723
	Value Chain	03	0.747
	Firm Characteristics	06	0.809
	Industrial Characteristics	04	0.738
	Environmental dynamism	03	0.814
	Strategy implementation	06	0.784
E	Mediating Variables		
	Efficiency growth	04	0.804
	Revenue growth	03	0.771
	Organizational capabilities	03	0.759
F	Organizational Performance	07	0.823

Source: Author's Field Survey (2020)

The computed CVIs for the different items were all above 0.7 showing that they met the acceptable standards (Amin, 2005). From the results, all the Content Validity Indices ranged from 0.723 to 0.852, therefore meeting the acceptable standards. Therefore, based on the emerging values on CVI, the researcher accepted the tool as relevant, precise and accurate in facilitating the data collection exercise that would inform the formulated study objectives.

Reliability Test

This test was used to determine the consistence of the research data instruments. Reliability of the instrument was tested by seeking views from the experts who moderated the adapted items from previous studies to qualify the use of the instrument. A pilot sample was collected to test for internal consistencies of the items used to measure the variables and the data entered into SPSS to test for reliability. The reliability of the questionnaires was improved through pre-testing of pilot samples from respondents (Ursachi et al., 2015). Furthermore, reliability of the items was done with the application of the Cronbach Alpha Coefficient for the computations to check for the internal consistency of the scales (Ursachi et al., 2015). According to Sekaram (2003), coefficient alpha of 0.7 and above was considered adequate.

The formula of Cronbach's Alpha Coefficient (α) to use;

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum SD^2_i}{SD^2_t} \right)$$

Where

α = Alpha coefficient

K = Number of items in the instrument

\sum = Sum

SD^2_i = Individual item variance

SD^2_t = Variance of total score

Table 4*Validity Test for Cronbach Alpha Coefficient*

S/N	Variable	Number of items	Cronbach's Alpha
A	Strategic Entrepreneurship	07	0.749
B	Strategic Change	09	0.861
	Independent Variable		
C	Strategic Innovation	11	0.882
	Incremental Strategic Innovation	08	0.856
	Disruptive Strategic Innovation	08	0.782
D	Moderating Variables		
	Organization culture	03	0793
	Value Chain	03	0791
	Firm Characteristics	06	0.819
	Industrial Characteristics	04	0.518
	Environmental dynamism	03	0.834
	Strategy implementation	06	0.774
E	Mediating Variables		
	Efficiency growth	04	0.824
	Revenue growth	03	0.733
	Organizational capabilities	03	0.795
F	Organizational performance	07	0.811

Source: Author's Field Survey (2020)

The instrument was valid if Cronbach Alpha Coefficient was above 0.70. The researcher used alpha co-efficient to establish the degree to which the questions are internally consistent.

According to Cronbach (1947), when the coefficient alpha of 0.7 and above is achieved, the data collection is considered significant. Thus, from the results, all the Cronbach alpha coefficients ranged from .790 to .882 thereby meeting the acceptable standards as recommended by Amin (2005) and were consequently adopted to facilitate the data collection process for addressing the study objectives.

Quantitative Analysis Graphical Illustrations

Demographic Characteristics

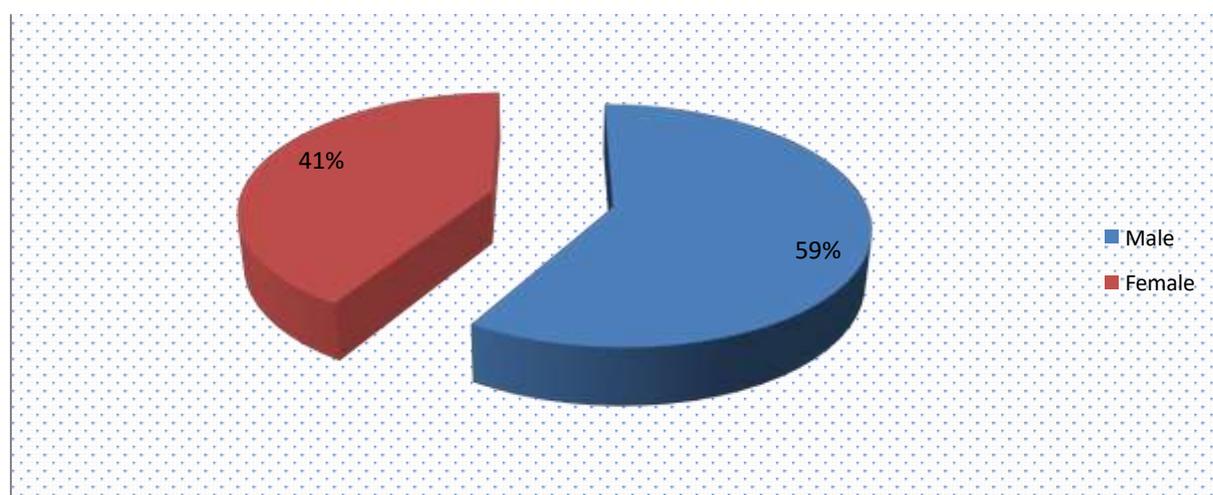
The researcher gathered data on selected characteristics of respondents such as gender, age, working experience, legality of the firms, number of employees at the company, business sector as well as the number of years the studied organizations had existed. This was aimed at establishing how such characteristics related with the main variables of the study as presented below.

Gender of the respondents

An inquiry into the gender of the respondents revealed the results contained in figure 6 below.

Figure 6

Gender of the respondents



Source: Author's Field Survey (2020)

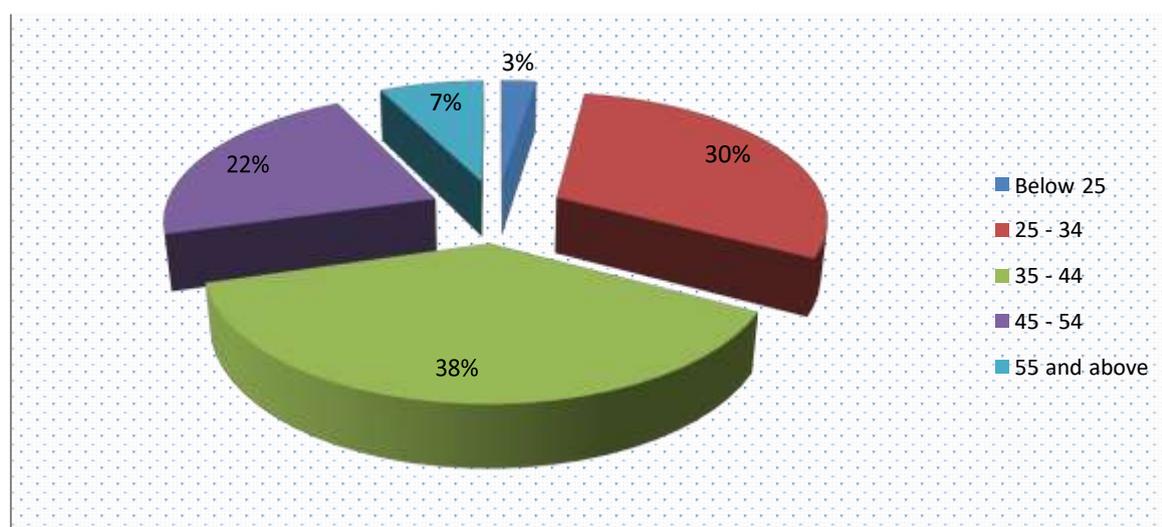
The results in figure 6 above show that 59% of the respondents were male whereas the 41% were female respondents. The findings reveal that whereas more males participated in the study, both genders were represented and hence the opinions of both genders were captured and analyzed.

Age bracket of the respondents

On seeking feedback about the age of the respondents, the results presented in figure 7 below were generated.

Figure 7

Age of the Respondents



Source: Author's Field Survey (2020)

The results presented in figure 7 above show that 3% of the respondents were below the age of 25 years and since the minimum age bracket for the respondent to participate in this study was 23 years, then 3% meant the age bracket between 23 years and 25 years. Accordingly, 30% were aged between 25 years and 34 years, 38% were aged between 35 and 44 years, 22.2% were aged between 45 years and 54 years whereas 7% were 55 years of age and above.

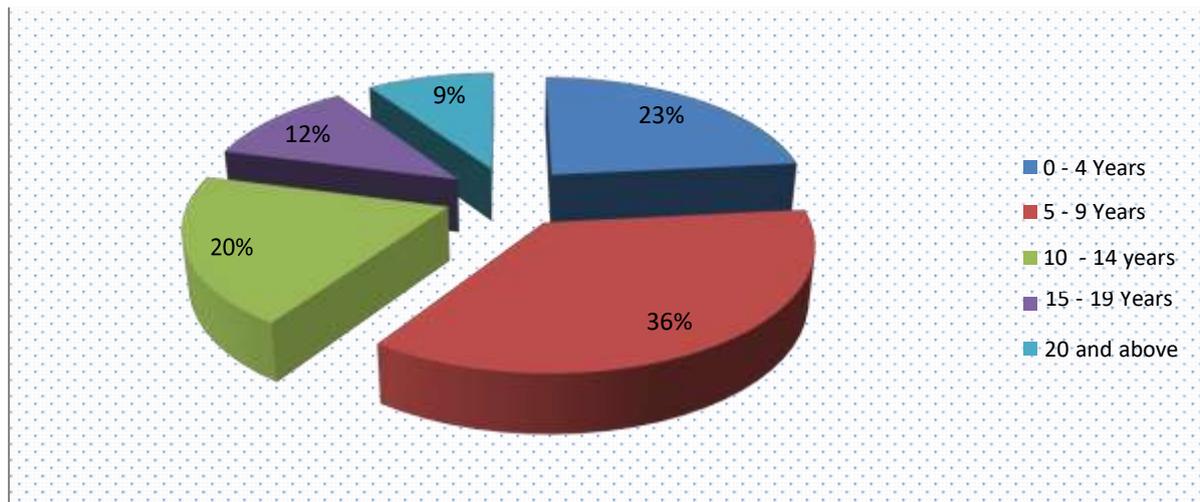
The findings reveal that the study captured majority of the opinions of the respondents irrespective of their ages and thus was not biased.

Working Experience

When the study participants were asked about the number of years they had worked with the respective firms, the respondents revealed the findings as presented in figure 8 below.

Figure 8

Working Experience of the Respondents

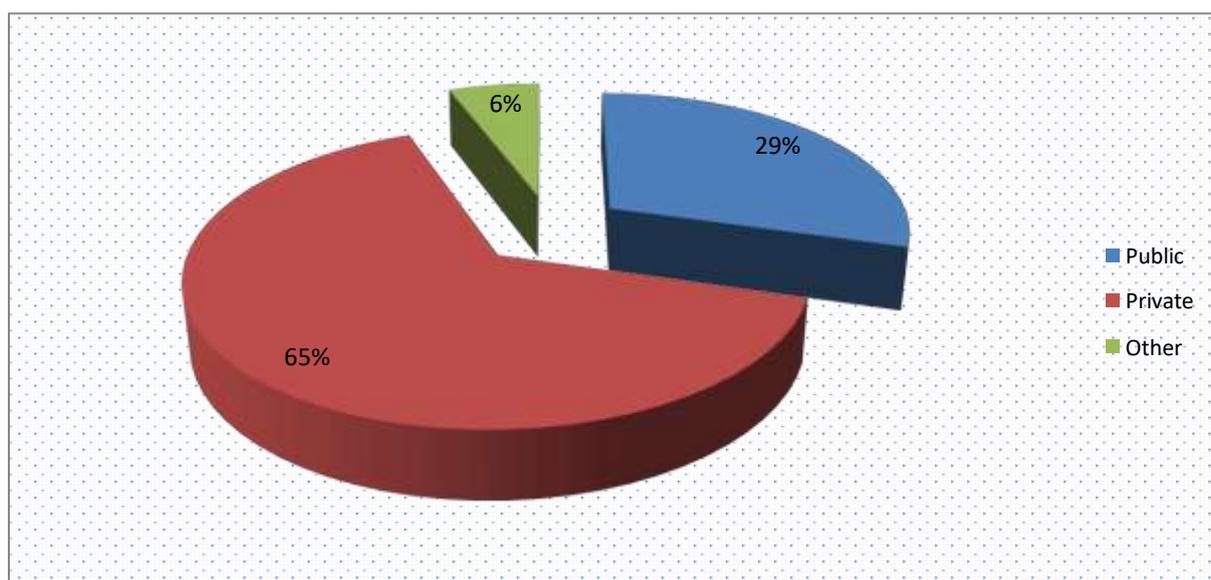


Source: Author's Field Survey (2020)

The table shows that 23% of the respondents had worked at the organization for 4 years or less, 36% had worked for a period between 5 years and 9 years, 20% had worked for a period between 10 years and 14 years, 12% had worked for a period between 15 years to 19 years, whereas 9% had worked for a period of 20 years and more. The information shows that the respondents had had working experience with the different organizations and the information which they provided was true basing on the fact that they have worked for a vast number of years and deemed to have knowledge about the working of the organizations.

Legal Status of the studied companies

The researcher also wished to understand the legal status of the firms that formed the population. The results from the inquiry revealed the contents summarized in figure 5 below.

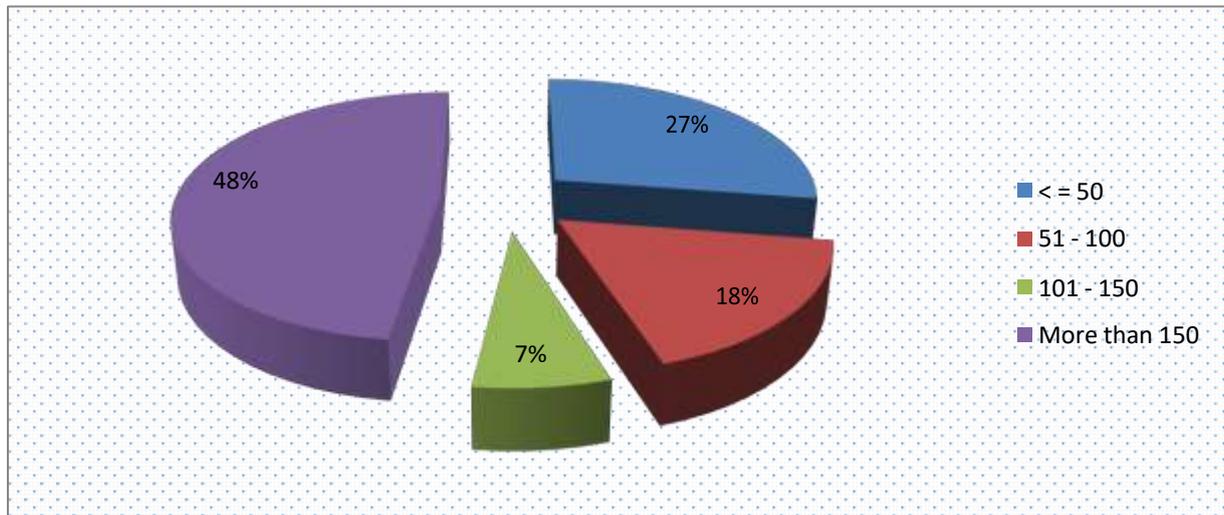
Figure 9***Legal Status of the Companies under Study***

Source: Author's Field Survey (2020)

The contents of figure 9 above show that 29% of the organizations were public entities whereas 65% were private entities. On the other hand, 6% of the organizations were registered under other forms of business entities such as Non-Governmental organizations, Civil Society Organizations among others. The information shows that the study considered various entities in the country and thus no business entity was left behind hence showing inclusivity in the study and better representation of the views from the respondents in the different business entities.

Number of employees by firms

Results concerning the number of employees by the respective firms are as presented in figure 10 below.

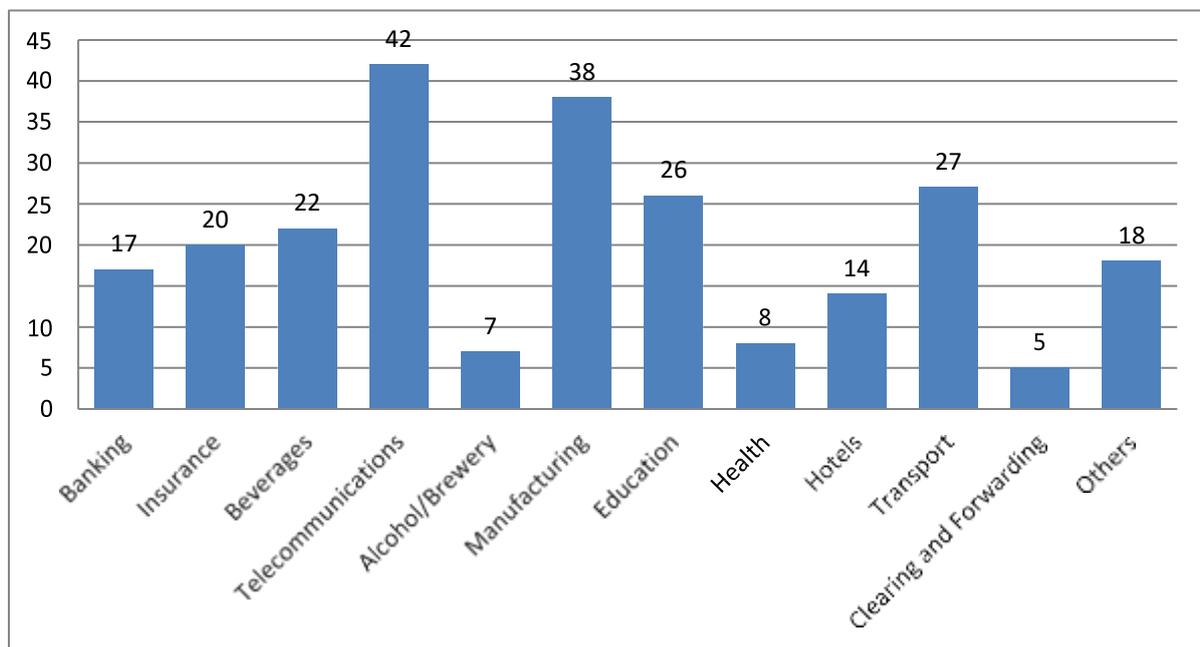
Figure 10***Number of Employees by the Studied Firms***

Source: Author's Field Survey (2020)

Figure 10 above shows that 27 % of the business entities had 50 employees and below, 18% had a range of employees between 51 and 100, 7% had a range of employees from 101-150, whereas 48% had a more than 150 employees. The results probably imply that most of the organizations were large corporations employing at least 150 members of staff.

Business Sector of the studied companies

When data was collected about which business sectors the studied organizations belonged, the results summarized in figure 11 below were obtained.

Figure 11***Business of the Participating Respondents***

Source: Author's Field Survey (2020)

The study captured information from various business sectors including 7% respondents from the banking sector, 8.2% responses from the insurance sector, 9% from the beverages sector, 17.2% from the telecommunications sector, 2.9% responses from the alcohol/ brewery sector, 15.6% from the manufacturing sector, 10.7% from the education sector, 3.3% from the health sector, 5.7% from hotels, 11.1% from the transportation sector, 2% from the clearing and forwarding sector, whereas 7.4% responses were collected from other sectors.

The results in the figure 11 indicate a high dominance of the telecom sector and manufacturing, transport, education as well as beverages. These sectors are very competitive and hence find themselves challenged to be innovative to keep afloat because they trade very volatile markets where a slight change in conditions that propel buying and consumption intentions would have a big bearing on sales and consequently affect organizational performance. Therefore, based on the findings in figure 11, telecom requires strong innovation

focus to sustain itself in the market and equally manufacturing, beverages as well as education while other sectors might not require high innovative intensity.

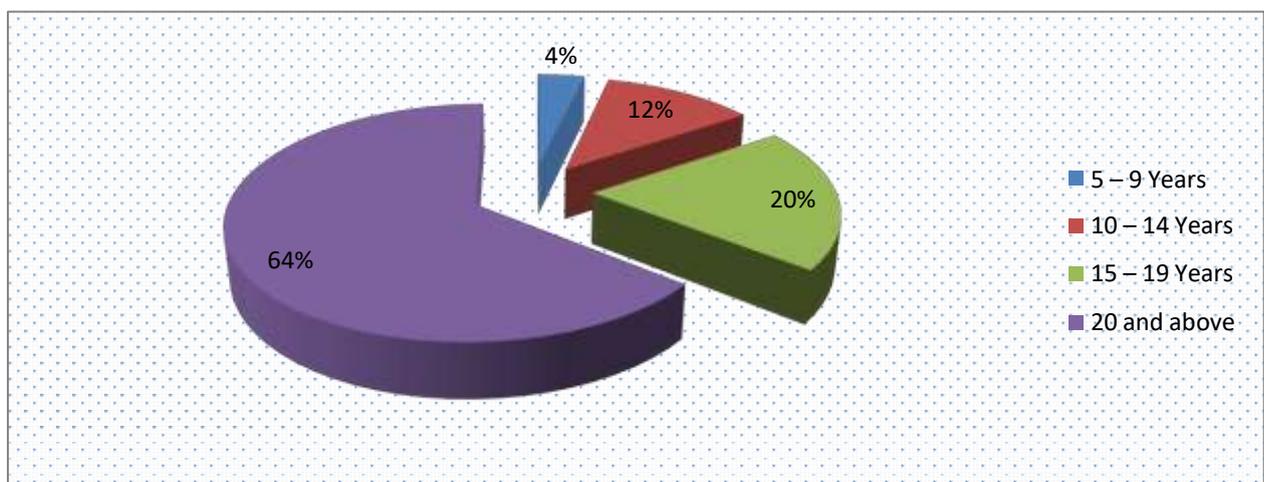
Organization's number of years in existence

The researcher wished know the number of years the respective organizations have existed.

When data was collected, the findings summarized in figure 12 below were generated.

Figure 12

Number of Years the Organizations have Existed



Source: Author's Field Survey (2020)

The table shows that 4 % of the organizations have operated for a range between 5 to 9 years, 12% have operated for 10-14 years, and 20% have operated from 15-19 years, whereas the majority 63% have operated for 20 years and above.

Descriptive Statistics on the study variables

At a univariate level, the researcher generated descriptive statistics on all variables by generating mean and standard deviations on the formulated statements under each variable. While, the researcher formulated several statements on which respondents could rate their opinions on a scale of 1 – 5 as captured in the subsequent tables under this section, interpreting the mean and standard deviation were redefined. In here, to interpret the mean, the researcher

adopted a five-point scale of 1 – 5 (1.00 – 1.79 = Strongly Disagree, 1.8 – 2.59 = Disagree, 2.6 – 3.39 = Neutral, 3.4 – 4.19 = Agree, 4.2 – 5.0 = Strongly Agree). This was in accordance with (Asenahabi, 2019a) who suggested scale redefinition as means of averting data outliers and giving credence to the descriptive data. Relatedly the researcher interpreted the standard deviation based on (Almalki, 2016) who recommended that 1 -1.5 = High Variation and Low reliability; 0.5 – 0.99 = Low variation and Moderate reliability as well as 0 – 0.49 = Low variation and High reliability.

Descriptive statistics on strategic Innovation

The researcher came up with a number of statements to rate the opinions of the respondents about Strategy Innovation on a scale of 1 – 5. The captured feedback is presented in table 5 below.

Table 5***Descriptive Statistics on Strategic Innovation***

	N	Min	Max	Mean	Std. Dev.
Our organization surpasses traditional planning methods to develop a strategic, new products and process improvement and takes an externally-focused, exploratory approach that challenges the status quo and creatively inspires new thinking	244	1	5	3.93	.796
Our leadership supports and actively drives a collaborative culture that encourages different departments working cross-functionally to identify and develop innovative insights	243	1	5	3.78	.900
Our organization has a systematic process for actively monitoring and exploring emerging trends and developing alternative scenarios that represent either threats or opportunities	244	1	5	3.77	.872
Our organization is customer oriented, and aspire to innovate on new products, services and solutions that are based on consumer needs	244	2	5	4.01	.772
Our organization clearly understands its core competencies and has explicitly outlined the linkage between its long-term strategic goals and its short-and medium-term R & D investments and technology strategies. My organization actively explores new ways	244	2	5	4.04	.840
Our organization demonstrates an innovative mindset, a bias for collaboration, an inclusive, non-bureaucratic decision-making style, a willingness to embrace change, and a penchant for action	243	1	5	3.77	.807
Our organization demonstrates a mindset that is willing to develop appropriate operational processes and functional structures and allocates adequate staffing, funding and management support to high priority innovation initiatives	244	1	5	3.91	.768

Our organization consistently demonstrates its ability to create measurable business impact by taking a disciplined approach to the implementation of strategic thinking	244	1	5	3.82	.884
Our organization has established innovation-related goals and measures for example 60% of revenues must come from products/services introduced over the past 5 years	243	1	5	3.70	.888
Our organization takes the time to learn from its innovation efforts and is committed to deliberately building an innovation-based culture and instituting a set of innovation-focused methodologies	244	1	5	3.82	.889
Our organization uses purely unstructured approach to innovation and to create an organizational platform for ongoing, sustainable innovation	244	1	5	3.60	1.023

Source: Author's Field Survey (2020)

From table 5 above, inquiry into whether the organizations surpassed traditional planning methods to develop a strategy, new products and process improvement and take an externally-focused, exploratory approach that challenges the status quo and creatively inspire new thinking resulted into a mean response of 3.93 and standard deviation of 0.796, implying that majority of the respondents agreed with the statement that the different organizations surpassed traditional methods to develop a strategy, new products and process improvement, and took an externally-focused exploratory approach that challenges the status quo and creatively inspire new thinking. The findings concur with the findings of Halpern (2010) who observed that organizations or firms can create unique marketing innovations sources such as differentiating their products through packaging, designing unique shapes, engaging positioning tactics, and focusing on specific niches to improve their performance and competitiveness.

Alternatively, inquiry into whether leadership supports and actively drives a collaborative culture that encourages different departments working cross-functionally to identify and develop innovative insights, resulted into a mean response of 3.78 and standard deviation of

0.900, implying that majority of the respondents agreed with the statement that the leadership supports and actively drives a collaborative culture that encourages different departments working cross-functionally to identify and develop innovative insights. The findings are in agreement with the findings of Hittmar, et al. (2014) as cited in Latifi and Bouwman (2018) who observed that effective leadership and good communication may significantly improve the implementation of strategy innovation in organizations.

Regarding whether the organizations have a systematic process for actively monitoring and exploring emerging trends and developing alternative scenarios that represent either threats or opportunities resulted into a mean response of 3.77 and standard deviation of 0.872, implying that majority of the respondents agreed with the statement that the organizations have a systematic process for actively monitoring and exploring emerging trends and developing alternative scenarios that represent either threats or opportunities. The results are consistent with Latifi and Bouwman (2018) who observed that effective leadership and good communication may significantly improve the implementation of strategy innovation in organizations.

Concerning whether the organizations are customer oriented and aspire to innovate new products, services and solutions that are based on consumer needs resulted into a mean response of 4.01 and standard deviation of 0.772, implying that majority of the respondents agreed that organizations are customer oriented and aspire to innovate new products, services and solutions that are based on consumer needs. The findings are in agreement with Afonso and Vieira (2012) definition of strategic innovation in which he uses the reinvention of organizational strategies to drive business growth while keeping customers at the center of the business through offering new products and services central to the customers' needs.

Again, inquiry into whether the organizations clearly understand their core competencies and have explicitly outlined the linkages between their long-term strategic goals and their short-term and medium-term research and development investments and technology strategies resulted into a mean response of 4.04 and standard deviation of 0.840, which implies that majority of the respondents agreed with the statement that the organizations clearly understood their core competencies and have explicitly outline the linkages between their long-term strategic goals and their short-term and medium-term research and development investments and technology strategies. The findings are in agreement with (Karabulut, 2015) findings in which he recommended that an innovation strategy should be aligned to the mission, goals and strategies of the organization thereby increasing its market share and organizational performance in both the short-term and the long-term. Findings are also consistent with Afonso and Vieira (2012) definition of strategic innovation in which he uses the reinvention of organizational strategies to drive business growth while keeping customers at the center of the business through offering new products and services central to the customers' needs.

Furthermore, inquiry into whether the organizations demonstrated an innovative mindset, a bias for collaboration, an inclusive non-bureaucratic decision making style, a willingness to embrace change and a penchant for action, revealed a mean response of 3.77 and standard deviation of 0.807, implying that majority of the respondents agreed with the statement that the organizations demonstrated an innovative mindset, a bias for collaboration, an inclusive non-bureaucratic decision making style, a willingness to embrace change and a penchant for action. This also implies moderate levels of data reliability since the variation levels from participants opinions are moderate. The findings concur with the findings of Kaplan and Palmer (n.d) who recommend the use and implementation of imaginative thinking of employees in an organization through engaging leadership styles that influence the way employees respond to

new ideas and the way they act through collaboration, decision making styles and willingness to embrace change thereby improving organizational performance.

Furthermore, the respondents were asked whether the organizations demonstrated a mindset that is willing to develop appropriate operational processes and functional structures and allocate adequate staffing, funding and management support to high priority innovation initiatives resulted into a mean response of 3.91 and standard deviation of 0.768, implying that majority of the respondents agreed with the statement that whether the organizations demonstrated a mindset that is willing to develop appropriate operational processes and functional structures and allocate adequate staffing, funding and management support to high priority innovation initiatives. The findings concur with the findings of Kaplan and Palmer (n.d) who recommend the use and implementation of imaginative thinking of employees in an organization through engaging leadership styles that influence the way employees respond to new ideas and the way they act through collaboration, decision making styles and willingness to embrace change thereby improving organizational performance.

Also, concerning the inquiry into whether the organizations consistently demonstrated ability to create measurable business impact by taking a disciplined approach to the implementation of strategic thinking also resulted into a mean response of 3.82 and standard deviation of 0.884, which implies that majority of the respondents agreed with the statement that the organizations consistently demonstrated ability to create measurable business impact by taking a disciplined approach to the implementation of strategic thinking. The findings concur with Felizardo et al. (2017) findings in which the scholars reported on the use of financial and non-financial ratios to measure the position of an organization through ratios such as sales growth, profitability, liquidity, shareholder equity, employee and customer satisfaction, as well as corporate reputation as key measures to the performance of the

organization. Findings also consistent with The findings concur with the findings of Kaplan and Palmer (n.d) who recommend the use and implementation of imaginative thinking of employees in an organization through engaging leadership styles that influence the way employees respond to new ideas and the way they act through collaboration, decision making styles and willingness to embrace change thereby improving organizational performance.

Furthermore, regarding the debate on whether the organizations have established innovation-related goals and measures for example 60% of the revenues ought to be generated from the products/services introduced over the past 5 years revealed a mean response of 3.7 and standard deviation of 0.888, implying that majority of the respondents agreed with the statement that the organizations have established innovation-related goals and measures for example 60% of the revenues are generated from the products/services introduced over the past 5 years. The findings are in agreement with Latifi and Bouwman (2018) who emphasized the importance of adapting new business models to cater for the dynamic environmental changes that offer businesses opportunities to improve their revenues, efficiency, effectiveness and overall expansion.

Also, inquiry into whether the organizations took time to learn from their innovation efforts and commit to deliberately building an innovation-based culture and instituting a set of innovation-focused methodologies resulted into a mean response of 3.82 and standard deviation of 0.889, implying that majority of the respondents agreed with the statement that the organizations took time to learn from their innovation efforts and commit to deliberately building an innovation-based culture and instituting a set of innovation-focused methodologies. The findings are in agreement with Tidd et al. (2005), who observed that a lot of extensive experimentation occurs during innovation as many failures happen and acting as a learning experience for the existing and new entrepreneurs. Besides, Ahn et al. (2015) argued that the

learning experiences provide opportunity for learning and innovation to different business-oriented people and since the experiences contain new ideas, they bring about success to the organizations/firms. Latifi and Bouwman (2018) further opine emphasizing that the importance of adapting new business models to cater for the dynamic environmental changes that offer businesses opportunities to improve their revenues, efficiency, effectiveness and overall expansion.

Alternatively, inquiry into whether the organizations used purely unstructured approaches to innovation and creation of an organizational platform for ongoing, sustainable innovation resulted into a mean response of 3.60 and standard deviation of 1.023, which implies that majority of the respondents agreed with the statement that the organizations used purely unstructured approaches to innovation and creation of an organizational platform for ongoing, sustainable innovation.

Descriptive Statistics on Incremental Strategic Innovation

The researcher came up with a number of statements to rate the opinions of the respondents about incremental strategic innovation on a scale of 1 – 5. The captured feedback is presented in table 4.4 below.

Table 6***Descriptive Statistics on Incremental Strategic Innovation***

	N	Min	Max	Mean	Std. Dev
Our organization outperforms its competitors by taking greater share of the existing market	244	1	5	3.80	1.010
We use market trends and customer needs to determine our actionable plans	244	2	5	3.85	.895
Our organization improves quality of its products and services while reducing costs	243	1	5	3.90	.807
Our markets and products undergo continuous improvement	244	2	5	3.91	.809
Our organization is able to introduce a new product or service similar to that of competitors	243	1	5	3.84	.840
We have a procedure in place that reviews new ideas, markets, and technologies development	244	2	5	3.79	.834
Our people have a conventional planning mindset	243	1	5	3.77	.897
Our organization is able to introduce credibly improved product or service	244	1	5	4.01	.905

Source: Author's Field Survey (2020)

From table 6 above, inquiry into whether the organizations outperform their competitors by taking greater share of the existing market resulted into a mean response of 3.8 and standard deviation of 1.010, which implies that majority of the respondents agreed with the statement that the organizations outperform their competitors by taking greater share of the existing market. The standard deviation showed that there were high variations in the responses implying that they were not connected to each other. The findings concur with the findings of CIM (2007) who observed that once an organization gains a position of market leadership by challenging its competitors, then its market share, sales volume growth, return on capital employed (ROCE), Return on Investment (ROI) and liquidity ratio are favorably guaranteed (CIM, 2007).

Furthermore, inquiry into whether the organizations used market trends and customer needs to determine their actionable plans revealed a mean response of 3.85 and standard deviation of 0.895, implying that majority of the respondents agreed with the statement that the organizations used market trends and customer needs to determine their actionable plans. Besides, the standard deviation also shows that there was high variation and low reliability in the responses. The findings concur with Kaplan and Palmer (n.d) who argued for industry foresight in which they reported that Top Management Teams (TMTs) pursue opportunities and avert threats by monitoring emerging trends such as emerging markets to predict course of action competitors may take and obviously prepare for an attack or defense. Findings are also in line with the conclusions of CIM (2007) who observed that once an organization gains a position of market leadership by challenging its competitors, then its market share, sales volume growth, return on capital employed (ROCE), Return on Investment (ROI) and liquidity ratio are favorably guaranteed (CIM, 2007).

Furthermore, inquiry into whether the organizations improve the quality of their products and services while reducing costs resulted into a mean response of 3.90 and standard deviation of 0.807, implying that majority of the respondents agreed with the statement that the organizations improve the quality of their products and services while reducing costs. Besides, the standard deviation revealed that there were high variation and low reliability in the respondents' views. The findings concur with the findings of Chesbrough (2007) cited in Latifi and Bouwman (2018) who observed that effective utilization of available resources through BMI that may reduce costs and gain efficiency levels might increase the organization's overall performance in terms of improving the quality of the products and services.

Additionally, inquiry into whether the organizations' markets and products undergo continuous improvement, which resulted into a mean response of 3.91 and standard deviation

of 0.809, implying that majority of the respondents agreed with the statement that the organizations' markets and products undergo continuous improvement. Also, the standard deviation shows that there were high variations and low reliability in the views by the respondents. The findings concur with Hamel (as cited in Katz et al., 2010) who observed that continuous improvement contributes to the concept of total quality management (TQM) because it leads to efficiency and competitive advantage gain.

Also, when the respondents were asked whether the organizations are able to introduce new products or services similar to the competitors, revealed a mean response of 3.84 and standard deviation of 0.84, implying that majority of the respondents agreed with the statement that the organizations are able to introduce new products or services similar to the competitors. Also, the standard deviation showed that there were high variations and low reliability in the views by the respondents. The findings are in agreement with the findings of Almoatazbillah (2012) who emphasizes the concept of value proposition in which he reports that organizations that offer superior value to customers consistently through unique abilities and resources have a competitive advantage over their competitors.

Furthermore, inquiry into whether the organizations have a procedure in place that reviews new ideas, markets, and technology development revealed a mean response of 3.79 and standard deviation of 0.834 implying that majority of the respondents were in agreement with the statement that the organizations have a procedure in place that reviews new ideas, markets, and technology development. The standard deviation, on the other hand shows that there were high variations and low reliability in the views by the respondents.

Also, inquiry into whether the people had a conventional planning mindset revealed a mean response of 3.77 and standard deviation of 0.897, implying that majority of the respondents

agreed that the people had a conventional planning mindset. The standard deviation rather showed that there were high variations and low reliability in the views by the respondents.

Alternatively, inquiry into whether the organizations were able to introduce credibly improved products or services resulted into a mean response of 4.01 and standard deviation of 0.905, implying that majority of the respondents agreed with the statement that the organizations were able to introduce credibly improved products and services. Also, the standard deviation shows that there were high variations and low reliability in the views by the respondents.

Descriptive Statistics on Disruptive Innovation

The researcher further came up with a number of statements to rate the opinions of the respondents about disruptive strategic innovation on a scale of 1 – 5. The captured feedback is presented in table 7 below.

Table 7

Descriptive Statistics on Disruptive Innovation

	N	Min	Max	Mean	Std. Dev.
Our organization creates new products or services to market before competitors	244	2	5	3.91	.778
We always introduce unique value to our customers by use of exceptional brand-new products and services	238	1	5	3.85	.823
We create better value for our customers and shareholders	244	1	5	3.94	.814
Our organization creates new markets, products and services to render competitors irrelevant	244	1	5	3.76	.885
Our organization has a process that introduces new technologies or upgrades to achieve product differentiation and low cost	243	1	5	3.79	.887
Our organization takes care of dynamic and uncertain environments during strategic planning	244	2	5	3.98	.841

Source: Author's Field Survey (2020)

From the table, inquiry into whether the organizations create new products or services to the market before the competitors resulted into a mean response of 3.91 and standard deviation of 0.778, implying that majority of the respondents agreed with the statement that the organizations created new products or services to the market before the competitors. However, the standard deviation shows that there were high variations and low reliability in the respondents' views. The results are consistent with Kaplan and Palmer (n.d); and Latifi and Bouwman (2018) who observed that for organizations to keep afloat, they must continually create new products and augmented services to counter competition and achieve sustainable levels of performance.

Alternatively, regarding whether the organizations always introduced unique value to their customers by use of exceptional brand-new products and services resulted into a mean response of 3.85 and standard deviation of 0.823, implying that majority of the respondents agreed with the statement that the organizations always introduced unique value to their customers by use of exceptional brand-new products and services. However, the standard deviation revealed that there were high variations and low reliability in the respondents' views. The results concur with (Dogan, 2017) submitting that organizations playing in the same industry achieve market leadership by exerting superior performance than their competitors; they achieve this by minimizing traditional competitive mentality used as a benchmark.

Furthermore, inquiry into whether the organizations create better value for their customers and shareholders resulted into a mean response of 3.94 and standard deviation of 0.814 implying that majority of the respondents agreed that the organizations create better value for their customers and shareholders. However, the standard deviation shows that there were high variations and low reliability of the responses. The findings are in line with Kodama and Shibata (2013) who concluded that sustainable organizational performance premises on firms creating

better value for their customers and shareholders which makes them stand out from competition.

Additionally, inquiry into whether the organizations created new markets, products and services to render competitors irrelevant resulted into a mean response of 3.76 and standard deviation of 0.885, implying that majority of the respondents agreed with the statement that the organizations created new markets, products and services to render competitors irrelevant. However, the standard deviation shows that there were high variations in the respondents' views. The findings are consistent with Afonso and Vieira (2012) who reasoned that present day organizations create new markets, products and services to render competitors irrelevant.

Furthermore, regarding whether the organizations have a process that introduces new technologies or upgrades to achieve product differentiation and low cost resulted into a mean response of 3.79 and standard deviation of 0.887 implying that majority of the respondents agreed with the statement that the organizations have a process that introduces new technologies or upgrades to achieve product differentiation and low cost. The results are supported by Kataria (2013) submitting that for organizations to survive in the error of competition, they ought to design processes that introduces new technologies or upgrades to achieve product differentiation and low cost.

Finally, inquiry into whether the organizations took care of dynamic and uncertain environments during strategic planning resulted into mean response of 3.98 and standard deviation of 0.841 implying that majority of the respondents agreed that the organizations took care of dynamic and uncertain environments during strategic planning. However, the standard deviation shows that there were high variations and low reliability in the respondents' views. The findings are consistent with Byukusenge and Munene (2017) who reasoned that for modern

firms to survive the wave of competition, they must take care of dynamic and uncertain environments during strategic planning to inform process and achieve organizational success.

Descriptive Statistics on Moderating Variables

At a univariate level, the researcher generated descriptive statistics on all moderating variables by generating mean and standard deviations on the formulated statements under each variable. While, the researcher formulated several statements on which respondents could rate their opinions on a scale of 1 – 5 as captured in the subsequent tables under this section, interpreting the mean and standard deviation were redefined. In here, to interpret the mean, the researcher adopted a five-point scale of 1 – 5 (1.00 – 1.79 = Strongly Disagree, 1.8 – 2.59 = Disagree, 2.6 – 3.39 = Neutral, 3.4 – 4.19 = Agree, 4.2 – 5.0 = Strongly Agree). This was in accordance with Phankhong et al. (2017) and Asenahabi (2019b) who suggested that scale redefinition as means of averting data outliers and giving credence to the descriptive data. Relatedly the researcher interpreted the standard deviation based on (Almalki, 2016) who recommended that 1 -1.5 = High Variation and Low reliability; 0.5 – 0.99 = Low variation and Moderate reliability as well as 0 – 0.49 = Low variation and High reliability.

Descriptive Statistics on Organizational culture at the surveyed firms

The researcher came up with a number of statements to rate the opinions of the respondents about organizational culture on a scale of 1 – 5. The captured feedback is presented in table 8 below.

Table 8*Descriptive Statistics on Organizational Culture at the Surveyed Firms*

Statements	N	Min	Max	Mean	Std. Dev.
Our norms, values, and beliefs support implementation of strategy	244	1	5	3.96	.860
Our culture is not easy to be imitated by competitors	244	1	5	3.80	.881
Our culture is a source of sustainable competitive advantage	244	1	5	3.86	.867

Source: Author's Field Survey (2020)

Results indicated that norms, values and beliefs were instrumental in aiding strategy implementation as respondents were in agreement to the statement, “Our norms, values, and beliefs support implementation of strategy” with mean 3.96 and standard deviation of 0.860. This could be attributed to a strong culture harbored by the respective organizations that in turn shapes attitude of the key players in strategy implementation to focus on organizational values, norms and beliefs to spur competitive and sustainable innovations. Relatedly, a standard deviation of 0.86 is a reflection of moderate variation amongst the opinions sought from the respondents about the statement and hence an indicator of a relatively reliable data. Jaiswal & Dhar (2015) concurs with this position submitting that progressive firms pay attention to their core values, norms and beliefs to define a direction and create an identity with the wider public.

The findings further revealed that culture of the surveyed firms was never to imitate by competition as respondents agreed to the statement with a mean of 3.80 and standard deviation of 0.881. This could probably be hinged on a blend of both proactive and reactive culture that adjusts with the changes in innovation aimed at beating competition and spur performance. As a consequence, the respective organizations under study probably use culture as a tactic to keep afloat of competition and hence register satisfactory rates of organization performance. With a standard deviation of 0.881, variation amongst the views of the respondents about this statement appears to moderate and impliedly, a moderate impact on data reliability. The results

are consistent with Phankhong et al. (2017) who reasoned that the impact of the mediating variables to strategic innovation influences organizational performance because they create an enabling environment (OA) to promote creativity of new ways of doing things.

It further emerged that culture as a moderating variable is a source of sustainable competitive advantage since respondents were in agreement to the statement with a mean of 3.86 and standard deviation of 0.867. This revelation could probably be hinged on the fact that the respective organizational cultures for the firms under study compel managers to look at these firms as their own business and hence commit all their energy and brains to getting the best out of their efforts. For example, at most of the organizations studied, a culture of staff inclusiveness was most treasured and this in turn promoted teamwork blended with creative thinking geared towards availing key solutions to the problems and shortcomings that affect activity flow for sustainable competitive advantage that eventually translates into organizational performance. The results are in line with Phankhong et al. (2017) who reasoned that the culture of an organization is a source of sustainable competitive advantage that empowers firms to salvage competition and achieve sustainable performance.

Descriptive Statistics on Value chain at the surveyed firms

The researcher came up with a number of statements to rate the opinions of the respondents about value chain on a scale of 1 – 5. The captured feedback is presented in table 9 below.

Table 9***Descriptive Statistics on Value Chain at the Surveyed Firms***

	N	Min	Max	Mean	Std. Dev.
Our stockholding is minimized by just-in-time systems and is a source of competitive advantage	244	1	5	3.72	.911
Our operational activities are efficient and add value hence a source of competitive advantage	244	1	5	3.83	.739
Overall, each stage of our value chain is conducted efficiently and effectively to add value hence source of competitive advantage	244	1	5	3.84	.845

Source: Author's Field Survey (2020)

The study findings revealed that the stockholding of the surveyed firms is minimized by just-in-time systems and is a source of competitive advantage since respondents agreed to the statement with a mean of 3.72 and standard deviation of 0.911. This could be rooted in proper inventory management practices instituted by the respective organizations that guide on the demand levels and equally offer guidance on the means of holding appropriate inventory for uninterrupted operations. On the part of the service-based firms that were studied, the revelation could be inspired by tailored operations services management through informed demand forecasts and well-coordinated as well as reliable service providers just helps such to subdue to dangers of over and/or under stocking. Further still, a standard deviation of 0.911 is equally a reflection of moderate variation amongst the opinions gathered from the respondents about the statement and equally an indicator of relatively reliable data.

The results concur with Farooq and Vij (2017) who reasoned that efficient firms will tailor their stocking and production capacities to the estimated demand to over both under and over stocking/production and pilling up of resources.

Results also revealed that the operational activities are efficient and add value hence a source of competitive advantage since respondents were in agreement to the statement with a mean of 3.83 and standard deviation of 0.739. This could probably be attributed to the respective firms having properly defined activities aimed at enhancing internal efficiency by aiding uninterrupted activity flow. For example, the respective firms under study have in place clearly defined organizational structures that align responsibility and create tailored job positions that offer direction to all sections and departments including operations which in turn fosters competitiveness and hence directs efforts towards organizational performance. A standard deviation of 0.739 is further indicator of low variation amongst the opinions gathered from the respondents about the statement which implies relatively higher data reliability. Farooq and Vij (2017) agrees with this position submitting that for a firm to gain an edge over competition, it ought to define mechanisms that stimulate and foster efficiency in its operations so as to remain afloat.

Findings further indicated that on the overall, each stage of the value chain is conducted efficiently and effectively to add value hence source of competitive advantage as respondents agreed to the statement with a mean of 3.84 and standard deviation of 0.845. This might be resulting from the authorities at the respective firms having a holistic understanding of the value chain systems and its augmented features that together propel performance. For example, during identification of the key antecedents to value chain, the structural connections as well as the embedded dynamics, management exhaust all aspects that would prevent the organization from achieving success by ensuring that the rightful parties to the value chain are sourced, oriented and eventually made to rollout the proposed strategy for harnessing organizational performance. With a standard deviation of 0.85, the results indicate a moderate variation amongst the views of the participants about the statement which implies a less effect on data reliability. The results are equally in line with Farooq and Vij (2017) reasoning that

during identification of the key antecedents to value chain, the structural connections as well as the embedded dynamics, management exhaust all aspects that would prevent the organization from achieving success by ensuring that the rightful parties to the value chain are sourced, oriented and eventually made to rollout the proposed strategy for harnessing organizational performance

Descriptive statistics on firm characteristics at the surveyed organizations

The researcher came up with a number of statements to rate the opinions of the respondents about firm characteristics on a scale of 1 – 5. The captured feedback is presented in table 10 below.

Table 10

Descriptive Statistics on Firm Characteristics at the Surveyed Organizations

	N	Min	Max	Mean	Std. Dev.
Our experience is positively related to performance	244	1	5	4.16	.899
Our organizational heritage or age is a moderating variable between strategic innovation and organizational performance	244	1	5	3.88	.805
Our organizational size is a moderator between strategic innovation and organizational performance	244	1	5	3.84	.748
Our advertising expenditure supports our innovation efforts which is a source of competitive advantage	244	1	5	3.63	.808
Our R & D expenditure supports our innovation efforts and is a source of competitive advantage	243	1	5	3.73	.876
The ownership of our organization promotes innovation and is a source of competitive advantage	244	1	5	3.88	.871

Source: Author's Field Survey (2020)

Findings revealed that the experience of respective firms under study is positively related to performance as respondents were in agreement to the statement with a mean of 4.16 and standard deviation of 0.899. This could be attributed to most of the firms under study to value experienced staff as regards their work competences and such attributes could spur satisfactory performance. Precisely put, firms with a highly qualified human capital probably performed satisfactorily while those with less experienced staff had performance challenges. Similarly, there is moderate variation amongst the views of the respondents about the statement indicated by a standard deviation of 0.899 which implies relatively high levels of data reliability.

Results also revealed that organizational heritage or age is a moderating variable between strategic innovation and organizational performance since respondents agreed to the statement with a mean of 3.88 and standard deviation of 0.805. This could be attributed to firms with a rich heritage or a relatively longer business life have probably accumulated resources that could be deployed every time there is need to innovate by engaging into research, investment into high technology or simply attract the best talent in the industry which in turn propels unmatched performance levels. Equally, with a standard deviation of 0.805, the results point to moderate variation amongst the opinions of the respondents about the statement which is a reflection higher reliability levels with regards to the gathered data.

It further emerged that organizational size is a moderator between strategic innovation and organizational performance as respondents were in agreement to the statement with a mean of 3.84 and standard deviation of 0.748. This could probably be hinged on the fact that relatively large organizations have capacity to attract a reasonably large labor force with by default blends skills from various professions and turn offers for high levels of staff interactions, information sharing, knowledge exchange as well as high innovation acumen compared to small sized organizations which culminates into better performance. A standard deviation of 0.805 is a

further indicator of moderate variation amongst the views of the respondents about the statement which implies a relatively high data reliability level.

The study findings further revealed that the advertising expenditure of the respective firms supports innovation efforts which are a source of competitive advantage since the respondents agreed to the statement with a mean of 3.63 and standard deviation 0.808. This could be attributed to the surveyed organizations having a well - articulated budget component that particularly focuses promotion of innovation efforts. For example, there might be investment in advertisement aimed at getting new products and services communicated to the prospective buyers which increases brand awareness and eventually results into high sales volumes for improved organizational performance. There is a moderated variation amongst the views generated from the participants about the statement indicated by a standard deviation of 0.808 which is a reflection of high data reliability.

The results also pointed the fact that the R & D expenditure of the respective firms supports the employed innovation efforts and is a source of competitive advantage since respondents agreed to the statement with a mean of 3.73 and standard deviation of 0.876. This revelation may be premised on the respective organizations under study tailoring the R & D budgets to promoting new, competitive as well as customer friendly products and services that directly result into competitive advantage. Relatedly, a standard deviation of 0.876 points to a moderate variation amongst the views generated from the respondents about the statement and hence high data reliability.

The findings revealed that the ownership of the respective organizations promotes innovation and is a source of competitive advantage since respondents agreed to the statement with a mean of 3.88 and standard deviation of 0.871. This could be attributed to the studied organizations investing in innovation initiatives including supporting staff that come up with ideas that reflect competitiveness. It could also be premised on management promoting

innovation through funding research that is aimed at inventing new and competitive tactics to trading better which fosters competitive advantage. With a standard deviation of 0.871, the results indicate moderate variation amongst the opinions of the respondents about the statement and hence high data reliability.

Descriptive statistics on industry characteristics at the surveyed firms

The researcher came up with a number of statements to rate the opinions of the respondents about industry characteristics on a scale of 1 – 5. The captured feedback is presented in table 11 below.

Table 11

Descriptive Statistics on Industry Characteristics at the Surveyed Firms

	N	Min	Max	Mean	Std. Dev.
Our organization belongs to a sector that promotes innovation and organizational performance	244	2	5	4.09	.676
The level of competitiveness within an industry influences strategy innovation and organizational performance negatively	244	1	5	3.55	1.039
Industry life cycle plays very important role in strategy innovation specifically during emergent stage	244	1	5	3.86	.792
Innovation is very important for competition in high-tech industries where firms are forced to constantly introduce a new product to meet the rapidly changing consumer needs	244	1	5	4.09	.814

Source: Author's Field Survey (2020)

Findings revealed that the respective organizations belong to a sector that promotes innovation and organizational performance as respondents agreed with a mean of 4.09 and standard deviation of 0.676. This could be attributed to a host of the studied organizations

emanating from sectors or industries that are relatively innovative and hence routinely promote innovation to propagate organizational performance. For example, a close look at the demographic statistics indicates that most of the corporations belonged to the telecommunications sector, manufacturing, beverages, transport as well as education which are known to be very innovative aimed at devising means and approaches that have capacity to subdue competition and eventually inform performance. A standard deviation of 0.676 is equally an indicator of moderate variation amongst the views obtained from the respondents about the statement which is a reflection of high data reliability.

It further emerged that the level of competitiveness within an industry influences strategy innovation and organizational performance negatively since respondents agreed to the statement with a mean of 3.55 and a standard deviation of 1.039. This submission could be attributed to the high degree of competition intensity within the respective industries that in turn compels such organizations to invest into innovation through vigorous research so as to define the best strategy that can lead an organization to success. There is however a higher variation amongst the views of the respondents about the statement indicated by a standard deviation of 1.039 which is a revelation of low data reliability.

The findings also revealed that the industry life cycle plays very important role in strategy innovation specifically during emergent stage as respondents were in agreement with a mean of 3.86 and standard deviation of 0.792. This could be premised on the fact that the prospective firms within the respective industries invest into research aimed at exhausting the environmental dynamics that in turn form the basis for the best strategy from the onset of a firm's activities. With a standard deviation of 0.792, the results indicate presence of moderate variation amongst the views generated from the respondents about the statement and hence high levels of reliability of the data.

It was further revealed that innovation is very important for competition in high-tech industries where firms are forced to constantly introduce a new product to meet the rapidly changing consumer needs given respondents' agreement with a mean of 4.09 and standard deviation of 0.814. This could be attributed to most of the surveyed organizations belonging to industries to thrive on investing into technology to be able sustain their operations in a high-tech environment for improved performance. There is equally a moderate variation amongst the views obtained from the respondents about the statement indicated by a standard deviation of 0.814 which is a reflection of higher data reliability.

Descriptive statistics on environmental dynamism at the surveyed firms

The researcher came up with a number of statements to rate the opinions of the respondents about environmental dynamism on a scale of 1 – 5. The captured feedback is presented in table 12 below.

Table 12

Descriptive Statistics on environmental dynamism at the surveyed firms

	N	Min	Max	Mean	Std. Dev.
Our organization conducts macro factors analysis to extract opportunities and minimize threats	244	1	5	3.85	.913
Our organization conducts micro factors analysis and extracts opportunities and minimize threats	244	1	5	3.84	.913
Our organization audits its strengths and weaknesses regularly/annually and extracts strategic advantage profile	244	1	5	4.01	.775

Source: Author's Field Survey (2020)

The study findings revealed that the respective organizations conduct macro factors analysis to extract opportunities and minimize threats as respondents were in agreement with a mean of 3.85 and standard deviation of 0.913. This could probably be attributed to consorted efforts by

the respective organizations to execute thorough external - wide environmental screening aimed at identifying and maximizing opportunities while at the same time profiling the threats so as to devise the best tactics of subduing them. A standard deviation of 0.913 on the other hand points to a moderate variation amongst the views obtained from the participants about the statement which is an implication of high reliability of the collected data.

Results further revealed that the organizations conduct micro factors analysis and extracts opportunities and minimize threats since the respondents were in agreement with a mean of 3.84 and standard deviation of 0.917. This could be premised of the fact the surveyed organizations for the study carryout execute thorough environmental screening within the respective industries they belong a practice aimed at identifying and maximizing opportunities within the industry while at the same time profiling the threats so as to devise the best tactics of subduing them. With a standard deviation of 0.917, there is moderate variation amongst the views obtained from the respondents about the statement which points to high data reliability.

It further emerged that organizations audit their strengths and weaknesses regularly/annually and extracts strategic advantage profile since respondents were in agreement with a mean of 4.01 and standard deviation of 0.775. This revelation might be hinged on the fact that the studied organizations conduct routine performance reviews which facilitate information gathering and feedback from the environment and equally form the basis profiling areas of strength in relation to competition as well as marking areas of weakness that call for immediate action to avert the status quo. Relatedly, a figure of 0.775 as standard deviation is an indicator of moderate variation amongst the views generated from the participants about the statement and hence an implied high level of data reliability.

Descriptive statistics on strategy implementation at the surveyed firms

The researcher came up with a number of statements to rate the opinions of the respondents about strategy implementation on a scale of 1 – 5. The captured feedback is presented in table 13 below.

Table 13

Descriptive Statistics on Strategy Implementation at the Surveyed Firms

	N	Min	Max	Mean	Std. Dev.
Our management supports strategy implementation	244	1	5	4.01	.809
Employees are committed to strategy implementation	243	1	5	4.00	.795
Our staff have the right skills and capability to implements plans	244	1	5	3.94	.832
There is continuous communication during strategy implementation	244	1	5	3.99	.896
We have a detailed plan to implement our activities	244	1	5	3.89	.858
Our reward system is very motivating	244	1	5	3.36	.974

Source: Author's Field Survey (2020)

The findings revealed that management of the studied companies supports strategy implementation as respondents were in agreement to the statement with a mean of 4.01 and standard deviation of 0.809. This might probably be due to the fact that management of the respective firms invests in researcher and development activities for generation of new ideas about customer trends, trending products and services, customer preferences, competition intensity as well as the extent of concentration that together for the basis for the best strategy. Secondly, such organizations could be having heavy budgets to foster implementation of the agreed upon strategy for enhanced organizational performance. A standard deviation of 0.809

further points to moderation variation amongst the opinions of the respondents about the statement and hence a reflection of higher data reliability.

It emerged that employees are committed to strategy implementation as respondents agreed to the statement with a mean of 4.00 and standard deviation 0.795. This could be attributed to the high degree of enthusiasm that the respective employees' exhibit during strategy implementation phase geared towards achieving sustainable organizational performance. Equally, a standard deviation of 0.795 is an indicator of moderate variation regarding the opinions of the respondents about the statement and hence a lesser effect on the reliability of the data.

Results also revealed that staff of respective organizations has the right skills and capability to implement plans since respondents agreed with a mean of 3.94 and a standard deviation of 0.832. This could be attributed to presence of well – functioning HR departments capable of recruiting the best talent with ability and capacity to implement plans successfully. Equally, the respective organizations could probably be hubs of technical personnel regard the function of strategy implementation and thus organizational staffs ably implement plans. Variations amongst the views of the participants about the statement appear to be moderate given a standard deviation of 0.832 which makes the data more reliable.

The study findings also indicated that there is continuous communication during strategy implementation as respondents agreed to the statement with a mean of 3.99 and a standard deviation of 0.896. This could be premised on well-established communication structures rooted in clear organizational structures that provide a framework for clear and effective communication of the any step in the strategy implementation plan. Equally, the organizations could be having focal persons charged with responsibility of communicating the implementation phase of the adopted strategy for improved performance. With a standard

deviation of 0.896, variation amongst the opinions of the respondents about the statement is moderate and hence data reliability is deemed high.

Results further indicated that organizations have a detailed plan to implement their activities with a mean of 3.89 and standard deviation 0.858. This could probably be stemming from the fact that the surveyed organizations in this study have technical teams responsible for the strategic management function through strategy generation, implementation as well strategy monitoring and review that in turn aligns all actions towards organizational performance. Similarly, there is moderate variation amongst the views of the respondents about the statement indicated by a standard deviation of 0.858 which is a reflection of high data reliability.

It however emerged that respondents were indifferent on whether the reward systems of the respective organizations were very motivating as respondents were not sure with a mean of 3.36 and a standard deviation of 0.974. This could be stemming from the mixed feedback surrounding reward packages of the organizations under the study that probably cost these firms their key staff to competition and that even with efforts to revamp the existing reward systems, employee performance hardly changes characterized by high attrition rates, huge volumes of error and low staff productivity among others. On the other hand, there is relatively moderate variation amongst the opinions generated from the respondents about the statement indicated by a standard deviation of 0.974 which is believed to have a less impact on data reliability.

The table 14 below presents average mean and average standard deviation generated from all statements under each moderating variable.

Table 14*Average Mean and Average Standard Deviation*

Moderating Variables	Average of mean	Average of SD
Organization Culture	3.87	0.87
Value Chain	3.80	0.83
Firm Characteristics	3.85	0.83
Industry Characteristics	3.90	0.83
Environmental Dynamism	3.90	0.87
Strategy Implementation	3.87	0.86
Average of average of mean	3.87	0.85

Source: Auther's Field Survey (2020)

While the mean averages on the respondents' agreement to the statements on the questionnaire were all neutral, the average standard deviations indicated moderate impact on data reliability. As explained earlier, these responses on moderating variables indicated that respondents were all in agreement that strategy innovation is driven by all the tenets of the moderating variables stated in the questionnaire. These variables play a major role and act as a source of sustainable competitive advantage to firms thus promoting performance and overall growth of the organizations (Latifi & Bouwman, 2018).

Descriptive Statistics on Mediating Variables

Just like it was the case for the moderating variables; at a univariate level, the researcher generated descriptive statistics on all mediating variables by generating mean and standard deviations on the formulated statements under each variable. While, the researcher formulated several statements on which respondents could rate their opinions on a scale of 1 – 5 as captured in the subsequent tables under this section, interpreting the mean and standard deviation were

redefined. In here, to interpret the mean, the researcher adopted a five-point scale of 1 – 5 (1.00 – 1.79 = Strongly Disagree, 1.8 – 2.59 = Disagree, 2.6 – 3.39 = Neutral, 3.4 – 4.19 = Agree, 4.2 – 5.0 = Strongly Agree). This was in accordance with (Asenahabi, 2019a) who suggested scale redefinition as means of averting data outliers and giving credence to the descriptive data. Relatedly the researcher interpreted the standard deviation based on (Almalki, 2016) who recommended that 1 -1.5 = High Variation and Low reliability; 0.5 – 0.99 = Low variation and Moderate reliability as well as 0 – 0.49 = Low variation and High reliability.

Descriptive Statistics on Efficiency Growth at the surveyed companies

The researcher came up with a number of statements to rate the opinions of the respondents about efficiency growth on a scale of 1 – 5. The captured feedback is presented in table 15 below.

Table 15

Descriptive Statistics on Efficiency Growth at the Surveyed Companies

	N	Min	Max	Mean	Std. Dev.
We adopt new partnerships such as outsourcing to gain efficiency	244	1	5	3.84	.952
We focus on cost reduction mechanisms including reduction in inventory costs and marketing spend	244	2	5	3.94	.789
Our overall productivity is improving continuously	244	1	5	3.90	.828
Our turnaround time to market is drastically reducing	244	1	5	3.73	.955

Source: Author's Field Survey (2020)

It emerged that organizations adopt new partnerships such as outsourcing to gain efficiency as respondents agreed with a mean of 3.84 and standard deviation of 0.952. This could probably be attributed to the respective organizations having well equipped human capital management

teams that make routine reviews of staff capabilities and equally make assessments of which skills can be sourced from the leading players in the industry to spur performance. Equally, the firms could be investing funds into benchmarking the best practices for improved performance and hence end adopting partnerships. There is equally moderate variation amongst the views generated from the respondents about the statement indicated by a standard deviation of 0.952 which is a reflection of high data reliability.

Results further revealed that organizations focus on cost reduction mechanisms including reduction in inventory costs and marketing spend since respondents were in agreement to the statement with a mean of 3.94 and standard deviation of 0.789. This could be stemming from the fact that the respective organizations under study invest in the most efficient inventory management and control systems such as J.I.T and E. O.Q to management the investment in inventory and equally using the cheaper methods of marketing communication such as social media to engage with the public which in turn lowers the costs and improve efficiency. A standard deviation of 0.789 is similarly a reflection of moderate variation regarding the respondents' opinions about the statement and hence a reflection of higher data reliability.

The study findings also revealed that the respective organizations' overall productivity is improving continuously as respondents agreed to the statement with a mean of 3.90 and standard deviation of 0.828. This could probably be premised on the evidenced consistent improvement in organizational productivity witnessed through increase in staff productivity, minimal errors and perhaps swifter process that together point to improvement in productivity. With a standard deviation of 0.828, the results point to a moderate variation amongst the views gathered from the participants about the statement and hence an indicator of higher levels as regards the reliability of the data.

It was further revealed that the respective organizations' turnaround time to market is drastically reducing as respondents agreed to the statement with a mean of 3.73 and standard

deviation of 0.955. This could be attributed to improvement in overall efficiency regarding the key activities, processes and decisions within the respective organizations that together drive improvement in turnaround time. There is equally a moderate variation regarding the opinions of the respondents about the statement indicated by a standard deviation of 0.955 which points to a less effect on data reliability.

Descriptive Statistics on Revenue Growth at the studied companies

The researcher came up with a number of statements to rate the opinions of the respondents about revenue growth on a scale of 1 – 5. The captured feedback is presented in table 16 below.

Table 16

Descriptive Statistics on Revenue Growth at the Studied Companies

	N	Min	Max	Mean	Std. Dev.
New customers grantee us growth	243	2	5	4.02	.760
New markets are a source of growth	242	2	5	4.08	.668
We engage our customers in order to build loyalty	243	2	5	3.99	.766

Source: Author's Field Survey (2020)

Results indicated that new customers guarantee revenue growth for the respective firms as respondents agreed to the statement with a mean of 4.02 and standard deviation of 0.760. This revelation could be probably premised on the fact that every time admits a new customer, the chances of growing its sales increase and consequently growth in revenue. Thus, strategy innovation at the respective firms is probably geared towards attracting new customers to the companies' offers to increase revenue. There is equally a moderate variation regarding the views generated from the respondents about the statement indicated by a standard deviation of 0.76 which is a reflection of high levels of data reliability.

It further emerged that new markets are a source of growth as respondents were in agreement to the statement with a mean of 4.08 and standard deviation of 0.668. This could be attributed to new markets bringing along with them new customers that pool efforts towards increasing sales revenue which eventually has an influence on organizational performance. A standard deviation of 0.668 is equally an indicator of moderate variation amongst the opinions of the respondents about the statement and hence a reflection of high data reliability.

Results also revealed that organizations engage with customers in order to build loyalty as respondents were in agreement with a mean of 3.99 and standard deviation of 0.766. This could be attributed to established platforms through which the respective organizations reach their customers and even get customer feedback about several aspects including those that affect their relationship with these organizations. For example, a host of organizations have embarked on use social media to execute market communication on one hand and also engage with customers on the other hand with both actions being geared towards improved organizational performance.

Descriptive statistics on organizational capabilities at the surveyed organizations

The researcher came up with a number of statements to rate the opinions of the respondents about organizational capabilities on a scale of 1 – 5. The captured feedback is presented in table 17 below.

Table 17*Descriptive Statistics on Organizational Capabilities*

	N	Min	Max	Mean	Std. Dev.
Our staff has opportunity to innovate	243	1	5	3.98	.820
We orient our staff through an entrepreneurship culture	244	1	5	3.79	.871
Our organizational learning is a source of information and knowledge	244	2	5	4.07	.714

Source: Author's Field Survey (2020)

Results revealed that staff of respective organizations has opportunity to innovate as respondents were in agreement with a mean of 3.98 and standard deviation of 0.820. This could be attributed to the studied organizations challenging their staff to come up with the best competitive yet customer focused initiatives to spur performance. Equally, staff could be engaged into research and development activities that enhance their innovative acumen for improved activity and consequently high levels of organizational performance. There is also a relatively moderate variation amongst the views of the respondents about the statement which in turn reflects high data reliability.

Table 18*Summary of Descriptive Statistics on Mediating Variables*

Mediating Variables	Mean	Standard deviation
Efficiency growth	3.85	0.881
Revenue growth	4.03	0.731
Organizational capabilities	3.95	0.802
Average	3.94	0.805

Source: Author's Field Survey (2020)

The table 18 above indicates average mean and average standard deviation for all the responses on mediating variables (efficiency growth, revenue growth and organizational capabilities).

The average mean of 3.94 implied moderate variations regarding the views generated from the respondents about the statements which also yielded a standard deviation of 0.805 reflecting high levels of data reliability and validity.

Descriptive Statistics on Organizational Performance

At a univariate level, the mean and standard deviation were generated against formulated statements under each variable. While, the researcher formulated several statements on which respondents could rate their opinions on a scale of 1 – 5 as captured in the subsequent tables under this section, interpreting the mean and standard deviation were redefined. In here, to interpret the mean, the researcher adopted a five-point scale of 1 – 5 (1.00 – 1.79 = Strongly Disagree, 1.8 – 2.59 = Disagree, 2.6 – 3.39 = Neutral, 3.4 – 4.19 = Agree, 4.2 – 5.0 = Strongly Agree). This was in accordance with (Asenahabi, 2019a) who suggested scale redefinition as means of averting data outliers and giving credence to the descriptive data. Relatedly the researcher interpreted the standard deviation based on (Almalki, 2016) who recommendation that 1 -1.5 = High Variation and Low reliability; 0.5 – 0.99 = Low variation and Moderate reliability as well as 0 – 0.49 = Low variation and high reliability.

Table 19*Descriptive Statistics on Organizational Performance at the Studied Organizations*

	N	Min	Max	Mean	Std. Dev.
Organizations practicing strategic innovation benefit from improved financial performance	244	2	5	3.99	.756
Our organizational growth is attributed to strategic innovation	243	2	5	3.93	.762
Strategic innovation has improved our customer performance and market share	244	2	5	3.85	.820
Strategic innovation has improved our internal processes	244	1	5	3.89	.892
Strategic innovation has improved our learning and knowledge	243	1	5	4.00	.785
Our organization has achieved good reputation	244	1	5	3.92	.903
Sustainable innovation implies good organizational performance	244	2	5	4.19	.821

Source: Author's Field Survey (2020)

From table 19 above, inquiry into whether the organizations that practiced strategic innovation benefitted improved financial performance revealed a mean response of 3.99 and standard deviation of 0.756 implying that majority of the respondents agreed with the statement that the organizations that practiced strategic innovation benefitted from improved financial performance. However, the standard deviation showed that there were high variations and low reliability in the respondents' responses. The findings are consistent with Dogan (2017) who concluded that organizations playing in the same industry achieve market leadership by exerting superior performance than their competitors; they achieve this by minimizing traditional competitive mentality used as a benchmark. Additionally, firms render their

competitors irrelevant by minimizing strategy imitation hence offering fundamentally new and superior value to their customers.

Furthermore, regarding whether the organizational growth was attributed to strategic innovation resulted into a mean response of 3.93 and standard deviation of 0.762 implying that majority of the respondents agreed that organizational growth was attributed to strategic innovation. However, the standard deviation showed that there were high variations and low reliability in the respondents' responses. The findings are in agreement with Dicevskaa et al. (2016) who concluded that strategic innovation in any organization irrespective of the type and nature of innovation would spur high levels of organizational performance.

Also, inquiry into whether strategic innovation has improved the organizations' customer performance and market share resulted into a mean response of 3.85 and standard deviation of 0.82, implying that majority of the respondents agreed with the statement that strategic innovation has improved the organizations' customer performance and market share. However, the standard deviation showed that there was high variation and low reliability in the respondents' views. The results concur with Karabulut (2015) observing that innovation is "the intentional introduction and application within a role, group, or organization, of ideas, process, products or procedures, new to the relevant unit of adoption, designed to significantly benefit the individual, group, or wider society.

Furthermore, regarding whether strategic innovation had improved the organizations' internal processes resulted into a mean response of 3.89 and standard deviation of 0.892 implying that majority of the respondents agreed with the statement that strategic innovation had improved the organizations' internal processes. The standard deviation showed that there was high variation and low reliability in the respondents' views. The results are consistent with Byukusenge and Munene (2017) who concluded that innovatoion is important in translating a

discovery into a good, service, and markets; establishing new management system that makes value to meet and satisfy customer needs and wants and consequently catalyzing organizational performance.

Concerning whether strategic innovation has improved the organizations' learning and knowledge resulted into a mean response of 4.00 and standard deviation of 0.785, implying that majority of the respondents agreed that strategic innovation has improved the organizations' learning and knowledge. However, the standard deviation showed that there was high variation and low reliability in the respondents' views. The findings are however consistent with Kodama and Shibata (2013) who submitted that strategic innovation is paramount in the realization of strategic change in both the corporate system and in products, services, and business models.

Also, an inquiry into whether the organizations have achieved good reputation resulted into a mean response of 3.92 and standard deviation of 0.903, implying that majority of the respondents agreed with the statement that the organizations have achieved good reputation. However, the standard deviation showed that there was high variation and low reliability in the respondents' views. The findings are in line with Kataria (2013) opining that strategic innovation entails a deliberate learning mechanisms, entrepreneurial leadership and diversified TMT's are strong stimulators of organizations to inform performance.

Besides, an inquiry into whether sustainable innovation implied good organizational performance revealed a mean response of 4.19 and standard deviation of 0.821, which implies that majority of the respondents agreed with the statement that sustainable innovation implied good organizational performance. There results in agreement with Latifi and Bouwman (2018) reasoning that strategic innovation is a very important dimension organizations practice to respond to changes in the macro-level environmental factors such as regulations, laws,

economic, social, cultural, technological, environmental, and ethical factors; and as well as other changes that occur in the micro-level environment such as competition, consumer trends, suppliers, and developments in the international environment.

Correlation Statistics

Correlations were performed to help the researcher establish the type and nature of relationships that existed between the strategic innovation, measures of strategy innovation and the organizational performance. To achieve this, the researcher performed Pearson's two tail statistics on strategy innovation, incremental strategic innovation as well as disruptive strategic innovation and how these variables related with organizational performance at the studied companies. The generated results are as presented in the following sections below.

Correlations Between Strategic Innovation and Organizational Performance

When the researcher ran Pearson's two tail correlation statistics between strategic innovation and organizational performance, the results presented in table 20 were generated.

Table 20***Correlations Between Strategic Innovation and Organizational Performance***

		Strategic Innovation	Organization Performance
Strategic Innovation	Pearson Correlation	1	.850**
	Sig. (2-tailed)		.000
	N	242	241
Organization Performance	Pearson Correlation	.850**	1
	Sig. (2-tailed)	.000	
	N	241	242

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

From table 20 above, the results indicate that there is a strong positive relationship between strategy innovation and organizational performance which is expressed by a coefficient of $r = 0.850^{**}$; $p = 0.000$. The results therefore point to the fact that when strategy innovation changes by 1 unit, organizational performance changes by 0.850 but in the same direction. The results are in agreement with Kataria (2013), Afonso and Vieira (2012), Kariuki (2014) as well as Latifi and Bouwman (2018) whose works revealed existence of a positive strong and significant association between strategic innovation and organizational performance.

Correlations between Innovation Strategies and Organizational Performance

Upon the researcher running Pearson's two tail correlation statistic between Innovation Strategies and Organizational Performance, the results presented in table 21 were generated.

Table 21***Correlations Between Innovation Strategies and Organizational Performance***

		Incremental Strategic Innovation	Disruptive Innovation	Strategic Organization Performance
Incremental Innovation	Pearson Correlation	1	.728**	.839**
	Sig. (2-tailed)		.000	.000
	N	242	235	241
Disruptive Innovation	Pearson Correlation	.728**	1	.660**
	Sig. (2-tailed)	.000		.000
	N	235	237	235
Organization Performance	Pearson Correlation	.839**	.660**	1
	Sig. (2-tailed)	.000	.000	
	N	241	235	242

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

Correlations between incremental strategic innovation and organizational performance

The results contained in table 4.17 above indicate that there is a strong positive relationship between incremental strategic innovation and organizational performance which is expressed by a coefficient of $r = 0.839^{**}$; $p = 0.000$. The results therefore point to the fact that when incremental strategic innovation changes by 1 unit, organizational performance changes by 0.850 but in the same direction. The results are in agreement with Ahn et al. (2015), Felizardo et al. (2017), and Kataria (2013) whose works revealed existence of a positive strong and significant association between incremental strategic innovation and organization performance.

Correlations between disruptive strategic innovation and performance

The results contained in table 4.15 above indicate that there is a strong positive relationship between disruptive strategic innovation and organizational performance which is expressed by a coefficient of $r = 0.660^{**}$; $p = 0.000$. The results therefore point to the fact that when disruptive strategic innovation changes by one (1) unit, organizational performance changes by 0.850 but in the same direction. The results are in agreement with Kataria (2013) whose works revealed existence of a strong positive and significant association between disruptive strategic innovation and organizational performance. Accordingly, both incremental and disruptive strategic innovation types are sources of competitive advantage, however, disruptive innovation disrupts existing markets, introduces new products to existing markets and exploits new markets while creating monopolistic state in business within the industry (Kataria, 2013; Latifi & Bouwman, 2018; Karabulut, 2015).

Regression Analysis

Having ascertained the relationships that exist between the study variables, the researcher went on to perform regression analysis so as to investigate the effect of the strategic innovation on organizational performance at studied companies. Thus, when multiple regressions were run, the results summarized in the subsequent tables below were obtained.

Table 22

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.659	.656	.52211903

a. Predictors: (Constant), Disruptive Strategic Innovation, Incremental Strategic Innovation

From table 22 above, the results indicate that the strategic innovation rooted in both incremental and disruptive strategic innovation at the studied companies explains 65.6% of the variation in organizational performance while the remaining 34.4% is explained by other factors such as the moderating and mediating variables adopted in the study as well as those other factors that the current study probably didn't examine. This position could further linked to the fact that innovation eliminates the wider room for error and allows an organization to test a host of tactics that work towards achieving improvements in performance. It could also be due the fact that when an organization surpasses traditional planning methods to develop a strategy, new products and process improvement and takes an externally-focused, exploratory approach that challenges the status quo and creatively inspires new thinking, performance of such an organization will improve positively. Further still, a positive significant prediction of organizational performance from incremental strategic innovation could be premise on the fact that when an organizations leadership supports and actively drives a collaborative culture that encourages different departments working cross-functionally to identify and develop innovative insights. At the same time, when organization has a systematic process for actively monitoring and exploring emerging trends and developing alternative scenarios that represent either threats or opportunities, it will stir its performance. The findings therefore imply that strategy innovation is a strong and significant in predicting organizational performance at the respective organizations. The results are consistenet with all submitting that strategic innovation is a positive strong and significant predictor of organizational performance at all levels (Ahn et al., 2015; Felizardo et al., 2017; Karabulut, 2015; Latifi & Bouwman, 2018).

Table 23***Regression Coefficients^a***

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1 (Constant)	.033	.034		.962	1.000
Incremental Strategic Innovation	.663	.054	.691	12.345	.000
Disruptive Strategic Innovation	.139	.050	.157	2.804	.005

a. Dependent Variable: Organization Performance

The outcomes contained in table 23 above reveal that all the studied tenets of strategy innovation positively affect performance of studied firms. In particular, incremental strategic innovation affects performance of organizations by $\beta = 0.691$; $p = 0.000$ while disruptive strategic innovation affects organizational performance by $\beta = 0.157$; $p = 0.000$. The results thus imply that incremental strategic innovation has the highest contribution to organizational performance reflected by a 69.1% while disruptive strategic innovation has a low contribution of 15.7% towards organizational performance of surveyed companies.

A positive and significant prediction of organizational performance by incremental strategic innovation could be attributed to the fact that when done in phases, this form of innovation eliminates the wider room for error and allows an organization to test a host of tactics that work towards achieving improvements in performance. It could also be due the fact that when an organization surpasses traditional planning methods to develop a strategy, new products and process improvement and takes an externally-focused, exploratory approach that challenges

the status quo and creatively inspires new thinking, performance of such an organization will improve positively. Results are in agreement with Karabulut (2015) and Latifi and Bouwman (2018) all submitting that incremental strategic innovation is a strong positive predictor of organizational performance.

Furthermore, a positive significant prediction of organizational performance from incremental strategic innovation could be premise on the fact that when an organizations leadership supports and actively drives a collaborative culture that encourages different departments working cross-functionally to identify and develop innovative insights. At the same time, when organization has a systematic process for actively monitoring and exploring emerging trends and developing alternative scenarios that represent either threats or opportunities, it will stir its performance. Results are consistent with all submitting that disruptive strategic innovation despite a positive prediction power, the variable is insignificant in explain organizational performance (Ahn et al., 2015; Felizardo et al., 2017).

Conclusion

The researcher drawing from both correlation and regression results concludes that while all the studied tenets of the strategic innovation are positively related with and equally positively affect organizational performance, incremental strategic innovation has the highest effect on organizational performance and that strategic innovation is a strong predictor of organizational performance. Accordingly, it is only the magnitude or the degree of relationship and effect that differs for all the three predictor variables.

Qualitative Data Analysis (QDA)

In chapter 3, it was stated that this study largely adopted a positivist research paradigm to establish the effects of strategic innovation on organizational performance and has been complimented with the application of qualitative research approach. The impirical analysis of

quantitative data has been conducted very rigorously in the previous section of this chapter where the relationship between the independent variables and organizational performance has been immensely revealed. Moreover, the effects of each variable on organizational performance has been established.

As already recommended in chapter 3, interpretive and deductive data analyses techniques were chosen as the most appropriate, cost effective and sufficient to explore the remaining research question ‘what challenges are faced by organizations when using strategy innovation to promote organizational performance?’ Almalki (2016) recommends this approach to qualitative data analysis because of the following reasons: the qualitative research is a smaller component of the previous quantitative research approach conducted; the data has been easily grouped using research questions formulated in the interview guide and similarities and differences have been established; and finally, the resources and time is limited for other qualitative data analysis approaches to be used.

Having engaged the key participants into scheduled interviews, the researcher was able to engage five participants on face-to-face interviews and three participants on telephone interviews due to the outbreak of COVID-19 pandemic. The telephone interviews aided social distancing as recommended by ministry of health as a way of subduing the spread of COVID-19. Therefore, a total of eight participants responded to the seven questions contained in the interview schedule. The majority of participants provided similar views while others gave different views to the same questions. These questions regarded as themes were answered as follows:

Theme 1: What factors influence organizational performance?

This question being broad and open in nature was asked to every individual participant to outline some factors influencing performance in their respective organizations. The common

responses expressed by a majority of the respondents were summarized and included the following factors: team effectiveness, effective leadership styles, e-leadership, conflict resolution, good managerial skills, employee satisfaction, dynamic capabilities and competencies, adequate working capital, environmental factors, effective strategies, and change management.

Team effectiveness

Participants revealed that one of their first tasks is often to develop effective teams to deliver organizational programs. Because of the increasing complexity of organizational tasks, flattening organizational structures, and the effect of globalization, organizations have adopted teamwork as the best approach to tackle assignments or programs (Northouse, 2016). By definition, a team is a group of members who are interdependent, work collectively, and who must coordinate their activities to accomplish shared goals (Northouse, 2016). Furthermore, Singh and Muncherji (2007) define a team as a building block of any organization.

Teams' effectiveness can be measured in terms of their functions that include: formation of team objectives, team building, managing meetings, decision-making, implementation of decisions and provision for a health working environment (Singh & Muncherji, 2007). In a typical organizations, these teams include: executive teams, management teams, project teams, brand teams, sales teams, marketing teams, production teams, quality teams and improvement teams (Northouse, 2016).

Participants testified that team spirit is a source of competitive advantage that simplifies work through benefits of synergy. According to Parker (1990) as cited in Northouse (2016), effective teams are sources of competitive advantage that benefits organizations in the following ways: more effective use of resources, greater productivity, better quality products, better decision making, greater innovation and creativity.

Therefore, leadership of teams is necessary to ensure that planning how scarce resources are utilized, implementation of activities and evaluation of activities is made possible since tasks are assigned to particular teams to deliver. In this regard division of labor is achieved and specialization whose benefits are immense such as efficiency, time saving, and minimization of costs (Northouse, 2016; Singh & Muncherji, 2007).

Accordingly, managers have developed strategic decision models to reveal different decisions they should make to improve their effectiveness; this model asks what type of action or intervention should be used?; at what level should the intervention be targeted?; and what leadership function should be implemented to improve team functioning? (Northouse, 2016). Once all these questions are answered, then team effectiveness can be guaranteed.

Effective leadership styles

Some gatekeepers revealed that effective leadership styles were key determinants of conducive OA and OC because employees perform better when inspired and influenced by the leadership style practiced by the leader. According to Phankhong et al. (2017) leadership is a “process of influencing others for the purpose of performing a shared task. Leaders who impact on followers emotionally build moral ethical behavior on them to achieve organizational goals (Northouse, 2016). Antonakis (2012) as cited in Northouse (2016) contends that transformational leadership also known as visionary leadership style is very popular in generating morale ethical behavior among employees.

Visionary leadership – Some CEOs interated that visionary or transformational leadership plays a central role in achieving exceptional performance of their organizations. The emphasis on clarity of the organizational vision and mission to the entire staff was emphasized as a critical factor to good performance. Furthermore, visionary leadership was described not only as inspirational but also influenced employees to feel sense of ownership for the business and

more valued as stakeholders through shared vision communication (Al - Maanil et al., 2019). According to Northouse (2016), “transformational leadership moves followers to accomplish more tasks than what is usually expected of them”. This implies that the team gains high motivation and energy required to achieve organizational goals and their own personal development.

Many authors have conducted various studies on transformational leadership and observed that idealized influence, individualized consideration, inspirational motivation and intellectual stimulation were positively related to acquisition, acceptance, performance, and job satisfaction (Rowold & Heinitz; Nemanich & Keller, 2007 all cited in Northouse, 2016). Accordingly, leadership has been positioned as the main driver of change management hence strategic innovation as a whole (Carnall, 2007). Additionally, Bryman (1992) as cited in Hartog et al. (1997) agrees that inspirational, charismatic or visionary leadership possesses some similarities with the concepts of transformational leadership. This implies transformational leadership is backed by effective communication on the direction the business is steered by the organization’s vision and the mission (Al - Maanil et al., 2019). Once this is achieved, the followers remain self-driven and focused to achieve agreed performance objectives.

On the contrary, transactional leadership does not individualize the needs of followers in terms of personal development but rather exchanges things of value such as incentives with followers to pursue their leader’s agenda and their own interests if any (Kuhnert, 1994 cited Northouse, 2016). In contrast, transactional leadership style can be costly and unsustainable because it goes with incentives, bonuses, increased employee remuneration, and promotions which are tagged to unsustainable performance because resources are scarce. Relatedly, punishments on the other hand are likely to increase staff turnover whereas transformational

leadership requires brilliancy and enthusiasm of the leader as regards engaging and inspiring followers to meet their employer's expectations as well as their own personal development.

Othman et al. (2013) conclude that both transformational and transactional leadership styles have a positive relationship with employee commitment, and in fact leaders who demonstrate enthusiasm, shared vision, accomplishments recognition, and promote creativity and innovation indirectly encourage their subordinates to serve their organizations for a long time hence minimizing staff turnover. Conclusively, Bass (1985) and Waldman et al. (1990) and Avolio et al. (1999) as cited in Xenikou (2017) contend that transformational and transactional leadership styles compliment on each other to achieve organizational effectiveness and growth.

Moreover, participants explained that they gave balanced feedback to their staff on regular basis which improved their overall performance. This is supported by Northouse (2016) who explains that leaders who practiced Management-by-Exception by offering both positive feedback and corrective criticism including negative reinforcement were successful in achieving their objectives. This practice of leadership involves a leader taking a back seat and actively and passively watches over followers on the manner they execute their daily tasks including the way they offer customer service to customers and promptly correct them (Northouse, 2016).

Northouse (2016) outlined key characteristics of transformational leadership that include: a clear vision of business future ; social architects of their organizations which means that leaders form shared meanings staff sustained with the business through effective communication of shared values; building trust by being very clear and reliable in all situations; and finally, transformational leaders apply creative deployment of self through positive self-regard, confidence and trust to achieve high results.

Furthermore, participants attributed their good performance to trust and honesty exhibited by them as leaders. They termed it authentic leadership which Northouse (2016) described as leadership employees can trust and that exhibits honesty. Accordingly, corporate scandals worldwide such as Worldcom, Enron and massive corruption leading to many failures in the banking sector have generated fear and lack of trust among various stakeholders; subsequently, the demand for authentic leaders is currently on the rise (Northouse, 2016). Therefore, according to Northouse (2016) and Al - Maanil et al. (2019), authentic leadership involves trusted and honest interactions between leaders and their followers. Today, this practice is of paramount importance because it generates high results.

Leadership behaviours – Some of the participants shared their leadership behaviours which they said were dependent on the experience of the followers. The manager may demonstrate directive, supportive, participative, and follower motivation which leads to follower productivity, goal achievement and job satisfaction (Northouse, 2016).

Directive leadership – Participants acknowledged use of directive leadership style which they said is applied on new staff who are not familiar with the assigned tasks. These staff members are usually new in the role and may not be able to make independent decisions or judgement required to execute certain tasks. According to Northouse (2016), the leader simply instructs the follower to do what is expected of them, how to do it and the time expected to finish the task. In other words this is situational leadership approach of “telling” the junior subordinate to do the assignment assigned (Northouse, 2016).

Supportive leadership behavior – This behavior of leadership builds friendship with followers for which the leader becomes approachable, helpful towards the well-being and the needs of the followers. According to Northouse (2016), followers are treated pleasantly and

respectfully by their leaders. Accordingly, the leader provides supportive advice or solutions including counselling and tools necessary for the work to be done.

Participatory leadership – The aspect of participatory leadership that leads to joint decision making by the leader and their followers within an organization was expressed by participants as very important aspect for business success. Leaders who consult their followers before making a final decision are considered more respectful and successful than those who do not consult their teams.

According to Simani et al. (2017), participative leadership is the act of deciding jointly or shared influence for deciding between the superiors and the reports. Therefore, this leadership style is about sharing power and allocating decision making authority (Simani et al., 2017b). Furthermore, this style of leadership promotes innovation by identifying new opportunities and generating new information; therefore it is very critical in strategic innovation efforts to influence organizational performance (Northouse, 2016; Simani et al., 2017b).

Chen and Tjosvold (2006) as cited in Simani et al. (2017) posit that participative leaders consider opinions of the subordinates by consulting and asking for suggestions from them. Essentially, participatory leadership behaviour drives change-oriented organizational citizenship behavior and positively impacts on subordinates intrinsic motivation which drives performance positively since decision making is shared with top leaders (Simani et al., 2017b).

Follower motivation – According to (Northouse, 2016), the leader exhibits high levels of confidence establishing high levels of confidence and high standards of excellence while seeking for continuous improvement that builds on achievement of their ambitious goals. It is important to note that leadership styles are related to different team settings formed by leaders (Billing, 2015).

E-leadership

Some participants suggested that e-leadership was one of the factors influencing performance in their organization. Since digitalization has been able to convert and rely information from analogue to the digital format, the leadership role has been transformed by technology (Khan, 2016). According to Banal (2008), the application of technology on leadership has altered the information flow pattern, how it is acquired, interpreted, stored, and disseminated; this in turn has altered the way followers are influenced and how organizations make decisions. Additionally, Banal (2008) explains that IT has impacted so much on access to information and media since the greater workforce is already connected and easy to reach and touch more indelibly than before.

E-leadership as defined by Avolio and Kahai (2003) cited in Iriqat and Khalaf (2017) is “a dynamic, robust system embedded within a large organization system”. According to Hani (2001) as cited in Khawaj (n.d), IT and in particular the internet plays a great role of linking e-leadership which occurs in the context of e-environment. Just like leadership, e-leadership plays a central role of coordinating teams and specifically virtual teams.

The social media such as WhatsApp, Facebook, Twitter, and LinkedIn are today playing a great role in facilitating the e-leaders in disseminating information in form of messages to followers who interpret the messages faster and provide feedback (Gruber et al., 2015; Sweetser & Keller, 2011). While Sweetser and Keller (2011) contend that e-leader should put keen interest in selecting which social media to use especially by identifying the social media preferred by most enthusiasts and PR practitioners.

Although e-leadership is currently enjoying the evolution of IT, it has left a number of challenges to users of traditional leadership including application of old responses to new challenges which are not applicable. However, they are left with no option but to become e-

leaders who can influence their followers effectively. Accordingly, companies without organizational infrastructure cannot much the pace as technology becomes the main driver of change. Moreover, these challenges have left leaders unable to use and integrate the tools to fit into the existing business process and culture (Lynn Pulley & Sessa, 2001).

According to Lynn Pulley and Sessa (2001), the adaptation of e-leadership from traditional leadership skills adds a layer of complexity which has never been in existence before. Hence, these paradoxes have stretched the capacities of leaders to the extent of failing to choose between the two mutually exclusive alternatives. These challenges demand responses and actions swiftly while complexity demands for the capacity to pay attention to the nuance (Drath et al., 2001 as cited in Lynn Pulley & Sessa, 2001).

In sum, leaders should adopt e-leadership and transform their industrial approach of working to new information technologies era of working by adapting to the new e-environment to fit in thereby benefitting from the latest technologies.

Conflict resolution

Participants sighted that it is important to maintain a collaborative working environment where staff support each other by sharing ideas and tacit knowledge. In practice, conflicts within organizations have resulted into both positive and negative effects. Although conflicts have created disharmony among employees, it has yielded positive outcomes including promotion of innovation and creativity, great learning experience at personal level. Additionally, and according to Oladosu Abiodun (2014), conflicts can be used to stimulate and motivate workers to perform better, and is capable of satisfying employees psychologically then they become aggressive, dominant, ego hence giving an opportunity for constructive use and release of aggressive urges.

On the other hand, conflicts have caused negative impacts to employees for instance work anxiety, frustration, lack of interest to work, job dissatisfaction, inattentiveness to other things, alienation from others of which excessive alcoholism, smoking, over and under eating, decreased communication and resisting influence attempts. In fact organizations holding many conflicts amongst staff may experience high labor turnover as a result of unresolved conflicts.

Therefore, conflicts should be resolved by managers and business leaders by; first define the problem and frame it in their own language by making inquiries, collect more information,, suggesting possible solutions, and negotiating (Azigwe et al., 2016). Manager therefore, require basic skills, knowledge and experience to be able to resolve the conflicts (Oladosu & Abiodun, 2014).

Good Managerial Skills

Participants hinted that good leadership alone was not enough to drive performance but good managerial skills too were very important as well. Effective implementation of management functions such as forecasting, planning, leading, controlling, directing, coordinating, organizing, budgeting, and staffing are critical to achieving high performance. Therefore, it is true to conclude that both managing and leading involves influencing, persuading or winning people's hearts to deliver exceptional results. Notably, leading is one of the management functions which implies that leadership is a subset of management.

It is therefore clear that no leader can be successful without management skills which are required for controlling and regulating scarce resources to achieve good outcomes. In a nutshell, operational excellence in organizations can only be achieved through effective management of programs.

Employee Satisfaction

Participants revealed that employee satisfaction was responsible for generating morale among their staff members which subsequently boosts performance in their organizations. Moreover, participants iterated that employees' morale and satisfaction are generated by favorable factors such as recognition at work place, salary increase, bonus pay, promotions at work, good leadership by Top Management Team (TMT), quality products, organizational atmosphere (OA), organizational culture (OC), and training, coaching and mentoring. Culture is that intangible part of the organization that binds it together and includes shared beliefs, behavior, assumptions, work ethics (Rutherford, 2001 cited in Suhag et al., 2017). A number of participants regarded OC as an inspiration to stakeholders that brings uniqueness to their corporate image and doubles as a source of sustainable competitive advantage that impacts positively on overall performance.

Dynamic capabilities and competencies

Participants further hinted that employees in a given organizations need dynamic capabilities and competencies that can match dynamic environments especially advancing technology. The environmental opportunities presented should be exploited while threats such as those presented by competition within the industry are mitigated through careful choice of strategy (PMI, 2013). Similarly, execution of portfolios, programs and projects should be effective and efficient to ensure that organizational initiatives are delivered (Aas & Breunig, 2017; PMI, 2013). The capabilities for managers in particular should include understanding change management and fostering to achieve operational excellence.

Adequate working capital

A number of participants attributed availability of adequate working capital both financial and non-financial assets such as cash at hand and bank, skilled human capital, technology, systems, furniture and vehicles as a critical success factors that drive organizational performance. They regarded adequate working capital as a backbone of high performance as well as a source of sustainable competitive advantage. This implies a healthy cash flow reflects effectiveness, efficiency and good performance.

Environmental factors

The majority of participants expressed that environmental factors were increasingly getting turbulent and complex and as such their operations were uncertain. Specifically, these external environmental factors that include the macro factors such as political, social, cultural, technological, environmental, and ethical factors could either promote or harm the business. In addition, market environmental factors arising from Porter's 1980 five competitive forces are getting more turbulent and complex (Ennew & Waite, 2007). These external factors especially technology are key players of organizational performance because they present more dominant opportunities than threats that impacts positively to organizational performance. More specifically, technological advancement resulting from evolution of internet was emphasized as a key factor that drives organizational performance in terms of speed of communication, convenience, efficiency and cost effectiveness. In particular, respondents in the banking, education and telecommunications sectors interated that application of ICT was the main facilitator of business today. According to Nicolaou (2023), the digitization transformed in education sector has been a result of COVID-19 pandemic has been groundbreaking for the this sector in Africa. Despite the initial challenges posed by the COVID-19 pandemic on higher education, the sector rallied to find solutions and to sustain educational oportunites up and

running (Nicolaou, 2023). Moreover, this is emphasized by Kbisu and Awino (2017) who contend that technology is currently the main driver of innovation.

Relatedly, organizations may have a strategic advantage profile (SAP) when its strengths surpass the weaknesses. Conversely, the participants lamented that most economic factors such as taxation, exchange rates, interest rates, inflation, balance of payments, and unemployment were very unfavorable factors for business growth in Uganda.

Effective strategies

Participants further revealed that careful analysis of environmental factors leads to accurate formulation and selection of effective strategies. The selected strategies once implemented through a planned approach yield positive outcomes for the organizations. Moreover, contemporary organizational strategies such as effective supply chain, sustainability, triple-bottom line, corporate social responsibility (CSR) and innovation were also stated by respondents as strategies that impact on organizational performance in a majority of the manufacturing firms including the telecommunications companies and beverage companies.

Supply chain effectiveness

Participants revealed that an effective supply chain management system (SCM) is very essential in delivering organizational objectives because it improves efficiency and profitability of the firm. The environmental dynamism coupled with intensification of competition, has driven firms to innovate, develop internal capabilities as well as outsource other competencies in order to remain competitive (Yu et al., 2018 cited in Lee, 2021). Lee (2021) established that SCM strategies such as warehousing management system (WMS), transport management systems (TMS), enterprise replenishment planning (ERP), vendor-managed inventory (VMI) and outsourcing had a direct influence on financial performance and overall efficiency of the

firm. Furthermore, Lee (2021) established that financial and operational performance of the firm was boosted by organizational capabilities such as commercialization of technology, R&D, production and marketing capabilities. Very specifically, the arrival of ICT has made SCM more efficient and effective to the extent that stakeholders can now track their goods by location and expected time of arrival (Lee, 2021).

Therefore, effectiveness of the supply chain is regarded as a source of competitive advantage for the firm. With effective and efficient SCM, a firm can deliver a collection of its activities by planning its primary activities such as sourcing of raw materials, processing, storing, marketing and distribution of products or services to the final consumer.

Innovation and sustainability

Participants iterated that successful organizations should adopt sustainable strategies and programs in order to remain competitive and swim through the dynamic environments. These environments pose serious challenges to every organization hence compelling them to think outside the box to draw strategies that challenge orthodox through innovation process in order to remain competitive and profitable (Marie et al., 2020).

Relatedly, the dynamic environments are the basis for strategic innovation where changes in business models are necessary to sustain or boost performance. Therefore, the combination of sustainability and innovation concepts breed sustainable innovation which is a desired position for any business venture to stay healthy (Marie et al., 2020). Therefore, sustainable - oriented changes or innovation is key factor in organizational performance (Marie et al., 2020).

Furthermore, a number of companies are putting much efforts to protect and conserve their environment with the main purpose of achieving sustainable business. Hence, the concept of environmental sustainability is defined as the responsibility organizations undertake to

conserve natural resources and protect global ecosystems to ensure good health and wellbeing of all people today and in the future (Hajar et al., 2021; Mukhopadhyay & Mukhopadhyay, 2020).

According to Hajar et al. (2021), sustainability is based on the four pillars namely: environmental, social, human, and economic benefits. Furthermore, the concept of Triple Bottom-Line (TBL) explains that sustainability is based on three pillars: environmental, economic and social benefits since the aspect of human beings is embedded in social benefits (Mukhopadhyay & Mukhopadhyay, 2020). Moreover, quality of life globally is dependent on sustainability programs such as: efforts put to generate power using biomass, renewable energy from sunlight, wind, and hydroelectricity (Mukhopadhyay & Mukhopadhyay, 2020).

As highlighted by Hajar, et al. (2021) and Mukhopadhyay and Mukhopadhyay (2020), sustainability programs are extended to various sectors such as agriculture where practices such as mulching is practiced to conserve water in the soil and people growing their own food crops; forestry where management of forests maximizes tree planting against tree cutting to promote rainy environment. These sustainability programs have long life positive impact to human beings in particular but also to water and air bodies.

Mukhopadhyay and Mukhopadhyay (2020) opines that organizations strive to promote the best practices to maintain the wellbeing of their staff as a way of keeping health staff as well as the communities surrounding them. This implies that there is assured continuity of business supported by their co-existence. By adopting sustainable lifestyles, employees are able to live longer through the most affordable cost and standard of living; where such behaviors may include: doing regular exercises, low intake of meat and milk for adults, avoidance of sugar related foods and use of reusable products (Mukhopadhyay & Mukhopadhyay, 2020).

Since organizations are guided by policies and culture that includes shared values, beliefs and norms which are all together called organizational paradigm that influences behavior and decision making within the organization. The impact of environmental sustainability leads to a number of benefits to organizations, groups and individuals as follows: environmental sustainability efforts reduce operational costs since use of renewable energy could assist organizations to save on power (Mukhopadhyay & Mukhopadhyay, 2020). This implies organizations are able to make huge profits out of these strategies. Additionally, organizations and individuals can save a lot on the cost of water.

Since operational costs can be reduced through environmental sustainability efforts, the price of commodities and services can be reduced thus attracting more customers as well as increasing profitability (Mukhopadhyay & Mukhopadhyay, 2020). Therefore, organizations are able to survive through harsh environments because sustainable efforts are in place. Moreover, environmental sustainability is a source of competitive advantage that companies use to beat their rivals in the most cost effective manner.

Additionally, Mukhopadhyay and Mukhopadhyay (2020) explain that environmental sustainability plays another key role of boosting employee morale because they learn a lot from the organization's innovations. Moreover, sustainability efforts are characterized by tax incentives awards by government.

Additionally, organizations practicing environmental sustainability are able to promote their corporate image hence achieving a bright business future. Notably, there are direct and indirect benefits of environmental sustainability that can be gained through organizational paradigm (Mukhopadhyay & Mukhopadhyay, 2020).

Tripple-bottom line

Participants observed that Tripple Bottom Line (TBL) as one of the contemporary strategies or frameworks contributes to organizational success. As defined by Mukhopadhyay and Mukhopadhyay (2020), TBL is “a sustainability framework that examines a company’s social, environmental and economic impact”. Despite its use as a KPI majorly by accountants, all the three pillars of TBL: people, planet and profit have positive and negative impact on stakeholders, natural environment, and economy respectively (Mukhopadhyay & Mukhopadhyay, 2020).

Accordingly, TBL is a long-term strategy which promotes accountability, transparency, well-being of the people by boosting community development (Mukhopadhyay & Mukhopadhyay, 2020). Moreover, Mukhopadhyay and Mukhopadhyay (2020) opines that TBL enhances organization’s competitive advantage within the sector. While TBL is majorly practiced by large organizations, there is evidence that SMEs and sole proprietors have also adopted this strategy to ensure that their enterprises are sustainable (Mukhopadhyay & Mukhopadhyay, 2020).

Corporate Social Responsibility (CSR)

Participants explained that CSR is one of the contemporary strategies that promotes performance in organizations. This concept integrates social and environmental concerns in the surrounding businesses and interactions with stakeholders (Growther & Aras, 2018). According to the EU Commission (2002) as cited in Growther and Aras (2018), CSR is a concept organizations adopt to integrate social and environmental concerns in business operations and their interactions with their stakeholders on voluntary basis.

Many studies on the impact of CSR on organizational performance shows that both internal and external CSR have positive effect on organizational performance (Al - Maanil et al., 2019; Kremer & Maskin, 2003). According to Turker (2009) as cited in (Al - Maanil et al., 2019),

internal CSR are practices related to the physical and mental workplace of representatives. Similarly, internal CSR aims to gain sympathy towards the wellbeing and prosperity of representatives (Wojtaszczyk, 2018 cited in Al - Maanil et al., 2019). On the other hand, external CSR is known to impact on public as observed by customers (Calveras, 2013 cited in Al - Maanil et al., 2019). Relatedly, Albuhsni and Abdallah (2018) as cited in Al - Maanil et al., 2019) explain that external CSR directs its activities and programs to local communities, customers, partners, suppliers, and public agencies.

The study of Al - Maanil et al. (2019) indicated that internal CSR positively impacts on both financial and non-financial performance of a firm. While external CSR positively impacted on non-financial performance; its effect on financial performance was insignificant (Al - Maanil et al., 2019). Moreover, a majority of respondents believed that CRS is key player in influencing organizational performance, thus managers should embrace CRS programs as strategies for improving their performance (Al - Maanil et al., 2019).

Globalization

Participants explained that globalization is yet one of the contemporary strategies that promotes growth of companies by taking advantage of technology to ease access to customers. Therefore, globalization aids organizations to avail their products, information, technology and jobs internationally by taking advantage of ICT and free trade amongst nations (Kremer & Maskin, 2003).

In reality, globalization has gone beyond trading alone and extended to production processes where a product can be manufactured out of components made in one nation and assembled in different nations (Kremer & Maskin, 2003). Therefore, the justification by participants to recommend globalization as one of the key strategies that promotes organizational performance within their setups is right and justified.

Creativity and innovation

Participants revealed that managers must see new opportunities and exploit them using dynamic business models. They further explained that employees should stand out and be counted with unique characteristics of realness, freshness, courageousness, signaling, greenhousing and great momentum. The ability to much with the aspects of the world and convert ideas into valuable products and doing things very differently is very central for the growth of businesses. Moreover, ability to protect new ideas, mature them, forecast and make things happen impactfully is very critical in creativity and innovation.

According to Doole and Lowe (2005a), innovation is triggered by: new technological opportunities, dynamic market environment, changing consumer trends, changes in the industry such as increased deregulation of the financial markets, change in demographics, globalization and evolution of internet which has resulted into disintermediation in the supply chain. Organizations should therefore, be prepared for these changes by being creative and innovative enough to turn ideas into tangible benefits for all stakeholders.

The responses to question one implied that it is not only strategic innovation that was contributing or influencing organizational performance but a reasonable number of other factors explained above. In fact, in some organizations such as those in the service sector and government agencies were quite unfamiliar with the term strategy innovation because the idea generation and strategy formulation itself is not practiced by all employees. It therefore appears that some TMTs have not been engaging their immediate reports into strategic management process.

Consequently, it also appears that managers simply tell their reports to implement certain activities; this was more prominent in the service sector as compared to the manufacturing

industry. The evidence of this was seen when some of the participants regarded the questionnaire unfamiliar and so technical for them to answer without the researcher's guidance.

Change management

Respondents hinted that strategic innovation once adopted may result into the need for change management. Organizations have been cornered into the need to change their business operations due to changes in the environmental factors. Carnall (2007) explains that external environmental factors such as demography, social change, technology and globalization are responsible for unstable business environment. These factors majorly provide opportunities for innovation and expansion that leads to a need for change. On the other hand, the same environmental factors may provide threats to business which may lead to retrenchment option. Therefore, whatever strategy option is adopted there is need for change and new ways of doing things that is oriented to the teams.

Some participants when asked what link exists between strategic innovation and change management responded that both strategic innovation and change management process are driven by top leaders who forecast and analyse the external environmental factors that provide opportunities and threats. These factors are the basis for new thinking hence creativity and innovation begin to surface simulteneously with the need for change. It is therefore right to state that both change that leads to change management process and innovation are driven by the external environmental factors. Notably, change within organizational structures and processes create challenges, stress, fraustration and anxiety as well as opportunities and chances of maximizing performance (Carnall, 2007).

A majority of participants expressed the need for continuous improvement within their organizational set ups and around McKinsey 7-S model that include structures, strategies, systems, staff, skills, style, and shared values. According to CIM (2017), these elements play a key role during implementation of chosen strategies that aim at achieving organization's set objectives. In a nutshell, these elements must fit together to make a strategy work effectively and to deliver organizational goals (CIM, 2017).

Essentially, every organization fosters for continuously improvement towards its performance amidst dynamic environments hence it may necessity change of strategy, systems, structure, skills, staff, processes and shared values or culture. Just like innovation, change is a strategy organization uses to improve its overall performance; therefore, change management is a structured approach organizations and individuals use to transition their current state of affairs to future state with the aim of improving performance (Nemeth, 2016). Change can take two major types: incremental change which refers to improvements made on the existing product and services; and radical change which refers to complete innovation of new products and services (Carnall, 2007; Nemeth, 2016).

Furthermore, organizations need to be prepared for change hence change readiness is very vital state to assess (Barmford & Forester, 2003; Carnall, 2007). According to Carnall (2007), change management is a cyclic process which requires a lot of resources in terms of planning, people, time, processes, and money. Once the organization is set for change, it implies that the organization has reached its optimal stage of readiness for change and for the better future (Nemeth, 2016). It is therefore important to note that change readiness can be measured in terms of organizational structure, systems, people and their overall culture required for improving performance (Carnall, 2007).

In reality, change readiness can be guaranteed by ensuring the following: first, the organizational leadership is in place to initiate and drive the change agenda; that the organization is well experienced with the right culture that promotes and embraces change; the aspect of experience and culture shape the necessary behaviors organizations or individuals require for achieving change (Carnall, 2007; Nemeth, 2016).

Organizations should ensure that their people especially managers are accountable to their commitments. This calls for performance appraisals on each individual to measure what and how each person achieved their objectives (Carnall, 2007).

The other aspect organizations need to assess are the resources available in terms of people's expertise in delivering change and this is also supported by the experience and the capability people have in effective communication, project design and implementation, structure setup such as flat organizational structure, and evaluation of programs (Nemeth, 2016).

Consequently, organizations need to evaluate their leadership capability to ensure that they are ready for change. This is because the change concepts are developed by top leaders as well as sponsoring it, setting objectives and program (PMI, 2013). Essentially, Chief Executive Officers are responsible for environmental analysis that enables them formulate strategies to deliver change.

Another critical factors to be assessed to ensure change readiness are management and staff roles, policies, culture in decision making and processes to be followed (PMI, 2013). These factors guide organizations to deliver new goals set during change cycle.

According to PMI (2013), organizations, groups or individuals involved in change management should assess their expectations, objectives and goals, their capability as regards

leadership, risks involved during change and fallback position in case of failure to achieve change objectives.

In summary, organizations should estimate their capability in respect to the prevailing and future environmental factors, resource availability, and the detailed needs of the activities in relation to their cultural beliefs and behaviors. It is important to note that the form of change either incremental or radical change require different levels of readiness (Carnall, 2007; Nemeth, 2016). Specifically, radical change comes with heavy investments and high capabilities embedded into the organizational structure as compared to incremental change.

Additionally, change within an organization, or on individual setting is very necessary especially with changes in environmental forces and detection of performance gaps by top management. According to Hussain, Lei, Akram and Haider, (2016), change can be initiated either through planning or emergently. Planned approach to change is a situation where every individual agrees to work towards achieving one goal with no disagreements amongst themselves (Hussain et al., 2016). This means that everyone agrees to work towards achieving one common goal or follow the direction communicated by their leader or manager. Planned approach to change is commonly practiced by a majority of organizations worldwide (Hussain et al., 2016).

Conversely, individuals within a group may differ in thinking or opinions over important matters at hand hence “emergent approach” to change is adopted. In addition, emergent approach to change can be driven by unpredictable environments such as change in technology, consumer trends, and competitor activities (Hussain et al., 2016).

According to Barmford and Forester (2003), planned approach to change in organizations is led by top management teams that engage into change management process involving the following key elements: formulate change, communicate change, engagement of stakeholders,

implement change, and sustain change. These elements are explained as follows: formulation of change requires Chief Executive Officers (CEOs) to initiate change by engaging into cyclic environmental analysis and strategy formulation (Barmford & Forester, 2003). This is a key guide for CEOs to decide which changes are necessary to be made. Furthermore, change can be formulated through formulation of strategic objectives which later are transformed into specific objectives or plans ready for implementation. It is important to note that change formulation requires full engagement of key stakeholders especially staff members during the planning process and implementation stages (Carnall, 2007).

Lewin's three-step model illustrating organizational change process emphasizes, first stage known as unfreezing comes with employee involvement regarded as the most popular and effective way for formulating and implementing change (Hussain et al., 2016). This is because employees gain access to contributing to decision making process.

Lewin's second stage of change management process entails empowerment of employees in positions of authority and responsibility where they are able to share ideas, knowledge, and information across departments. The change process continues with organization leadership taking action to communicate and educate employees about change benefits such that those who may resist change for fears of uncertainties expected in the future are converted to accept new ways of doing things (Hussain et al., 2016).

According to Lewin's model, the third stage of change management comes with implementation of change which involves three key activities: planning of activities, commitment planning, and change management structures (Hussain et al., 2016). Hussain et al. (2016) explain that activity planning refers to creation of a road map to organizational change and its activities; while commitment planning refers to assignment of tasks to individuals or teams to implement change; change management structures are used to deliver

change as backed by resources allocated to it. Truly, this implies that commitment to change brings about efficiency in delivering change.

Finally, change sustainability is based on capability improvement as backed by continuous communication, training and coaching; hence organizations reaching this stage of change management process must have succeeded in achieving desired change outcomes (PMI, 2013).

In summary, Lewin's three-step to planned approach to change is based on the following: freezing which emphasizes on sticking to what someone knows; unfreezing which explores issues, ideas and approaches to change; and refreezing which means identification, utilization, and integration of old and new values, attitudes and skills (Hussain et al., 2016).

Theme 2: How is strategy innovation influencing the performance of your organization?

This research question received limited answers from a majority of the participants. However, some of the respondents noted that the changing customer needs and market trends were responsible for driving strategy innovation because organizations only respond when customers' insights are generated through research. Organizations possessing Marketing Information System (MkIS) and Management Information Systems (MIS) were proud of these management tools because they aid them in making informed decisions. The composition of MkIS that includes marketing intelligence, marketing research, internal records and marketing decision support analysis all aid managers in decision making. Managers therefore extract solutions required for addressing customer or market issues from this particular system.

Therefore, strategy dynamism is driven by customer insights, needs, attitudes and behavior that marketing managers derive from MkIS. This is accompanied by the capability of the organization to respond to the marketing environment and trends that managers address through analysis, planning, implementation, control and evaluation (CIM, 2017). As identified

by Kaplan and Palmer (n.d), both strategic change and strategic entrepreneurship are the two key drivers of strategic innovation.

Furthermore, strategy innovation means new processes and new responsibilities to staff members which motivates and generates trust amongst employees. By creating new ways of doing things, employees portray sense of value addition to the products they produce and the overall work they do. Orlando (2000) as cited in Kibisu and Awino (2017) explain that for an organization to attain sustainable competitive advantage, its human capital must create value.

Assets and capabilities – As explained by Doole and Lowe (2005), respondents similarly revealed that their assets and capabilities act as a source of competitive advantage that enable organizations to achieve their goals and beat competitors simultaneously. Assets and capabilities are essential for business performance because they act as pillars of the organization since they include: land and buildings, motor vehicles, furniture, systems, stock, cash at hand, bank balance, and people possessing required capabilities.

Kodama and Shibata (2013) further contend that achievement of sustainable competitive advantage is driven by continuous creation of products, services and new business models which all rely on availability of assets and capabilities. Capabilities in particular are the foundation of strategic change and strategic entrepreneurship which drive strategy innovation.

Theme 3: Variables mediating strategy innovation to drive organizational performance

Some participants believe that R & D is a key player in identification of market needs and appropriate products hence is considered a link to strategic innovation that drives organizational performance. Respondents considered other mediating factors to include: organizational capabilities, ability to plan and identify opportunities and minimization of operational costs as mediating variables. This is in line to the aspects of revenue growth,

efficiency growth and organizational capabilities suggested by (Latifi & Bouwman, 2018). According to Latifi and Bouwman (2018), BMI is influenced by efficiency growth behaviors that minimize costs and maximize revenue; and they include other mediating variables such as organizational capabilities, opportunity-seeking capability, organizational learning and entrepreneurship mentality which all double as sources of competitive advantage.

Some participants said that open communication policy practices is a link between strategy innovation and organizational performance because it guarantees safety to employees. Moreover, employees are encouraged to learn and grow themselves. It was recommended that organizations should not punish their employees for the mistakes made but rather use the mistakes as lessons to improve performance.

Since OC and capabilities are inducted and taught to employees, training, coaching and mentoring activities are a link to strategy innovation that drives performance of organizations. Because a majority of the mediating variables build capabilities internally or within organization's set up, the variables strengthen organization's strategic advantage profile.

Theme 4: Moderating variables influencing strategic innovation to drive performance

Apart from the moderating variables described in the conceptual framework in chapters 2 and operational definitions in chapter 3, participants believed that their individual experiences and competences were enablers that moderate the relationship between strategic innovation and organizational performance. They regarded their experiences and competencies as a source of competitive advantage for the organizations.

Furthermore, participants revealed that OC keeps employees focused in delivering their goals. As explained by Latifi and Bouwman (2018), participants in addition applauded unique

OC as an inspiration to all stakeholders that include: customers, suppliers, shareholders, pressure groups and the media hence OC is a source of sustainable competitive advantage.

On the other hand, dynamic consumer trends may promote competitor's products instead hence creating market turbulence which moderates the relationship between market orientation and business performance (Farooq & Vij, 2017b). As supported by Farooq and Vij (2017) the moderating effect within the competitive industry ascertains or measures the pressure each organization puts on the other. Therefore, the need to win larger market share renders firms to work extremely harder.

Participants highlighted the effect of technology turbulence that plays the moderating role between strategy innovation and organizational performance. According to Hanvanich et al (2006) as cited in Farooq and Vij (2017), the moderating effect of technology turbulence is the extent to which products may change for better quality. Respondents identified the moderating role of strategy chosen by an individual firms would deliver different outcomes. Farooq and Vij (2017) contend that strategy typology chosen by a firm plays the moderating role between strategy innovation and firm performance.

Theme 5: Opportunities and benefits of strategic innovation

A good number of participants highlighted that strategic innovation comes along with efficiency and effectiveness within organizations because new ways of doing things is chosen for continuous improvement and in favour of all stakeholders especially customers and shareholders. Additionally, strategy innovation brings about new products and services, new processes, builds customer satisfaction, customer loyalty and more important employee satisfaction. In reality team motivation is one of the benefits of strategy innovation because employees are positively challenged to practice new processes to produce improved or completely new products and services thus breaking monotony.

Through innovation and learning, people are able to grow themselves because learning opens new avenues for improvement. Today, many individuals have opened their own firms after learning and gaining experience from their former employers.

Manufacturing companies in particular indicated that they were benefiting from innovation driven by existing suppliers and customers. This competitive advantage for instance may arise from technology firms such as telecommunications companies supplying new technologies like 4G internet, supply of high-quality materials to manufacturers, and demand of high-quality products and services by customers are all factors that drive strategy innovation in organizations.

Innovation today is responsible for breaking monopolies because strategy innovations has challenged one way of doing things hence enabling people to produce similar products competitively. Because strategy innovation promotes competition, consumers are able to benefit from lower prices offered, and accompanied by high quality goods and services. Furthermore, low prices offered improves sales volumes hence overall business growth and profitability.

Theme 6: Challenges faced by organizations while using strategic innovation to succeed

A good number of individual participants mainly from top SMEs indicated that lack of adequate financial resources and technical staff hindered implementation or launch of new ideas and strategies. In particular, the continuous lack of experienced engineers in many manufacturing companies and long turn-around time in sourcing for the spares affected production whenever the breakdown occurred. They hinted on the high costs of flying the technical teams from foreign countries to Uganda affected not only profitability but also availability of product range.

According to Kibisu and Awino (2017), organizations struggle to grow because of inherent problems they face especially lack of adequate working capital, adoption of innovation, marketing overseas, low skills amongst staff members, and over reliance on the business founder. It is easier for any size of the firm to come up with new ideas but when it reaches adoption stage and marketing abroad, they stall.

Some BMIs may be irreversible compared to other innovation types such as incremental product and service innovation. Similarly, organizations adopting radical innovation may not be able to reverse the strategy but instead make losses during and after the launch. Accordingly, organizations engaging in strategic innovation may incur low financial returns.

As explained by Dogan (2017), respondents said that innovation outcomes are short lived due to rapid changes in the environmental factors such as technology and consumer trends. This has rendered strategic innovation a risky and expensive venture for organizations to adopt.

Respondents further explained that ineffective leadership was one of the factors that hinders innovation within an organization and specifically autocratic leadership style practiced by some managers renders decision making solely into the hands of the manager. Ineffective communication as one of the CEO's role was identified as one of the factors that hinder strategic innovation especially when the vision, mission, and corporate objectives are not well communicated to the staff.

Since every innovation requires information or data, organizations complained about lack of adequate budgets to conduct robust research; moreover, many organizations in Uganda lack R & D functions which is a key arm of strategy innovation. Furthermore, outsourcing for research agencies such as Nielsen is quite expensive for a majority of the companies especially SMEs that are characterized by limited resources. Therefore, failure to obtain data necessary for planning process hinders organizations from achieving the right strategies and plans.

Innovation requires more time, energy and resources that is very costly to firms hence it is very stressful to some organizations especially those with inadequate resources. However, innovation projects can be accomplished using limited resources.

Theme 7: Possible remedies to counter strategic innovation challenges

Some CEOs suggested that inclusion of employees into strategy formulation was very crucial to achieve effective strategy implementation. It was noted that new ideas often flow from the bottom staff to top managers hence excluding subordinates from strategy meetings was another way of suffocating organizations' innovation through all stages of strategic management process. Since information is the main input to the planning process, investing in field staff and R & D is very crucial for all organizations. Furthermore, the positive effect of strategy innovation can be sustained through BMIs that maximizes production, distribution, product usage, and profitability and employee satisfaction. This implies internal processes within the organization are effectively handled including internal financial controls.

Organizations adopting natural environmental protection policies to sustain their businesses was one of the remedies identified by participants during the interview. This is supported by the effort put towards corporate social responsibility (CSR), a contemporary strategy that organizations practice to achieve sustainable growth.

One participant recommended that organizations should document their innovation journey and evaluate whatever they do for each innovation project. This would help in avoiding repeat of the same mistakes. Therefore, evaluation of each launch would act as a benchmark for continuous learning and improvement for future innovation projects.

Finally, participants suggested that organizations should focus on market-oriented innovation where decisions made on innovation has the input from shoppers and final users. In

particular, these innovations should be tested at a minimal cost to ensure no launches is put to waste.

In sum, key participants revealed that it is not only strategic innovation that promotes performance of their organizations but other factors such as team work, effective leadership styles, conflict resolution, good managerial skills; organizational strengths such as dynamic capabilities and competencies, knowledge, experience, OC and OA. which are all regarded as mediating variables. The other factors that provide opportunities for innovation to take place include: external environmental factors of the PESTELE model, the micro-factors including market forces, power of customers and suppliers and the international environmental factors.

Apart from strategic innovation and other factors explained above, contemporary strategies such as sustainability, Corporate Social Responsibility (CSR), Triple-Bottom-Line (TBL) and globalization are all important strategies for enhancing organizational performance (Kataria, 2013; Latifi & Bouwman, 2018). Moreover, Ansoff growth strategies and aspects of change management are very central to the prosperity of an organization.

Evaluation of Findings

Introduction

Having completed the quantitative and qualitative analysis of data in section 4.3, it is then appropriate to evaluate the outcomes of the study and establish whether the related findings answer the research questions. This is substantially compared or matched against the reviewed literature in chapter two. Therefore, this section of the report aims to establish the following: whether the proposed conceptual framework in chapter two has been empirically validated; whether the research questions have been answered adequately; whether the MMR method and triangulation of data was fully achieved as chosen in chapter three; whether the entire study

process adhered to the research ethics, and finally whether the overall expectations of the research project were achieved including its contribution to the body of knowledge.

According to Gold and Gingras (1986), the importance of research evaluation comes along with the need to allocate scarce resources and the researchers taking effort to understand research methods and selecting appropriate research methods for funding. Notably, this research project including the entire PhD program was largely funded by UNICAF Organization and partly by the researcher.

Additionally, this evaluation report is expected to fill the methodological and data research gaps identified during literature review, while the application of the study findings by all users of strategic innovation has been outlined in this section. The report is therefore very useful for top management of organizations who use strategic innovation to sustain their businesses as well as improve the competitiveness of their organizations.

Generally, the study is expected to contribute to the existing literature especially to the academic fraternity and all stakeholders who practice or benefit from the application of strategy innovation in their enterprises. Subsequently, this section of the report reaffirms whether the study achieved its specific objectives and this can alternatively be done by testing the hypotheses stated earlier. Alternatively, this evaluation report points out whether the following research questions were answered: 1a) How do mediating variables link strategy innovation to influence organizational performance? 1b) When do moderating variables drive strategic innovation to influence organizational performance? 2) What is the relationship between strategy innovation and organizational performance? 3) What is the relationship between innovation strategies and organizational performance? And 4) What are the challenges facing the selected organization in using strategy innovation to promote organizational performance? Following the generated findings by the SPSS version 25 and the interpretive and deductive

data analysis in the previous sections, the evaluation of this study outcomes is presented systematically in respect of the stated research questions above.

As supported by Luukkonen (2007), the concept of scientific research evaluation means a systematic analysis of all activities in each phase of the research project. These phases according to Luukkonen (2007) include: preparation before the project launch, activities during the research process including reporting, and post activities of the project.

Research process

The researcher upon identification of research gaps on the research topic “effects of strategic innovation on organizational performance” ideas were generated and developed into a research proposal. Subsequently, the proposal was approved by UNICAF University in September 2017 as a requirement for the researcher’s admission for the PhD program.

Accordingly, the research proposal contained more details including: the problem statement, research objectives, research questions, research hypotheses, research approaches, research design, the project activities, research instruments, and the estimated budget. Later in the subsequent year 2018, the researcher had opportunity to dig deeper into each aspect of the research proposal especially identifying the actual study sample and establishing the details of the research methods to be used. The indepth understanding of the research objectives at this stage enabled the researcher to establish in details the research instruments that included the questionnaire, interview guide, spread sheets and the SPSS software.

Upon presentation of the research instrument including the questionnaire and the interview guide to UNICAF Research Ethics Committee (UREC), the body or the research team of experts went ahead and approved these tools before commencement of data collection exercise. Moreover, more documents including the Research Ethics Application Forms (REAP),

Gatekeeper letter and informed consent forms including the questionnaire and the interview guide were all approved by UNICAF University.

Following all the approvals conducted by UREC, it was not necessary to gain another approval of the research project from National Council for Science and Technology (NCST) in Uganda because this study falls in the category of Business Administration. Therefore, the approval by UREC was sufficient enough for the researcher to proceed with the study.

Comparison of findings with previous authors

First, the research outcomes relating to answering research question 1a: which seeks to find how the mediating variables link strategic innovation to influence organizational performance is revealed in the study. The respondents on answering all the questions under the mediating variables of efficiency growth, revenue growth, and organizational capabilities were subjected to analysis which generated average mean of 3.85, 4.03, and 3.95 reflecting that respondents were neutral on the fact that efficiency growth and revenue growth were in agreement that both of these variables impacted positively on organizational performance. This is in agreement with the works of previous authors including Latifi and Bouwman (2018) whose findings reveal that mediating variables link strategic innovation to positively impact on organizational performance. In reality, this study reveals that mediating variables also act as a source of competitive advantage because the enhanced organizational capabilities provide more strengths as compared to weaknesses. In sum, the mediating variables provides a positive strategic advantage profile (SAP) to the organizations used to exploit opportunities.

Similarly, the respondents were neutral on the fact that organizational capabilities impacts on organizational performance. These responses alone reflected that all the mediating variables played a key role on linking strategic innovation to promote organizational performance. Specifically, the mean average of 4.03 generated on revenue growth variable implied that new

customers, new markets, and customer loyalty were considered sources of revenue growth leading to the agreement that these variables are strong mediators that play a linking role between strategic innovation and organizational performance.

The same mediating variables generated average standard deviations of 0.881, 0.73, and 0.80 respectively implying that all the variables had low variation and moderate reliability on data (Almalki, 2016). In reality, the mediating variables act as a link for strategic innovation to impact on organizational performance and provide both strategic advantage and competitive advantage as they represent organization's internal strengths which organizations use to exploit opportunities presented by the external environment. Additionally, these variables collectively aid employees to deliver exceptional performance through achievement of operational excellence. This is because OC, organization capabilities, organization competencies, efficiency growth, and revenue growth are sources of strategic advantage and enablers of employees' performance. Similarly, conducive OA is a collective contribution of all the mediating variables that motivates employees to perform well. Therefore, the study findings provide the answer to the first research question 1a, that the mediating variables link strategy innovation to influence performance of an organization by providing conducive OA. In comparison with the reviewed literature on mediating variables, it was concluded that the combination of all mediating variables provided OA that positively influences organizational performance (Hult et al., 2004; Phankhong et al., 2017). According to Phankhong et al. (2017), OA provides an overall environment conducive for creativity and innovation. In sum, the role of the mediating variables in this study is moreover in agreement with the findings generated from the previous authors (Kaplan & Palmer, n.d; Kataria, 2013; Latifi & Bouwman, 2018).

Relatedly, the respondents' agreements on moderating variables of OC, value chain, firm characteristics, industry characteristics, environmental dynamism, and strategy implementation generated average means and standard deviation of each moderating variable. The table 24

below presents average mean and average standard deviation generated from all statements under each moderating variable.

Table 24

Average Mean and Average Standard Deviation

Moderating Variables	Average of mean	Average of SD
Organization Culture	3.87	0.87
Value Chain	3.80	0.83
Firm Characteristics	3.85	0.83
Industry Characteristics	3.90	0.83
Environmental Dynamism	3.90	0.87
Strategy Implementation	3.87	0.86
Average of average of mean	3.87	0.85

Source: Author's Field Survey (2020)

While the mean averages on the respondents' agreement to the statements on the questionnaire were all neutral, the average standard deviations indicated moderate impact on data reliability. As explained earlier in the analysis, these responses on moderating variables indicated that respondents were all in agreement that strategic innovation is driven by all the tenets of the moderating variables stated in the questionnaire. These variables play a major role as of sustainable competitive advantage to firms thus promoting performance and overall growth of the organization (Latifi & Bouwman, 2018). Therefore, the research question 1b is well answered by the fact that moderating variables prevail on creativity and innovation rendering organizational outcomes to shift positively. These performance outcomes include:

efficiency, effectiveness, growth in sales volumes, profitability, growth in assets value, improvement in customer satisfaction and employee satisfaction.

Looking into the outcomes of the reviewed literature in chapter 2, the moderating variables in summary provide sustainable competitive advantage to firms as well as driving strategic innovation to impact positively on organizational performance as revealed by (Latifi & Bouwman, 2018). The findings of this study enhances the previous studies with the fact that mediating variables are also sources of competitive advantage as they provide a positive SAP to organizations.

The main research question 2 regarding the relationship between strategic innovation and organizational performance is much revealed by the outcomes of descriptive, correlational analysis and regression analysis in section 4.3. The descriptive statistics that generated an average mean of 3.83 and average standard deviation of 0.86 implied low variation and moderate reliability for all the 11 tenets of strategic innovation in the questionnaire. This means that the majority of respondents agreed with all the affirmative statements regarding the relationship between strategic innovation and organizational performance. The 11 tenets originate from the critical dimensions of strategic innovation which were used to rate the performance of any organization (Kaplan & Palmer, n.d; Latifi & Bouwman, 2018).

If each statement from each dimension of strategic innovation is summarized and hypothesized under the main hypothesis 2, we can then state that each hypothesis is true or accepted and therefore, the main hypothesis 2 is equally accepted while the null hypotheses are all rejected. The accepted alternative hypotheses all combined implies the research question 2 regarding the existence of a positive relationship between strategic innovation and organizational performance is therefore true since the outcomes of correlational and regression analysis are all positive.

Furthermore, the correlation between strategic innovation and organizational performance as revealed by the analysis in section 4.3 which indicated that 1 unit change in strategy innovation results into 0.850 change in organizational performance. The table 4.23 below combining the analysis results for both correlation and regression analysis indicates that strategic innovation has the strongest positive relationship with organizational performance compared to all the complementing variables of incremental and disruptive strategic innovation.

Table 25

Key Findings for Each Independent Variable

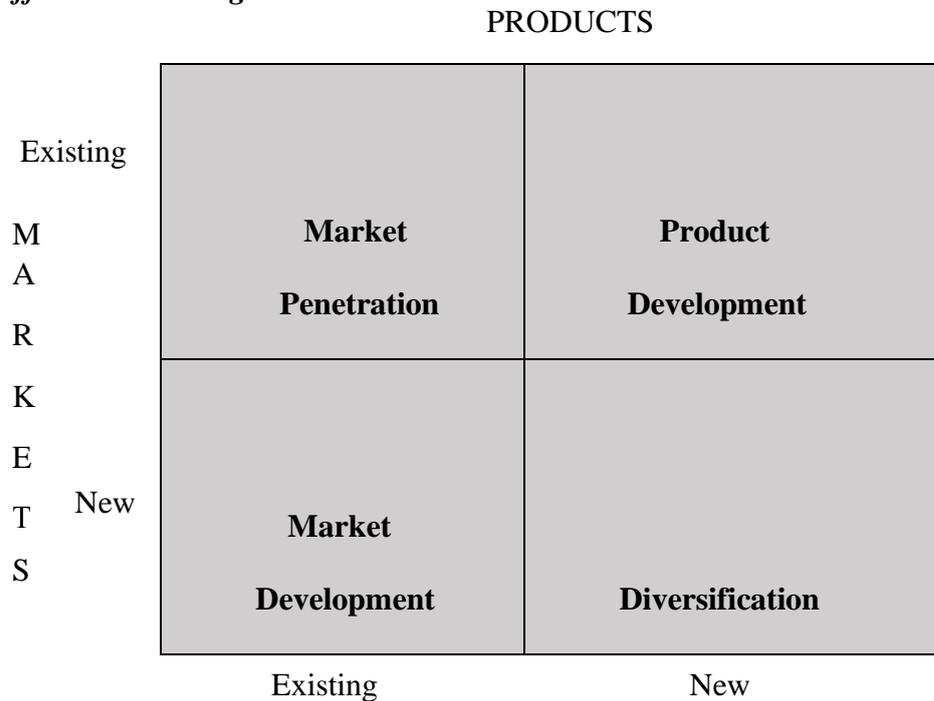
Variable	Correlation Analysis		Regression Analysis
	Coefficient	Sig.	Beta value
Strategy Innovation	0.850	0.01	.656
Incremental Strategic Innovation	0.839	0.01	.691
Disruptive Strategic Innovation	0.660	0.01	.157

Adjusted R – Square Value = .656 (65.6%)

In comparison with the reviewed literature in chapter 2, a number of authors agreed with the statement that there was a strong positive relationship between strategic innovation and organizational performance (Afonso & Vieira, 2012; Kaplan & Palmer, n.d; Kataria, 2013; Latifi & Bouwman, 2018; Suhag et al., 2017). Therefore, the outcome of this study has not deviated from the past studies but rather enhances or confirms the consistency or reliability of the outcomes from different organizations coming from various sectors of the Ugandan economy. This further implies that this study can be replicated anywhere anytime.

The third research question 3 which seeks to establish the relationship between innovation strategies and organizational performance is dually answered. Accordingly, both incremental and disruptive strategic innovation typologies had significant positive impact on organizational performance although the impact of incremental innovation on OP was the highest amongst all the key independent variables.

Althou/gh the impact of disruptive innovation may be much significant to bring about monopoly in the shortrun, its impact often fails to yield positive results because of the fact that 80% of new launches or innovation projects fail (Christensen, 1997; Scheneider & Hall, 2011). According to Scheneider and Hall (2011), many firms concentrate on product design and forget early preparation of the market including timely testing of the market. Conversely, Ansoff (1957) opines that diversification is the final alternative which involves simultaneous departure from the present product line and the present market structure. Diversification is unique from all the other three growth strategies in such a way that it requires new techniques, new skills, new facilities, changes in organizational structure, and overall need for change management skills (Ansoff, 1957).

Figure 13*Ansoff Growth Strategies*

Source: Adapted from Ansoff (1957)

Moreover, Cooper (2009) as cited in Kazimerska and Grebosz (2017) opine that successful new product development (NPD) requires full involvement of all cross-functional teams playing their defined roles under good leadership. Today, every stage of NPD is aided by modern information technology (IT) which also ensures that competitive products are manufactured or processed (Kazimerska & Grebosz, 2017).

The complimentary analysis generated from the qualitative data revealed that much as strategy innovation impacts positively on organizational performance, a number of other factors were responsible for driving performance in organizations. Those factors also include: internal and external environmental factors providing strategic advantage profile (SAP) and environmental threats and opportunity profile (ETOP) respectively. In addition, favorable competitive forces, and contemporary strategies such as corporate social responsibility (CSR),

sustainability, Triple-Bottom-Line and Ansoff growth strategies have been reported to have a positive effect on organizational performance (Ansoff, 1957; Turyakira, 2012).

During the collection of qualitative data, the body language of the key informants revealed that the application of strategic innovation was not popular in the service industry as compared to responses from the manufacturing firms. However, this was not the case with high-tech organizations such as the telecommunications companies. In general, the application of strategy innovation was very outstanding in the manufacturing, transport, education, and beverages sectors where markets are competitively volatile.

Evaluation of the research method

Apart from the achievement of the study objectives discussed above, the researcher used MMR method which is the combination of quantitative and qualitative research approaches to close the identified research gaps in chapter two. The two research approaches complimented on each other to achieve reliability, validity and credibility of findings. This research gap in particular was highlighted in the research proposal of this project and was as well stated in chapter one of this thesis. Accordingly, the researcher right from the planning stage of this project insisted to use MMR method to achieve credible outcomes generated by both the SPSS software and the qualitative analysis techniques applied.

While sufficient data was collected by the two popular research instruments; the output of the questionnaire and the interview guide complimented on each other. Subsequently, the researcher adopted the most appropriate research designs of descriptive statistics, exploratory and explanatory analysis techniques to be able to obtain credible results.

The researcher analyzed data using the SPSS version 25 software and generated accurate, credible, reliable and valid findings that provide accurate answers to the research questions in

section 4.3. Moreover, the evidence of reliability and validity of data was generated in section 4.2 because analysis for all variables registered coefficients measuring up to 0.7 and above.

Finally, the researcher throughout all stages of this project consistently adhered to all the research ethical principles and in particular was able to generate the findings of this report in aggregate. Moreover, the researcher also observed and adhered to the principle of anonymity throughout this report.

Application of study outcomes

Since it has been established that strategic innovation has a significant positive influence on organizational performance, a number of firms will use this study outcomes for making strategic decisions. These outcomes will also inform organizations specifically on the contribution of each dimension of strategic innovation on organization performance hence guiding them on how much to invest on each of these variables. Fortunately, all the tenets of strategic innovation revealed closely the same degree of impact on organizational performance rendering the need for organizations to apportion an equal investment in each of them.

Furthermore, organizations can make a choice on a particular innovation type to invest in and depending on what objectives they are pursuing. So, the choice whether incremental or disruptive strategic innovation or both will depend on the objectives required to be achieved. For instance, organizations intending to scoop market share from other competitors using the existing product and current market will adopt incremental strategic innovation or Ansoff market intensification strategy. Market intensification/penetration refers to engagement of promotional activities including branding, price discounts and effective distribution of the current products into the existing market. Market intensification strategy which aims at gaining efficiency and effectiveness in customer service is closely related to incremental strategic innovation which challenges competitors by adding value to their existing products or services

so as to gain market share. Kataria (2013) regarded improvements made on the existing products and markets as Red Ocean Strategy.

On the other hand, organizations may opt to adopt product development, market development or diversification growth strategies in order to expand their businesses. In these strategies, new products and new markets are created in order to disregard competitors and simultaneously achieve growth objectives (Ansoff, 1957; Kataria, 2013). Therefore, application of Ansoff three strategies here is closely related to disruptive strategic innovation which establishes new products and new markets to disregard competitors and is also regarded as Blue Ocean Strategy (Kataria, 2013).

Since market intensification is a much less risky strategy, it therefore implies that incremental strategic innovation is equally a less risky strategy compared to disruptive strategic innovation. On the contrary, product development, market development and diversification are growth strategies used for dislodging competitors but are riskier than market penetration growth strategy (Ansoff, 1957 as cited in Hussain et al., 2013). While product development involves creating a new product for an existing market, market development refers to creating a new market or segment for the existing product or service (Ansoff, 1957). On the other hand, diversification growth strategy refers to creating a new product or service to be sold into the new market (Ansoff, 1957). According to Hussain et al. (2013), diversification also includes brand extension or product modification which may create new market with new application or usage of the product. Notably, diversification growth strategy is the riskiest strategy organizations can adopt (Ansoff, 1957 as cited in Hussain et al., 2013). This is supported by the findings of Hussain et al. (2013) whose study revealed that all the four Ansoff growth strategies contribute on organization's growth except diversification. According to the Chartered Institute of Management Accountants, CIMA (2014), diversification may be organic or merger/acquisition hence organizations choosing to diversify within the industry are said to

have adopted related diversification; while those that opt to invest in another sector are regarded to have chosen unrelated diversification which is riskier than the former.

Consequently, incremental strategic innovation is regarded less risky compared to disruptive strategic innovation. Therefore, the outcomes of this study are in agreement with Ansoff growth strategies. It also implies that incremental strategic innovation has a highest effect on organizational performance compared to strategic innovation and disruptive strategic innovation. This empirical evidence has been confirmed in the regression analysis. Although incremental strategic innovation has the highest effect (69.1%) on performance of organizations, it is not sustainable over time because it simply prolongs product life cycle or rather the strategy is appropriate for achieving short term economic objectives (Lokuge, 2015).

Relatedly, organizations practice strategic innovation as a way of adding value or creating value to their products and services to satisfy the dynamic needs of their customers. They also aim to beat competitors by overcoming environmental challenges that may hamper the business performance (Afonso & Vieira, 2012; Kataria, 2013). Furthermore, Dearing (2000) as cited in Afonso and Vieira (2012) opine that breakthrough technologies important for creation of new business models, new products and services is driven by disruptive strategic innovation. This makes disruptive strategic innovation a better choice for sustainable business growth.

Although the two types of innovation strategies are very important in creating value and growth of new markets, disruptive strategic innovation in particular plays a key role in rapid growth of market share (Kataria, 2013). This according to Kataria (2013) implies that disruptive strategy innovation is very useful in suffocating competitors thus gaining monopoly status. This implies that disruptive strategic innovation is very popular for achieving long term economic objectives such as contribution to the Gross Domestic Product (GDP) and tax revenue (Lokuge, 2015).

Additionally, other factors on organizational demographics are yet another area to watch because the descriptive statistics revealed that organizations with long experience tend to perform better with high level of efficiency . Relatedly, employees with long experience tend to perform better with minimal mistakes as compared to employees with short working experience.

A majority of practitioners such as marketers, accountants, and top management teams will find this report very useful because these findings will be applied as a benchmark to achieve greater success on innovation projects. Furthermore, the study's conceptual framework itself will guide strategists in developing their own multi-dimensional strategic business models innovations (BMIs) suitable for their respective products, organizations and sectors.

Uganda government in particular will use these findings to drive its economic activities to achieve economic growth contributed through organizations' exceptional performance as exhibited by the tax contributed. Government can further apply these findings for drawing her own strategies on certain projects that may require them to choose either value addition or value creation to improve its service delivery to the population. In this case value addition would have high impact because of the existing market and minimal risks involved, whereas the value creation alternative would have higher risks because it involves completely new thinking or untested products in the new market. Moreover, government would require more resources in terms of funding new ventures or projects, experienced laborforce and good leadership to steer change management.

Chapter Summary

This chapter has focused on answering the five research questions posed in this research project. First, the research question 1a) "how do mediating variables link strategy innovation to influence organizational performance?" has been answered by the output of descriptive

statistics. While the average mean of the key mediating variables indicated that respondents had neutrally accepted, the standard deviation of the key variables indicated low variation and moderate reliability of data. This implied that revenue growth, efficiency growth and organizational capabilities are sources of strategic and competitive advantage which motivate or enable employees to perform better. On the other hand, OA created by OC provides a conducive atmosphere for employees to be more productive (Kataria, 2013).

Secondly, the research question 1b) “when do moderating variables drive strategic innovation to influence organizational performance?” was also resolved using descriptive statistics where the average mean of all the moderating variables were neutrally accepted and the standard deviation indicated low variation and moderate reliability. Again, all the moderating variables were seen as sources of organization’s competitive advantage.

Thirdly, the major research question 2 “What is the relationship between strategy innovation and organizational performance?” was dually answered by correlation and regression analysis that guaranteed that the hypotheses for all the tenets of strategic innovation were all found to be true. Additionally, the mean of each dimension of strategy innovation was neutrally accepted while the standard deviation indicated low variation and moderate reliability. Moreover, strategic innovation had the strongest relationship (85%) with organizational performance as revealed by the correlation analysis; while its effects on performance stood at 65.6% as revealed by regression analysis.

Fourthly, the research question 3 “what is the relationship between innovation strategies and organizational performance?” was answered adequately by descriptive statistics, correlation analysis, and regression analysis. It was noted that while incremental strategic innovation had the highest effect (69.1%) on organizational performance, disruptive strategic innovation had only 15.7% as revealed by regression analysis. The same trend followed that

incremental strategic innovation has a stronger relationship (83.9%) on organizational performance as compared to disruptive strategic innovation with 66%.

Finally, the last research question 4 “What are the challenges facing the selected organization in using strategy innovation to promote organizational performance?” was answered by the deductive analysis of qualitative data. In reality, key participants explained that although strategic innovation was a major driver of organizational performance, their companies faced numerous challenges such as inadequate working capital, unfavorable OA, poor leadership, and lack of experienced innovative teams. Notably, both quantitative and qualitative research approaches revealed that it was not only strategic innovation that drove performance of firms but other strategies and tactics including environmental factors that offer opportunities to businesses.

Furthermore, the researcher made a comparison of influence of strategic innovation on organizational performance with Ansoff (1957) growth strategies and generated very important and interesting insights explained in details above. Indeed, the implementation and the outcomes Ansoff’s four growth strategies has a number of similarities or relationship with incremental and disruptive strategic innovations as explained in the preceding section 4.4.4.

Finally, this entire evaluation report captured the research methods used in this study, application of the study findings, contribution of the study to the existing literature and accountability of funds used and all other resources utilized during the study.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

Introduction

In chapter one, it was highlighted that strategic innovation is practiced by all corporate organizations and a majority of the top SMEs in Uganda. While the practice is formal in big organizations with adequate financial resources and capabilities, the practice is informal within the small organizations and sole-proprietor businesses characterized by limited resources and capabilities. However, all organizations practice strategic innovation formally or informally with the aim of improving their overall performance through attainment of efficiency, overall competitive advantage and achievement of operational excellence.

Undeniably, very little effort has been put to examine the effects of strategic innovation on organizational performance. Moreover, the limited studies on strategic innovation available globally exhibit research gaps that have not been closed thus rendering inadequacy in understanding of the organizational performance framework implication of strategic innovation amongst organizations and other stakeholders (Stankevicius & Jucevicius, 2010b).

Moreover, the virginity of this study in Uganda in particular is deepened by existing research gaps, narrow scope, and methodological insufficiency on the few studies conducted so far on other innovation typologies other than strategy innovation (Abesiga, 2015; Byukusenge & Munene, 2017; Ibingira et al., 2017; Mutambi, 2013). Therefore, the outcomes of this study will guide organizations in improving their performance continuously. Specifically, the robust application of triangulation research approach has generated key insights necessary for organizations to adopt strategic innovation to enable them achieve their performance targets.

Since this study has established that strategic innovation is a strong predictor of organizational performance, many stakeholders will reap from its findings. The qualitative

analysis further concurs with Adeyeyetolulope (2014) that competitive innovative strategies including quality products and effective customer service are additional drivers of organizational performance. In fact strategic innovation cuts across all innovation typologies where managers may feel it fit to improve on their products quality, processes, marketing strategies, customer service, technology, systems and management through change management. Notably, since unique culture can be a source of competitive advantage for organizations to excel, managers can further innovate on their OC so as to beat competitors.

Despite a few limitations encountered by the researcher during data collection, the research project achieved a majority of its objectives stated in chapter one. The greatest achievement on data collection was realized in quantitative data with 81.3% as compared to 51.3% on the qualitative data. Accordingly, a good number of face-to-face interviews were hindered by COVID-19 pandemic breakout. Although the government of Uganda implemented all the Standard Operating Procedures (SOPs) such as wearing of masks, regular washing of hands, and social distancing, many organizations could not allow visitors into their premises. This therefore hindered the researcher in accessing the premises of some organizations. Moreover, even those premises which were accessed, the researcher faced challenges to gaining attention from the gatekeepers. However, such gatekeepers were interviewed on telephone since they had consented.

Furthermore, a few organizations were not willing to participate citing the risk of their staff releasing sensitive information that could breach their code of conduct and subsequently affect their relationship with the employers. Despite all these huddles, the researcher managed to collect adequate data thus registering an average response rate to 67.3%.

Although the interview guide guaranteed standardized questions, the interviewer was vulnerable to ask respondents a few extra probing questions which could have compromised

on the reliability of the research instrument. These incidences could easily occur in situations where and when the interviewees provided incomplete or unclear explanations to the questions asked. However, the interviewer maintained the uniformity of questions asked to every respondent by adhering to the interview guide so that generalized findings could be achieved while maximizing reliability. Accordingly, in situations where the participants could not interpret the question at once, the researcher would clarify on the actual question being asked.

This study avoided use of semi-structured and unstructured interviews for collecting qualitative data because these research instruments are known for unreliability in terms of achieving generalized research outcomes (CIM, 2007). However, both techniques of data collection are used to probe respondents because they permit the interviewer to ask extra questions. CIM (2007) emphasizes that application of in-depth or unstructured interviews are insufficient for making generalized conclusions on the entire population under study because a few individual respondents provided varied answers to a number of questions asked.

Additionally, the interpretation of responses could have been biased because a few respondents who seemed less familiar with strategic innovation provided limited or uninformed responses that could have raised concerns on reliability and validity of data generated. While the interview guide could have spilled over into unreliability and low validity of data collected, the questionnaires on the other hand maximized reliability and validity during primary data collection process. This is in agreement with CIM (2007) because the questionnaires were brilliantly answered having been carefully designed with a clear layout of questions in the excel sheet with the requirement to simply tick the box designed using Likert Scale as opposed to responding in writing.

In order to optimize the reliability and validity of data collected, the researcher observed all the research ethical dimensions such as confidentiality, informed consent, debrief, deception,

protection of respondents', and freedom to withdraw from the study project as explained in chapter 4. The researcher placed much attention on observing the respondents' rights and ensuring that they are protected and respected throughout the study project.

In sum, this section of the report provides the implications of the study in respect to the research questions answered in chapter 4. The section also provides comparison of the study findings with the literature review generated from various authors in chapter two. Accordingly, the conceptual model of organizational performance implications of strategic innovation illustrated in chapter two has been validated empirically hence a good number of strategic innovation implications is discussed in the subsequent sections below. Finally, this chapter identifies more strategies to be incorporated into the existing body of knowledge and their ultimate benefits to various stakeholders such as organizations, managers, academicians, and the government of Uganda.

Organizational Implications

Organizations whether in profit-making or non-profit making mission engage in strategic innovation in order to respond to: the needs of their clients or beneficiaries; environmental changes; growth of their overall business; the need to beat competitors and gain sustainability. Therefore, every organization should understand the role of strategic innovation in promoting the overall performance of their businesses. The conceptual model illustrated in chapter 2 guides organizations to understand that: strategic innovation is rooted into strategic entrepreneurship and strategic change; the effect of strategic innovation on organizational performance; the effect of each innovation strategy on organizational performance; the role of mediating and moderating variables on strategic innovation; the role played by each variable in generating competitive advantage which enhances organizational performance; and finally the measures of performance as the final outcome. As explained in Kataria (2013), Top

Management Teams (TMTs) require skills and competencies in order to be innovative and creative while organizations will need resources required to trigger strategic change. Accordingly, strategic entrepreneurship and strategic change as the key drivers of strategic innovation (Kataria, 2013) should be well understood by each organization if they are to exploit application of strategic innovation as a business strategy. While strategic entrepreneurship is oriented to exploration tendencies of the TMTs, strategic change is oriented to exploitation of resources and opportunities presented by the environmental factors (Kataria, 2013). Since all organizations surveyed believed in the affirmative statements comprising strategic entrepreneurship and strategic change, it is agreeable that organizations need skills and competencies to exploit available resources and opportunities meaningfully to achieve their goals.

The implications of strategic innovation further refer to the benefits enjoyed by various stakeholders as measured by the key performance indicators. The performance indicators include financial and non-financial measures. While financial measures are expressed by financial ratios such as profit ratio, turnover, liquidity ratio, current ratio, and others, non-financial measures can be qualitative output of the organization such as efficiency, reputation, feedback from customers, employees, and other stakeholders. Accordingly, organizations regard these measures as key performance indicators (KPIs) which are evaluated against objectives periodically (Srinivasaraol et al., 2020). According to Srinivasaraol et al. (2020), the most common measures of performance preferred by many profit making organizations are sales growth and profitability. However, a majority of investors are concerned with return on investment (ROI) and value created for customers using scarce resources allocated by top management (Mahmudova & Katonene, 2018). Furthermore, Srinivasaraol et al. (2020) opines that organizations are concerned with other KPIs such as liquidity, cashflows, payback period, sales margin, growth, CAPEX leverage as financial measures and efficiency, effectiveness,

customer satisfaction, employee satisfaction and organizational reputations as non-financial measures. As summarized by Mahmudova and Katonene (2018), organizational performance can be measured in financial terms, economic and social performance.

Consequently, the challenges organizations encounter in the process of implementing strategic innovation should not be undermined. Finally, the implications of strategic innovation can be exhausted by examining the findings and analysis of each variable or each research question.

Implications on mediating variables

This study confirms that culture and OA play linking role between strategy innovation and organizational performance. Therefore, the study has narrowed the existing gap arising from limited studies available on the mediating role of culture and OA (Phankhong et al., 2017). Secondly, organizations confirmed that adoption of outsourcing strategies and benchmarking practices were the right path to achieve efficiency growth. The findings further exhibited that efficiency growth was one of the factors that fosters organizational performance through the mediation role on strategic innovation. As supported by Chesbrough (2007) as cited in Latifi and Bouwman (2018), organizational practices of reduction of production costs, minimization of marketing expenditure, effective utilization of available resources, utilization of outsourcing partnerships, and application of ICT leveraged organizational performance.

Respondents further agreed that tactical strategies such as minimization of inventory and marketing costs as well as maximization of productivity and turnaround time were best practices for organizations to attain profitability growth. Ideally, achievement of efficiency growth within the organization setting is based on reduction of transaction costs internally and externally with customers (Ladib & Lakhali, 2015 as cited in Latifi & Bouwman, 2018).

Furthermore, organizations achieve revenue growth by establishing new markets, recruiting new customers as well as building customer loyalty with existing customers. While organizations focus their efforts in recruiting new customers, they should not forget maintaining the existing customers through relationship marketing efforts. This is because maintaining current or old customers is considered less costly than recruiting new customers using promotional tools such as advertising and sales promotion.

On the other hand, organizational capabilities held by employees is yet another mediating variable which promotes creativity and innovation within the firm. The opportunity for employees to be creative is based on the leadership style exhibited by the TMTs. Accordingly, successful organizations motivate their employees to be innovative and creative, live entrepreneurship culture, and engage in continuous learning (Latifi & Bouwman, 2018). Therefore, culture and capabilities cultivated among employees is a source of competitive advantage for the organization. The tactics applied and benefits arising from mediating variables clearly explains that strategic innovation is linked to impact on performance of organizations.

Implications on moderating variables

Because all the moderating variables indicated a strong relationship and influence on organizational performance by triggering strategy innovation, and acting as a source of competitive advantage, organizations should always consider these variables as drivers of strategy innovation and apply them to improve their performance.

Since moderating variables do not exert the same influence between the predictor variable and the dependent variable, top managers should take maximum care in constructing impactful BMs for which they invest organizations' scarce resources (Farooq & Vij, 2017b). However, the average standard deviation for each of the moderating variables (OC, value chain, firm

characteristics, industry characteristics, environmental dynamism, and strategy implementation), table 4 were all above 0.8, indicating moderate reliability of data and significant impact of the variables on strategic innovation which influences organizational performance.

Very clearly, organization culture comes out as a strong moderating variable where emphasis should be laid to build unique behaviours, values, norms and beliefs that cannot be imitated by competition (Kataria, 2013; Latifi & Bouwman, 2018). Once OC is sustained over time, the organization begins to reap from it as a source of sustainable competitive advantage.

The value chain framework consisting of primary activities demarcated into different stages are executed by functional teams such as human resource function, logistics, engineering and technology manning production, sales and marketing serving the customers. These teams should ensure that they maintain efficiency throughout their operations. Additionally the need to observe minimum stockholding using just-in-time system is definitely a competitive advantage for the firm.

Once the firm can exhibit desirable characteristics such as experience, heritage, R&D as a source of innovation, and advertising expenses on launches, then all these characteristics are sources of the firm's competitive advantage as they drive strategic innovation to influence organizational performance. In comparison, new entrants would find it difficult to join the same industry because they lack experience, heritage, and sufficient funds to advertise their innovations. Again the benefits the firms enjoys include operational excellence and high performance.

Another determinant of performance in firms originates from industry characteristics where innovation promoted. The common sectors that could easily promote innovation are those

heavy users of information technology such as banks and the telecommunications companies that can ride on innovation as a source of competitive advantage.

Organizations are compelled to think outside the box when the sector they play in is highly competitive. Therefore, the five competitive forces of Porter's 1980 could come into play once the industry is attractive enough for more investors. Indeed, industry attractiveness is one of the drivers of strategic innovation which enhances firm performance.

Furthermore, industry life cycle was proved to be a strong driver of strategic innovation especially when the product reaches emergent stage (Latifi & Bouwman, 2018). The variable once subjected to complex technologies, dynamic and turbulent environments drives strategy innovation to impact on organizational performance (Wei et al., 2017 cited in Latifi & Bouwman, 2018).

The consumer shifts in demand is often seen in the current wave of high-tech sectors that has compelled organizations to think faster and introduce new products and services in order to survive. Organizations with slow thinking minds will not survive in this kind of environment which requires dynamism in crafting and implementing viable strategies.

Today, no organization can predict the future in the long run because of the state of environmental dynamism surrounding businesses. Companies with long term plans cannot sustain their chosen strategies instead they need to shorten their plans, gain competencies for analyzing macro environmental factors as well as market forces that offer business opportunities and threats. The opportunities offered can only be of great benefit to the organization if its SAP is positive. Therefore, dynamic environments trigger executives to think faster and innovate or change their strategies to match the prevailing environmental and market conditions. These changes therefore, drive strategic innovation to influence organizational performance.

Finally on strategy implementation as a moderating variable, the call for managers to support their teams while implementing the chosen strategies is paramount and they should be committed to the chosen strategy through effective communication by their leaders. This is coupled with the need to have the right competencies, skills and capabilities necessary for implementing the plans whereby upon achievement of the these plans, the team is rewarded accordingly.

Implications of strategic innovation

Because the roots of strategic innovation are strategic change and strategic entrepreneurship also referred to as exploitation and exploration perspectives respectively, TMTs are very critical resource in strategic innovation framework. Since respondents agreed with (Kataria, 2013) that organizational culture geared towards value innovation tendencies is shaped by value innovation tools and instruments as a key responsibility of management in driving strategic innovation agenda. Furthermore, the diversity of TMTs should cover various dimensions namely, educational and professional backgrounds, experiences, and cultural backgrounds so as to promote innovation and creativity hence generating a competitive advantage (Kataria, 2013).

Respondents' agreement to the alternative hypotheses summarized and tested empirically in table 6 by the outcomes of correlational analysis and regression analysis imply that the actions of organizational management should be oriented to all these statements which Latifi and Bouwman (2018) and Kaplan and Palmer (n.d) concur with as follows: Organizations' progressive performance is a result of implementing modern strategic planning approaches which formulate strategies that deliver exceptional outcomes in terms of new products and services that fulfills customer needs; as a requirement for achieving effective strategies; the leadership of each organization should cultivate a culture that promotes innovative ideas to respond to customer insights; relatedly, strategists should take responsibility to monitor the

dynamic environment that offers opportunities to the business as well as mitigate the prevailing threats; furthermore, TMTs should identify and anticipate customer needs as a solution that unlocks growth through a penetrating discovery about consumer insight; which implies that customer-oriented organizations are most likely to deliver great output because they allocate their resources according to the demands of the market.

As the findings concurs with Latifi and Bouwman (2018) and Kaplan and Palmer (n.d), organizations that engage in R & D, embrace change, allocates resources effectively and efficiently, and firms that execute their robust plans effectively are most likely to achieve their goals and objectives (Latifi & Bouwman, 2018). Finally, Kaplan and Palmer (n.d) recommend that TMTs should ensure that their performance is continuously evaluated against objectives in order to predict the sustainability of the innovation strategy adopted.

Implications of innovation strategies

Organizations making a choice of incremental strategic innovation during the planning process focuses on improvements of products or markets while those adapting disruptive strategic innovation focuses on value or market creation (Kataria, 2013). As confirmed by the respondents and as agreed by Kataria (2013), both of these choices is driven by organizational culture that promotes the development of new ideas. As supported by Kataria (2013), respondents believed that by creating value or making improvements on products and markets, organizations derive a competitive advantage and growth of overall business. Furthermore, organizations that practice effective incremental strategic innovation can prolong their product life cycles; and since it is related to stability strategy which directs resources towards achievement of significant competitive advantage and efficiency in their current set up (CIM, 2007).

Therefore, incremental strategic innovation can be used in combination with disruptive strategic innovation to minimize the high risks involved in using the later strategy alone. However, management ought to understand that disruptive strategic innovation is very critical for business growth or expansion though it comes with very high risks as compared to combination strategy.

The implications of using disruptive strategic innovation calls for more detailed scrutiny from managers because it involves high investment with aggressive risk taking to finance new strategies and assets such as machinery, plant, systems, and fresh organizational structure. However, according to CIM (2007), CEOs are always motivated to adapt to this strategy in order to achieve high profits, sustainable growth, and gain popularity once they are successful.

New ventures arising from BMIs can be complex and difficult to reach adoption moreover with huge investment that may not be easy to exit. It is common for disruptive innovation typology to incur losses because of its uncertainty to reach breakeven point.

Notably, implementation of strategic innovation requires TMTs to communicate effectively in order to ensure that plans yield stakeholder financial expectations, growth in market share, gain in customer satisfaction, employee satisfaction, and lastly corporate reputation. These measures are the final outcomes of implementing strategic innovation effectively.

Implications of challenges

As already discussed in chapter 4, organizations should mitigate all the challenges identified and experienced during strategic innovation planning and implementation respectively. Managers have to stand firm and craft other strategies to support innovation because each challenge that manifests require to be addressed by different strategies and actions. Such strategies and tactics include solutions to competitor activities, appropriate responses to the environmental changes, response to technological innovations, application of

contemporary strategies such as sustainability, and application of marketing strategies. Managers must take center stage to ensure they create value using the available resources to exploit opportunities. This implies managers should continuously learn new ways of doing things so that they are able to respond to any situation or challenge. This experience has benefited individual employees to venture into their own businesses after retirement because they get opportunity to learn a lot.

Contribution to knowledge

The insights generated from this study and the research gaps closed is a benchmark for the next researchers and academicians to base their studies in the future. This contribution to the body of knowledge will not only be used for basing future research projects but also guide profit making and non-profit making organizations in pursuing their goals such as growth in market share, profitability maximization, growth, efficiency and customer satisfaction.

By conducting this study in 30 organizations from various sectors in Uganda, the researcher explored a wider scope, used large sample and gained reliability and validity of research findings extracted from MMR method. This provided the researcher an opportunity to make comparisons of responses from different organizations from different sectors and using qualitative data analysis. However, though all organizations operated under the same external environment, their innovation strategies were not the same because they provide different products and services to various customer segments whose consumer trends shift from time to time.

This study indeed revealed a number of fresh outputs that contributes to the existing literature on strategic innovation. The first output on research question 1a is that mediating variables provide strategic advantage as organizational internal factors as well as competitive advantage and linking strategic innovation to drive organizational performance. This

contribution enhances the findings and analysis by Kataria (2013) that mediating variables provide conducive atmosphere for employees to perform. The research gap identified during the literature review in chapter two regarding the existence of limited studies about the contribution of mediating variables and deliberate use of secondary data alone has been filled by this study because both secondary data and primary data have been used to achieve reliability outcomes (Phankhong et al., 2017). This study also confirms that the firm's innovativeness composed of OC, OA, and innovation strategy significantly link strategic innovation to influence organizational performance.

Similarly, the study contributes to the body of knowledge that moderating variables have a positive significant effect on strategic innovation that impacts positively on organizational performance. Therefore, moderating variables are considered as sources of sustainable competitive advantage that positively impact on organizational performance.

Furthermore, this study contributes to the existing literature by providing both empirical evidence that reveal the degree of the effects of strategic innovation variables on organizational performance. Moreover, deductive analysis also revealed similar outcomes experienced by strategists in various organizations studied. For instance, strategic innovation has the strongest positive relationship with organizational performance as compared to incremental and disruptive strategic innovation typologies. The study confirms furthermore that disruptive strategic innovation has the least effect on organizational performance as compared to incremental and strategic innovation itself. Apart from focusing on the business sector, this study contributes to the body of knowledge that all sectors of the economy including government departments will apply to achieve success in their innovation endeavours.

Economic implication

Since the majority of sectors were represented in the study, many governments or economies will benefit from taxes collected from successful organizations. Moreover, government departments can also benefit from this report by using it to improve their performance through adaptation of strategic innovative skills. In other words, organizations accessing this report will enhance their competitiveness by widening their innovative abilities and thus making more profits to benefit their governments through tax collections.

In reality, taxes collected from firms will be used by government to improve on service delivery to the citizens. These essential and critical services expected from government include: basic medical facilities for all, medical insurance for the majority, good education for all and good roads to promote economic activities. Therefore, strategic innovation extends to play yet another vital role of boosting the overall welfare of citizens particularly those living in developing economies have been deprived of these essential services.

Section Summary

Whereas managers can be engaged in making strategic choices on whether to pursue incremental strategic innovation or disruptive strategic innovation, the bottom line is to choose that strategy that delivers profits for the shareholders, generates customer and employee satisfaction as well as fulfill the expectations of other stakeholders. Relatedly, the choice on the strategy should be based on the resources and competencies available to tap the existing opportunities provided by the environmental factors.

Because organizations are increasingly facing turbulent and complex environments resulting into increasing level of uncertainty, business leaders today should engage into thorough analysis of all environmental levels ranging from broad macro-factors to micro-factors or rather market-specific factors and finally organizational specific factors so that they

can be able to choose a suitable innovation strategy (Ennew & Waite, 2007). The choice whether to go for incremental or disruptive strategic innovation will depend on the status of ETOP and SAP as generated from the SWOT analysis model.

Finally, sustainable strategic innovation is attainable when TMTs engage in continuous strategic planning process as a measure to cater for environmental dynamism, investing into the most competitive strategy, and allocating resources profitably. Therefore, the choice between incremental or disruptive strategic innovation is dependant on market needs assessment where the final product user informs the firm through marketing research about what they need or prefer.

Recommendations for Application

Introduction

Today, many organizations are obsessed with traction of sales targets, market share, revenue growth, and profits generated from their activities tagged against the winning strategy or tactic applied. Organizations need to engage their customers by listening and questioning them using a funneling technique to identify and anticipate their needs and provide new customer insights and fulfill them profitably. This necessitates organizations to engage in strategy innovation which is less explored enough to provide information sufficient for strategists to use for making decisions. Therefore, organizations need to gather information by way of research and accompanied by environmental analysis before engaging into strategic innovation to generate those new ideas, strategies and tactics that can be used to address customer needs.

Based on the objectives of this study, the findings related to each objective or research questions provide a basis for stakeholders' application of the insights generated from the research project. The evaluation of these objectives was conducted in the previous section 4.2 which subsequently led to the implications of the study findings and ultimately

recommendations for application to gain competitive advantage and desired organizational performance.

This section of the report therefore captures recommendations necessary for organizations to apply in their daily business operation and to achieve both short- and long-term goals. Firstly, the proposed framework of organizational performance implications of strategy innovation has been validated to establish the relationships and the effects of these variables with/on organizational performance. The variables in the conceptual framework form the study objectives and include: mediating variables, moderating variables, strategic innovation variables, and innovation strategies that dominated the questionnaire used to collect the quantitative data for this study.

Secondly, the research objective that aims to establish the challenges organizations face while implementing strategic innovation was achieved using the deductive analysis technique in chapter 4. Subsequently, the findings to this particular objective contain managerial insights and recommendations for application and are already emphasized in this section.

Finally, specific recommendations for application are directed towards achievement of specific financial and non-financial performance outcomes. Whereas a majority of recommendations contain strategies directed towards gaining strategic advantage, growth, profitability and efficiency; some recommendations below explain the behaviors expected of TMTs. This is because organizational performance outcomes are measured in terms of achieved objectives or targets and the behavioral aspects of TMTs and their entire staff. Moreover, policies existing in every organization are used for shaping organizational desired culture and guiding employees on the best practices to follow while rendering services to internal and external customers.

Recommendations for Business Model Innovations (BMIs)

Since the findings on the organizational performance framework implications of strategic innovation sketched in chapter 2 reveals that strategic innovation and its predictor variables have a strong positive relationship with organizational performance, strategists should adapt the model and roll out its application to be able to achieve exceptional performance. This means that strategists should engage in creating superior business frameworks or BMs that incorporate more moderating and mediating variables to offer organizations sustainable competitive advantage. This recommendation is supported by Latifi and Bouwman (2018) and Kaplan and Palmer (n.d) who opine that moderating and mediating variables play a central role in generating sustainable competitive advantage for organizations by driving strategic innovation to create superior value for customers and shareholders. Moreover, empirical results indicated that the contribution and influence of each variable was significant enough and impacted positively on organizational performance. This implies that TMTs should implement all those actions described under each variable in the questionnaire to achieve strategic advantage and subsequently exceptional performance.

The findings of this study concurs with recommendations by Kataria (2013) and Latifi and Bouwman (2018) that organizations should foster for profitability, business expansion, and equity of the firm by seeking for opportunities from the external environment and strategic advantage from their assets, capabilities and competencies. The empirical validation of strategic innovation outcomes also agrees with this recommendation because all the variables under strategic change and strategic entrepreneurship positively drives strategic innovation that impacts on organizational performance. In addition, strategists should consider designing BMs that factor in moderating variables of external environmental factors and value chain components as well as mediating variables such as OC, revenue expansion, competencies, and efficiency to foster for great performance (Kataria, 2013; Latifi & Bouwman, 2018).

Ideally, managers should challenge orthodox surrounding the traditional ways of doing business, and take risks to adapt radical approaches to delivering good performance for their organizations (Kataria, 2013). This is achieved by going beyond the horizon of the strategic planning and taking steps to invest in operational excellence as well.

Since organizational performance is driven by strategic innovation and evaluated in terms of financial and non-financial gains such as profitability and customer satisfaction respectively, organizations need to develop BMIs to deliver organizational goals effectively. Furthermore, organizations need to adopt the main arms of strategic innovation which are incremental and disruptive strategic innovations because they are all sources of competitive advantage. Finally, the choice of strategy should be in line with SAP and ETOP status including dynamic capabilities.

Recommendations on strategic innovation

Strategic innovation is a key independent variable already established as the main driver of organizational performance. Every organization regardless of its sector should adapt strategic innovation in order to grow and beat competitors. This is because strategic innovation has been proven to be the main predictor of organizational performance despite the fact that it is linked by mediating variables and driven by moderating variables. Since the findings of this study concurs with Halpern (2010), firms should practice strategic innovation and improve their products and markets by positioning their products into the most profitable niches of the market. The efforts to differentiate products can be fulfilled by deliberately branding, packaging, and designing of products to meet the consumer expectations. Moreover, firms can achieve their market position through this innovative attitude and this effort is all tied back to strategic innovation.

On one hand, organizations need to practice effective leadership embraced by a strong business culture and guided by its core values that promote Joined-Up Business Planning process (JUBP) that involves all functions of the organization for planning meetings to formulate winning strategies using newly generated customer insights. Therefore, employees within the organization should be flexible enough to embrace change whenever new ideas and objectives are relied through transformational leadership (Kaplan and Palmer, n.d).

Consequently, inspirational communication to employees about the mission and vision is required to drive them towards brilliant execution of plans and achievement of set objectives. This is supported by Kataria (2013), Karabulut (2015), and Latifi and Bouwman (2018) who contend that alignment of innovation strategy to the organization's mission and objectives is a right path to achieving great performance in terms of increased sales, profitability, and competitiveness. Additionally, organizations should mind about the hierarchy of their organizational structures that should aid easy communication and delivery of operational objectives and activities. Accordingly, organizations with flatter structures find it easy to communicate to employees as opposed to organizational structures with multiple levels in the hierarchy, full of managers commanding authority, and controlling communication in a bucratic manner.

It is evident from the study findings and the previous studies that organizations need to watch over the environmental factors both internally and externally to ensure that no opportunities are missed out, this includes monitoring and exploration of consumer trends (Kataria, 2013). In addition, the findings of this study concur with Kataria (2013) that organizations should be customer focused in all their endeavors; implying that all their strategic decisions should be geared towards achievement of consumer needs.

Furthermore, organizations should be more flexible and embrace change in strategy driven by changes in the environmental factors such as competition, consumer trends, and natural calamities. These changes may require management to allocate more resources if strategic innovation is to impact fully on organizational performance. And once adequate resources are allocated to various activities, functional teams should be ready to implement them brilliantly.

In summary, the positive relationship between strategic innovation and organizational performance was established to be very significant at 85.0%; and its effect on organizational performance stood significantly at 65.6%. This research findings compel every organization to invest and engage in strategic innovation as the major determinant of good performance.

Accordingly, the journey to strategy choice is full of learning through case studies, literature reviews, past experience and scanning of the environmental factors. This calls for organizations to ensure that they adapt the learning culture which requires management to document all innovation projects and their evaluation reports necessary for the next strategic planning session.

Recommendations on innovation strategies

The findings and evaluation outcomes of the key innovation strategies of incremental and disruptive strategic innovation presented in the previous chapter should be applied simultaneously or by choice depending on the needs of the organization in question. Specifically, organizations should adapt incremental strategic innovation if they wish to maintain their growth rate, profitability, and current customers because its positive effect on organizational performance was the highest at 69.1% while its positive relationship with organizational performance was equally very high at 83.9%, second to strategic innovation. Notably, the application of incremental strategic innovation is critical especially when the desired performance gap is narrow and before a product reaches decline stage. Remarkably,

incremental strategic innovation is less risky and takes limited resources. Essentially, the risks involved in using incremental strategic innovation are much smaller hence organizations are better off choosing this strategy to maintain their performance in the market place. As recommended by Lokuge (2015), incremental strategic innovation is preferred for short term goals since the nature of the objectives are functional.

On the other hand, the choice for disruptive strategic innovation requires the involvement of the shareholders and the board members to state a corporate objective because an organization wishing to achieve a substantial or high growth rate must take risks to create new products/services and new markets. CIM (2017) contends that this strategy once chosen is tagged to sufficient resources allocated for it to work successfully. Therefore, organizations should be prepared enough to source for huge finances to cater for capital investments on machinery, technology, systems, skilled staff and change management.

As explained in the evaluation of findings in the previous chapter, disruptive strategic innovation has the lowest effect of (15.7%) on organizational performance and has been identified as a riskier strategy compared to incremental strategic innovation. Accordingly, for this strategy to work, management must ensure that the strategy is tied to all the seven elements of McKinsey 7-S framework (CIM, 2017). However, this strategy is much preferred for business expansion in the long run especially if ETOP and SAP are favorable. However, firms involved in production of numerous products are well placed to adopt both incremental and disruptive strategic innovation strategies because some products may need to be sustained in the market while other new markets may need to be approached with unique products with new product usage. Therefore, the choice for either or both strategies are inseparably linked to the organizational structure whereby competencies, capabilities, skills and other resources available at hand offer strategic advantage (CIM, 2017). This means organizations are recommended to choose a strategy before setting up organizational structure.

According to Ansoff (1957), diversification works best for organizations if they acquire required facilities, new technology, new skills, and suitable organizational structure to deliver the new mission. This kind of strategy comes along with very ambitious targets in terms of sales, large market share, high profits, high growth rate which are constrained by high investments and risks.

Recommendations to overcome challenges

The researcher on conducting structured interviews with the key informers obtained business insights and recommendations for application as follows: first, top managers should engage their teams to provide accurate feedback in form of field reports that can be used for formulating appropriate strategies; secondly, line managers need to participate in strategy formulation workshops so that they fully represent their teams by presenting their views regarding customer insights which would consequently motivate employees to embrace strategy implementation and evaluation because they fully understand organizations' deliverables.

Furthermore, organizations should invest in R & D so that fresh information regarding consumer trends and competitor activities is continuously tracked to ensure that appropriate strategies are developed to unlock growth. This implies BMIs designed by the strategic team can be used to sustain strategy innovation hence generating efficiency in processes, product distribution as well as optimizing product usage, and profitability. Accordingly, organizations should engage customers during the innovation process so that their ideas and insights are incorporated into the plans for brilliant execution.

By adapting to sustainable innovation, organizations can sustain their operations profitably and perform better in regard to achieving customer satisfaction, employee satisfaction, and good reputation. Ideally, organizations should critically evaluate their results against set

objectives so that achievement or failure through innovation strategy is measured for continuous improvement.

As already explained, this study entirely contributes to the body of knowledge for researchers, academicians, organizations, and government to apply the insights generated from the findings to unlock the performance of their projects. Accordingly, application of strategic innovation in projects is aimed at generating efficiency and achieving exceptional organizational performance.

Recommendations for future research

Introduction

As already revealed by the few existing studies on strategic innovation, many organizations in low developed countries lack adequate understanding of strategic innovation and its effects on organizational performance because of existence of dispersed information about it. In addition, a number of organizations practice strategic management process informally and so they adopt strategic innovation informally. Moreover, strategic innovation does not impact on organizational performance alone but is driven and linked by moderating and mediating variables that have a positive contribution to organizational performance. The conceptual model in chapter 2 illustrates how these variables generate competitive advantage enabling the organizations to excel within their respective sectors.

Since the effect of strategic innovation on organizational performance has been empirically established at 65.9%, it therefore implies that there are other variables that make the remaining 34.1% that needs to be established in the future. Furthermore, a number of academicians including Kataria (2013) endorsed specific dimensions already tested empirically and have a positive impact on organizational performance. Perhaps there could be more dimensions influencing strategic innovation and organizational performance that need to be established in

the future. These dimensions could be recommended systematically and right from the definition of strategic innovation and the measures of organizational performance.

On the other hand, future recommendations can be suggested in relation to the research objectives or the study hypotheses that were stated in chapter 1 which in summary include: the conceptual model relating strategy innovation and organizational performance; the relationship between strategic innovation and organizational performance; the relationship between innovation strategies and organizational performance; and finally, establishment of challenges organizations face while applying strategic innovation to grow their businesses. The effects of these variables on organizational performance have also been taken into account in this section.

The future of the conceptual model

In chapter 2, competitive theories were outlined to predict the relationship between strategic innovation and organizational performance and the outstanding ones included: agency theory, knowledge-based view theory, stakeholder theory, resource-based view theory (RBV), and contingency theory. These theories offer the foundation for the origin of strategic innovation and extends to the formation of various definitions as relayed by different authors (Kataria, 2013). According to Afonso and Vieira (2012), strategic innovation is a framework that offers new products and services to potential customers or new ways for which organizations and individuals do business as driven by ICT today.

Since this study is organizational-based, the application of the conceptual framework may not suit individual-based models because the dimensions for the two perspectives differ (Kataria, 2013). Therefore, strategic innovation models may change depending on the dimensions set by the strategist. Accordingly, organizations source their sustainable competitiveness from internal resources such as knowledge, capabilities, and business assets utilized optimally to achieve organizational objectives; moreover, this is explained by

knowledge-based view theory and RBV theory (Kaplan et al., 2001; Madhani, 2010). Since moderating variables do not exert the same influence between the predictor variable and the dependent variable, top managers should take maximum care in constructing impactful BMs for which they invest organizations' scarce resources (Farooq & Vij, 2017b). Subsequently, future researchers should test and evaluate the conceptual model to confirm its applicability across all categories of organizations. Although the survey was conducted covering all key sectors of the Ugandan economy, the empirical evidence could be established by sector. This is because the dimensions of strategic innovation may significantly vary depending on which sector an organization belongs to. More specifically, organization culture is meant to support strategic innovation and change for which culture itself may need to change formally or informally to promote performance (Brown, 2020).

Accordingly, qualitative analysis revealed that strategic innovation was not pronounced or popular in the service sector except telecommunications and high-tech companies. This implies that further investigations should be conducted independently in the future to establish the effect of strategic innovation in such a sector. Furthermore, environmental factors may not impact uniformly on every organization within their sector hence future studies should endeavor to analyze the impact of environmental factors on every sector, especially the impact arising from competitive environmental forces and the international environment. For instance, the effect of COVID-19 on the food processing industry and beverage sectors may not have been the same as compared to its effect on the tourism and hospitality industry.

Additionally, other mediating variables such as sustainability could have been a significant player in the conceptual framework hence a need for further investigations in the future. Therefore, the conceptual framework has a lot more changes to fit in if it is to work suitably for all organizations categories including SMEs. Furthermore, the success of firms depend highly on the environmental factors that offer opportunities for which the framework describes

within strategic change which is a foundation and driver of strategy innovation. The genesis of strategic innovation stage for which these variables are mentioned is far from the stage for which sources of strategic advantage variables are described under moderating variables and innovation strategies. This implies that the framework could still undergo reconstruction to reflect how strategic advantage profile (SAP) generated from moderating variables and innovation strategies should be used to exploit environmental threats and opportunity profile (ETOP) generated by variables of strategic change. Organizations should indeed understand that ETOP and SAP play a vital role in the formation of a strategy and if strategic innovations is regarded as a strategy, then the conceptual framework remains vulnerable to changes in the future because some variables may change position and new ones introduced.

On the other hand, exogenous variables may immerge and extremely threaten businesses such as COVID-19 pandemic which halted the performance of many businesses except those innovations triggered by the pandemic itself are likely to do well in the short run. Other sectors such as higher institutions of learning instead benefited from transformed technology that aided distance learning and in-person lectures which were all restricted (Nicolaou, 2023). Therefore, the effect of such variables on the performance of firms should be predicted with appropriate interventions taken into considerations to ensure a bright future for all businesses; otherwise, the framework or the BMI can be rendered a wasted effort since its final output would be poor performance. Additionally, leadership teams should possess a good understanding of the environment and customers so as to bring a proposed business model to life (Brown, 2020).

The future of strategic innovation

As defined in chapter 2, strategic innovation is reinvention of organizational strategy to promote business growth as well as fulfilling customers' and the stakeholders' expectations achieved by creating a sustainable competitive advantage. Future studies should investigate the relative contribution of each dimension of strategic innovation because the current findings

apparently indicate that each dimension positively contributes equally to organizational performance.

Since strategic innovation is about creating new BMs and strategies, organizations and through their strategists need to consider what kind of innovation is suitable for them during each stage of the business life cycle. The extended product life cycles (EPLC) consists of the six stages: development stage, introduction stage, growth stage, maturity stage, decline stage, and loss-making stage may require specific innovation type to be applied. For instance, a product going through loss-making stage may require radical strategic innovation while the product undergoing maturity stage would require the company to adopt incremental strategic innovation so as to improve its performance. Indeed at development stage, organizations would mainly engage in building suitable BMs that can drive the launch of innovation at introductory stage. Therefore, future researchers should investigate the impact of strategic innovation on different stages of the product or business life cycles.

As explained by Kataria (2013), strategic innovation is triggered by small dimensions that generate competitive advantage for organizations to gain superior performance as measured in financial and non-financial terms. An organization can only boast of its competitive advantage if its profitability is higher than the rest within the sector or its corporate image is in the lead. Similarly, organizations can be proud of its superior performance if their shareholders, customers and employees are satisfied. Therefore, future studies should review major dimensions including traditional strategy typologies such as timing tactics and market location tactics (Kataria, 2013; Rex, 2009). According to Rex (2009), first-movers of an innovation provide a new product or service to the market while second-movers follow them rapidly; this is followed by last movers who wait-and-observe others first. Organizations can opt for market location tactics by either engaging in offensive tactics and snatch market share from a competitor or engage in defensive tactics and prevent the competitors from taking market share

(Rex, 2009). As explained by Rex (2009) market location may involve: frontal assault which means going head-to-head with a competitor; flanking maneuver which means attacking part of the market where the competitor is weak; encirclement which implies pushing the competitor using a new product or innovation; bypass attack which means trying to cut the market from established defender using a new product; and finally, guerrilla warfare which is hit and run tactics implying attacking the competitor in small beats of the market segments.

According to Rex (2009), all these tactics come with their benefits and challenges as it is obvious that first-movers will benefit from: good reputation and image with buyers; early adoption of new technologies; attainment of strong loyalty from first customers; and frustrating new entrants from joining the industry. On the contrary, firms that will pursue first-movers' tactics will require to invest more resources on R & D compared to second or last movers which therefore comes along with high costs and risks (CIM, 2017).

Implementation of strategic innovation as a strategy comes along with the right leadership to support management in implementation of the desired plans, policies, organizational structure, and more important change management. Therefore, effective leadership is a very critical success factor for transforming organizational operations. This means placing an effective strategist with the right abilities, education, skills, experience and personality to implement the new strategy is critical (CIM, 2017). Notably, the strategist should demonstrate the desired leadership style required to implement the new strategy and anything less than this will require the board to source for the right one whose leadership style suits the strategy chosen. For instance disruptive strategy innovation would require a leader who is a risk taker as opposed to incremental strategy innovation.

Upon execution of strategic innovation, managers should endeavor to evaluate the strategy and identify its new strengths which can be used for strategy formulation in the future (CIM,

2017). The common practice for organizations is to create a competitive advantage by adopting market-driven strategy which pulls all the resources towards meeting customers' requirements; it is common that market-driven strategies can be countered easily by the competitors who are planning in the same way (Brown, 2020). According to Brown (2020), the ideal future for every organization is to adopt market-driving strategies which emphasize on creativity and innovation to cultivate ground-breaking business strategy which promotes innovation in existing markets and later extend into new ones. This implies that organizations should adopt market-driving strategies by extending into new markets segments, create new product usage, and develop new products if they are to challenge their competitors in the long run. This further means that the future of every organization relies on disruptive strategic innovation that might be important in addressing customer needs better.

The future of innovation strategies

Critical on the agenda is for future studies to relate innovation typologies with Ansoff growth strategies since they focus on achievement of similar growth objectives. From the evaluation of findings in chapter 4, it was established that the choice for organizations to pursue incremental strategic innovation was similar to market intensification strategy because they are all geared towards achieving stability objectives. On the other hand, the choice to pursue disruptive strategic innovation had three options: market development, product development or diversification which are all geared towards achieving expansion objectives. Organizations while adopting innovation strategy should engage customers or gain the approval from consumers who would provide their views regarding innovation before its launch.

Furthermore, future studies should focus to investigate deeply the organizational dynamics leading to the choice of either incremental or disruptive strategy innovation. In addition, organizations should look into alternative strategies such as backward and forward integration

where the business can gain a competitive advantage by taking over its supplies and distribution/usage of their own products respectively.

In addition, organizations should implement disruptive strategy innovation sustainably so that it may achieve growth objectives after the launch and later stagnate growth agenda due to changes in market dynamics. This is because some innovations are short-lived considering the current dynamism in technology, consumer and supply trends, and considering overall environmental dynamism. Moreover, sustaining strategic innovation may be challenging because sustainability requires more resources, competencies, effective management and strong leadership (CIM, 2017).

In summary, the effectiveness of strategy innovation is dependent on systematic and careful scanning of the environmental factors, the composition of the business model, its implementation and strategy evaluation as the key components of strategic management process. Many organizations may experience innovation failure for which they should find exit routes such as mergers, acquisitions, strategic alliances, licensing, turnaround, divestment, liquidation, and bankruptcy (Brown, 2020). These grand strategies can be used to restore performance of the business or change from a poor performing business to another.

According to CIM (2017), the choice for the strategy will depend heavily on the competitor actions and resources placed behind R & D. This means future studies should focus on predicting the future in terms of competitor activities, technology changes, and consumer trends. By anticipating the future changes, organizations should adapt evolutionary or transformational change that is implemented gradually through interrelated activities allowing stakeholders to adapt to the new landscape (Brown, 2020).

Similarly, as the strategy chosen is implemented, the organization should be prepared to align human resources into organizational chart that supports the strategy and its plans. On the

contrary, organizations planning retrenchment or down-sizing will not invest into human resources but instead reduce the staff. Finally, strategists are recommended to gauge their resources and ensure they are sufficient enough to exploit opportunities and mitigate threats posed by the external dynamic environment hence achieving financial objectives.

Conclusion and Limitations

Introduction

As stated in chapter one, the primary aim of this study was to establish the relationship between strategic innovation and organizational performance in 30 selected organizations in Uganda. These organizations were all selected from a population of 100 corporate organizations and top SMEs in Kampala and Wakiso districts that practice strategy innovation. Chapter 1 further outlined the rationale for this study divided into three aspects: first, to pioneer examination of the relationship between strategic innovation and organizational performance in Uganda; secondly to close the existing data research gaps and methodological research gaps exhibited by the previous studies on other innovation typologies and organizational performance; and thirdly to make a contribution to the body of knowledge for which various stakeholders could benefit in one way or the other.

Accordingly, this study outcomes are in agreement with Kataria (2013) and Latifi & Bouwman (2018) that the genesis of strategic innovation is highly influenced by diversified TMTs, entrepreneurial leadership and deliberate learning mechanisms which means that TMTs are responsible for driving organizational culture and entrepreneurship that provides for consistent creation of value and new markets necessary for growth. Ireland et al. (2003) as cited in Kataria (2013) contend that the resilient dynamics between the individual influence and organizational influence are represented by the exploitation and the exploration perspectives which means gaining competitive advantage by exploiting and exploring opportunities at the same time.

The summary of this thesis as supported by Kataria (2013) and Latifi and Bouwman (2018) encompasses the conceptual framework of organizational performance implications of strategic innovation consisting of strategic change and entrepreneurship as the drivers of

strategic innovation; strategic innovation as the principle independent variable; innovation typologies rooted into strategic innovation and acting as sources of competitive advantage; moderating and mediating variables driving and linking strategic innovation respectively; and doubling as sources of competitive advantage and strategic advantage respectively.

Very specifically, the conclusion of this study will focus on the summaries of findings and evaluation of each of the specific objective that were stated in chapter 1 or rather establish whether all the research questions were answered adequately. These research questions included: a) How do mediating variables link strategy innovation to influence organizational performance? b) When do moderating variables drive strategy innovation to impact on organizational performance? c) What is the relationship between strategic innovation and organizational performance? d) What is the relationship between innovation typologies and organizational performance? And finally e) What challenges are faced by organizations while using strategy innovation to promote their performance?

Mediating variables

From the evaluation of findings regarding how mediating variables link strategic innovation to impact on organizational performance, it was established that all these variables including revenue growth, efficiency growth and organizational capabilities generate efficiency within the organization. Therefore, internal strengths which may outweigh the organization's internal weaknesses regarded as strategic advantage profile (SAP) enables organizations to exploit opportunities offered by the external environment. On the other hand, the same SAP supports the organization to suppress external threats presented by the external environment.

Similarly, mediating variables as sources of strategic advantage, enable organizations to excel on top of their competitors because operational efficiency aids firms to maximize profits hence investments and overall business growth. Relatedly, revenue growth generated from

recruitment of new customers and establishment of new markets places organizations into market leadership within the industry. Moreover, customer loyalty is another driver of profitability and growth built through organization's capabilities on producing quality products, offering superior customer service, and attaining organizational reputation. Therefore, organization's top management spend more time sharpening their teams to achieve high results continuously as a way to sustain high performance and beat competition in the short run and gain monopoly in the long run.

Additionally, efficiency growth in organizations lead to creation of cost reduction mechanisms such as minimization of marketing costs. Such costs can be reduced by application of software systems such digital marketing and social media platforms that offer efficiency, speed and low costs. Similarly, the mediating variable of efficiency growth is a conduit for strategy innovation that leads to innovation on mechanisms that reduce cost of inventory management using technology driven software regarded as Inventory Management Systems (IMS). Therefore, organizations are able to plough back more profits for investment in new projects created by strategy innovation hence achieving sustainable business growth.

Generally, achieving operational excellence which means gaining organizational productivity as driven by efficiency growth is a direct assurance to minimization of errors, labor optimization, time saving, and inspiration of customers through shorter turnaround time, high profitability, and employee satisfaction. Finally, the collection of mediating variables of efficiency growth, organization capabilities, revenue growth, and OC together present conducive OA which stimulate employees to deliver exceptional performance (Kataria, 2013).

Moderating variables

The outstanding tenets of moderating variables that include value chain, OC, firm characteristics, industry characteristics, strategy implementation and environmental dynamism

act as sources of competitive advantage to the firm (Latifi & Bouwman, 2018). Looking into these variables one by one, unique OC was confirmed to be a provider of organizations' competitive advantage that drives performance through strategic innovation. Similarly, value chain that involves addition of value through its different stages proved to be a source of competitive advantage for organizations involved in production of any sort. For firm characteristics, firm size, experience of its employees in terms of capabilities and competencies including qualifications are all drivers of strategic innovation that are sources of competitive advantage that drive firms for profitability and growth. Furthermore, industry characteristics such as industry life cycle, investments in innovation by a given sector offer competitive advantage that drives performance of firms. While environmental dynamism enables organizations to choose better strategies that deliver great performance as implied by the fact that organizations that conduct strategic planning end up identifying opportunities for which SAP is consequently used to exploit them in order to achieve business expansion. This means that strategic innovation which influences organizational performance is driven by environmental dynamism which is a driver of change. Accordingly, strategy implementation once supported by top management and adequate budget through inspirational leadership and communication leads to effectiveness regarded as operational excellence which is a source of competitive advantage.

Therefore, moderating variables aid firms to attain market leadership generating super profits, employee satisfaction and good reputation particularly within their sectors in a given economy. Moreover, strategy innovation can be sustained by driving forces of moderating variables that act as sources of sustainable competitive advantage that deliver leading performance consistently.

Strategic innovation

Although all the dimensions of strategic innovation produced similar results during empirical analysis and equally accepting all the hypotheses tested for all the dimensions, it is still paramount to make study conclusions for each of them. Moreover, strategic innovation being the main independent variable is highly related to organizational performance, and the contribution of each dimension has been summarized below.

This study re-affirms the findings generated by Kaplan and Palmer (n.d) on the dimensions of strategic innovation as follows: organizations that adopt modern approaches to strategic planning process are more successful in achieving their performance goals; organizations embedded in the culture of promoting innovation excel in performance compared to those that do not practice business model innovations (BMIs); organizations that seize opportunities provided by the external environmental factors are likely to grow in business size; customer-oriented organizations tend to be more successful in their performance outcomes compared to those that are not because they focus entirely on their market needs while minimizing shortages and inventory wastage; organizations that invest in R & D practices perform better than those that do not engage in R & D thus they are able to understand the market dynamics and consumer trends that guide them in planning for the winning strategies; organizations that embrace change and manage it professionally tend to gain strategic advantage necessary for exploiting business opportunities; organizations that invest in innovation, providing conducive OA necessary for the development of BMs tend to achieve their performance goals; by allocating more resources to strategic innovation, organizations tend to perform better; and brilliant execution also related to operational excellence guarantees good performance. Styles and Goddard (2004) as cited in Dogan (2017) emphasize that one of the aspects of strategic innovation is that a radical change in operational efficiency creates more value than the incremental improvement. Furthermore, organizations that focus their objectives toward

innovation earn 60% of their revenue from new products; while organizations that document their innovations for review and evaluation tend to perform better; and finally sustainable innovation leads to consistent high performance (Kaplan & Palmer, n.d).

The evidence provided by the SPSS Model Summary confirms that 65.6% of the variation in organizational performance is a result of strategic innovation driven by moderating variables and innovation typologies and as linked by mediating variables. Evidence therefore, exists to claim that the 34.4% effect on organizational performance is contributed by other variables or strategies. Indeed, the strongest relationship between predictor variables and the dependent variable, organizational performance within the conceptual model is expressed by the coefficient of $r = 0.850^{**}$ (85%) implying that strategic innovation is a strong predictor of organizational performance.

Since strategic innovation has immerged as the key influencer of organizational performance, organizations through their leadership teams are putting keen interest on creativity and innovation such that their businesses are sustained amidst dynamic environments. Additionally, organizations maximizing their talents and capabilities to deliver exclusive customer service to their customers are capable of outsmarting their competitors as a way to reinforce the impact of strategic innovation. This is because competing firms exhibiting the same level of strategy innovation can only be differentiated by the superiority of their customer service.

On the other hand, qualitative analysis complimented quantitative analysis to agree to the conclusion that some exogenous factors such as that of the PESTEL model, SWOT analysis, Porter's competitive forces, and the international environment contribute by providing opportunities that aid organizations to grow. However, these opportunities can be suppressed by overwhelming threats that hinder business progress. Furthermore, the internal strengths and

weaknesses within organizations as analyzed by the SWOT analysis model are yet another enabler of performance especially when a positive strategic advantage profile (SAP) is generated and used to exploit existing opportunities. According to Hamel and Prahalad (1990) as cited in Doole and Lowe (2005), the fit between the ETOP and SAP is a traditional way of crafting a successful strategy. This is supported by Eppink (1995) as cited in Dogan (2017) that strategic innovation provides for organizations to think outside the box and can adopt other external growth strategies such as acquisition and strategic alliances to take advantage of using resources from other organizations against relying on their own resources which may not be sufficient to grow business. Moreover, the strong relationships created by strategic alliances provides stakeholders' network and complementary capabilities, assets, products and services (Schlegelmilch et al., 2003 as cited in Dogan, 2017).

Apart from the contribution made by strategic innovation on organizational performance, a number of contemporary strategies such as Ansoff growth strategies, triple-bottom-line (TBL), and CSR are known to be good influencers of organizational performance and economic development. This is because all the highlighted strategies drive profitability, growth and sustainability in the long run.

As revealed by the study, organizations that practice strategic innovation are concentrated in the high-tech sector such as telecommunications and the banking industry where use of internet services to optimize customer service is highest. However, the manufacturing sector also appears to be second in practicing strategic innovation as firms compete to win consumers through leadership in: costs, process, technology, product quality, management and marketing innovation.

Innovation typologies

The revelation from the regression analysis of the Model Summary table 5.1 below confirm that both of the innovation typologies had positive significant effect on organizational performance although incremental strategic innovation had the highest effect of 69.1% on organizational performance compared to disruptive strategic innovation with 15.7%. Therefore, the effect of each predictor variable on organizations performance ranked in descending order are incremental strategic innovation, strategic innovation, and disruptive strategic innovation with 69.1%, 65.6%, and 15.7% respectively. Similarly, it is deduced that incremental strategic innovation is strongly related to organizational performance with 83.9% as compare to disruptive strategic innovation with 66%. However, it is important to conclude wthat the combination of the two innovation typologies rooted into strategic innovation renders strategic innovation and organizational performance to have the strongest relationship with the correlation value of 85.6%.

The positive impact of strategic innovation on organizational performance is deliberately influenced by the presence of innovations strategies, mediating and moderating variables which act as sources of competitive advantage that impacts on the overall performance of organizations. Organizations are said to reach their optimum level of performance when they deliver the highest levels of profitability within the industry, shareholder return on investment (ROI), high levels of customer satisfaction, high levels of employee satisfaction, and exemplary reputation.

Because incremental strategic innovation shares a similar growth concept with market penetration growth strategy, where both strategies operate on the principle of addition of product value and market improvement, incremental innovation strategy is less risky than disruptive strategy innovation on the account that the latter involves creation of new products and new markets. Respondents during the interview complimented that the focus of disruptive

strategic innovation on absolutely new products, new technologies and new processes renders the strategy riskier and more costly as compared to incremental strategy innovation which simply adds value to the existing products and markets. Because of this view regarding risk involvement and huge capital requirements associated with disruptive strategic innovation, many organizations prefer to exhaust the investments into incremental strategic innovation first before engaging into disruptive strategic innovation with high risks and huge capital investment requirements. Relatedly, Ansoff (1957) supports this view especially with diversification, product development and market development growth strategies which require huge budgets and careful forecasting.

While Thorburn and Langdale (2003) as cited in Kibisu and Awino (2017) contend that incremental strategic innovation believes in customer feedback to deliver high quality and customized products and services, and niche markets, Kataria (2013) contends that disruptive strategic innovation disorganizes existing markets by introducing new products to existing markets and exploiting new markets hence gaining monopoly in the short run and before competitors copy them.

Challenges

The last research objective to establish challenges faced by organizations while applying strategic innovation to promote the performance of their organizations was concluded as follows: a majority of the key informants explained that existence of inadequate working capital, unfavorable environmental factors, poor leadership styles leading to unfavorable OA which suffocates innovation practices were responsible for the poor performance of their organizations. This is in agreement with Kataria (2013) and Latifi and Bouwman (2018) who concluded that the opposite of the described factors was responsible for organization's success.

Conclusively, the combination of dynamic environmental factors and rapid changes in technology have compelled organizations to adopt strategic innovation as the pyramid strategy amongst innovation typologies. This study therefore emerges as the eye opener for organizations to believe that strategic innovation is the first-hand strategy for survival and growth of their businesses. Dynamic environments such as changes in consumer trends, competitor forces, the PESTEL factors, and overall internal environment have driven every manager into strategic thinking as well as entrepreneurship behaviors which are very central to strategic innovation. On the other hand, managers today need to be responsive enough because the life cycle of products, technologies, and more so stakeholder expectations is shortening each time hence they need to engage in strategic innovation and challenge orthodox by moving out of traditional approaches to strategy formulation and implementation (Dogan, 2017).

While mediating variables offer strategic advantage by linking strategic innovation to impact on organizational performance, moderating variables drive strategic innovation to impact on organizational performance by acting as sources of competitive advantage. In addition, incremental and disruptive strategic innovation as components of strategic innovation act as sources of competitive advantage that impacts on organizational performance.

Along with disruptive strategic innovation are risks associated with creation of new products, services and new markets whereas, incremental strategic innovation carries less risks because it simply adds value to the existing products and markets. Therefore, organizations should engage in both innovation typologies in order to grow the existing products and markets as well as tap new markets using new products. However, it should be noted that disruptive strategic innovation in particular is more central in transforming organizational performance.

As recommended by Dogan (2017), organizations should focus more on strategic innovation that integrates all the dimensions of innovation to ensure long-term profits,

competitive advantage, sustainability, and diversification. This implies that organizations will be guided to look at the entire system beyond product and process, ensure motivation to generate innovations that will encourage participation, strategy and create value and will be the key to sustainable competitive advantage for organizations (Dogan, 2017).

According to Korhonen (2017), over 25% of the turnover growth was experienced by 79% of the European Union companies that initiated one innovation since 2011. This therefore, reaffirms to the fact that innovation is indeed a key driver of organizational performance. Therefore, conducting this study rested on the need to validate a conceptual model that illustrates the complex mechanism through which strategic innovation influences organizational performance (Latifi & Bouwman, 2018). This was supported by systematic review of literature and generation of empirical data that were used to fill the foregoing methodological and data research gaps.

Limitations to the study

The main external environmental factor that hindered the progress of this study was Corona Virus (COVID-19) pandemic which broke out in December 2019 in China and spread to the entire world and Uganda in March 2020. Governments all over the world instilled restrictions and behaviors in order to avoid the spread of the pandemic as follows: reduction of staff members from work places, social distancing, decongesting passengers travelling in vans or aircraft, wearing of masks, and frequent washing of hands. These restrictions therefore affected face-to-face interviews thus hindering the deduction and interpretation of participants' body language in particular. Furthermore, a few organizations used this as an excuse to deny the researcher access to their premises. However, some gatekeepers who understood the value of research projects accepted the researcher to reach them while others were accessed and interviewed on telephone, by email, Skype and Zoom platforms.

On the other hand, a few organizations were not interested in participating in the study in fear of their confidential data to leak out to competitors through the researcher. The researcher's effort to explain about his obligation to observe research ethical principles such as confidentiality, anonymity and generalization of data was not accepted by the few organizations. However, the researcher replaced the few organizations with those willing and ready to participate in the study.

Although the interview questions were structured and standardized by the interview guide, a few respondents could not interpret the questions at once hence compelling the interviewer to ask a few extra probing questions intended to clarify on the questions. This effort could have easily compromised on the reliability of the research instrument. Furthermore, these incidences occurred in situations where and when the interviewees provided incomplete explanations to the questions asked. However, the interviewer made efforts to maintain uniformity of the questions asked to every respondent using the interview guide so that generalized findings were achieved as well as maximization of reliability.

This study avoided use of semi-structured and unstructured interviews for collecting qualitative data because these research instruments are known for unreliability in terms of achieving generalized research outcomes (CIM, 2007). However, both techniques of data collection are used to probe respondents because they permit the interviewer to ask extra questions. CIM (2007) emphasizes that application of in-depth or unstructured interviews is not sufficient for making generalized conclusions on the entire population under study because individual respondents provide varied answers to different questions asked.

Additionally, the interpretation of responses could have been biased because a few respondents who seemed less familiar with strategy innovation provided limited or uninformed responses that could have raised concerns on reliability and validity of data generated. While

the interview guide could have spilled over into unreliability and low validity of data collected, the questionnaires on the other hand maximized reliability and validity during primary data collection process.

The time frame for which most articles and journals were selected for review mainly took into consideration the last five years from the date of compiling this report. This could have left valuable articles that could have enriched this study. Further to this, the primary data used in the study looked into the recent developments in organizations as regards strategic innovation and its related variables. While aware that some organizations practice strategic innovation informally or have not kept a full record of strategy evaluation, implied that some feedback might not have been accurate enough to capture. However, the researcher used appropriate sampling tools to select top corporate organizations and top SMEs that basically practice strategic innovation.

Since this study was the first of its kind in Uganda, the local content of literature reviewed from Uganda was limited. Moreover, those few existing articles were inadequately validated empirically as most of them were compiled using qualitative research approach. Therefore, this study is considered more reliable, valid, trusted and credible since it has been conducted using triangulation research approach. Notably, the previous studies in Uganda were regarding other innovation typologies which renders this study very unique and valuable.

While the findings in this study were majorly the empirical evidence generated by the SPSS software, the descriptive statistics for each tenet of strategic innovation, moderating variables and mediating variables drew very closely to related conclusions yet on critical observation, the deviation on the outcomes could have been significant. However, the model summary brought much sense by clearly separating the magnitude by which each independent variable is related to organizational performance. Moreover, another significant variation was revealed

by the same model summary exhibiting the magnitude by which predictor variables were impacting on organizational performance.

Conceptual limitations

It is evident the current study focused on strategic innovation and organizational performance measured by incremental and disruptive innovations moderated by value chain, organizational change, firm characteristics, industry statistics, strategy implementation as well as environmental dynamism that aid firms into market leadership generating super profits, employee satisfaction and good corporate reputation particularly within their sectors in a given economy. Moreover, strategy innovation can be sustained by driving forces of moderating variables that act as sources of sustainable competitive advantage that deliver leading performance consistently. On the other hand, the main study variables were mediated by revenue growth, efficiency growth and organizational capabilities that combine to propel sustainable organizational performance.

However, there are other forms of innovation such as product, political, social, and philosophical innovation that once studied might yield different results in relation to those revealed by the current study of strategic innovation (Ahmed & Shepherd, 2010 as cited in Dogan, 2017). As hinted by Hajar et al. (2021), this study could have captured a lot more on the concept of value innovation which captures more outputs of organizational performance such as customer value, firm value, intangible benefits, evaluation of profits, process capital creation and financial evaluation procedures.

Equally, organizational performance can be looked at in terms of financial performance, market performance as well as shareholders' value growth (Hajar, et al., 2021). However, the current study had a limited focus on financial performance as well as market performance with no attention given to shareholder's value growth. Whereas this limitation does not affect the

credence, reliability as well as generalization of the data, probably differing results could be obtained.

Methodological limitations

In defining the population and subsequently choosing out the study sample size, the researcher combined service organizations, manufacturing firms, construction, and aviation as well as hospitality-orientated organizations. Whereas organizations in all enlisted categories (sectors) undertake innovations aimed at bettering performance, they would definitely require different approaches to engage into innovation for improved performance and hence different tools would have been adopted to collect the required data from the respective firms. Moreover, as supported by Sorrescu and Spanjol (2008) as cited in Latifi and Bouwman (2018), organizational innovativeness will be different since selected firms were from different sectors with unique characteristics particularly on the way they manage change.

However, a single tool was designed to collect quantitative data across board and some organizations hard challenges fitting into the mind of the researcher regarding the statements in the data collection instrument. For this reason, some opinions gathered from the respondents were either negatively or positively skewed. Therefore, if separate tools had been adopted for different organizational categories, there could have been different results and thus the analysis could have extended to comparisons between different sectors as regards the main study variables.

However, all the aforementioned limitations notwithstanding the current study remains very critical because today, organizations are compelled to adapt to ever changing environmental conditions faster than before because they need to survive, grow, and compete; therefore, engaging in strategic innovation is mandatory. Furthermore, consumer needs and wants are ever evolving requiring organizations to be more innovative in order to delight their customers (Chesbrough, 2003 as cited in Afonso & Vieira, 2012).

The literature review in the first place involved search for key words arising from the research topic, strategic innovation, incremental strategic innovation, disruptive strategic innovation and organizational performance. This limited the scope of the study as regards the entire innovation types which are considered part of strategic innovation as a strategy. Additionally, many articles related with topics on innovation used limited research methods hence hindering access to empirical findings that could have come from quantitative research approach (Hajar, et al., 2021).

Since the study findings were generated by a combination of research approaches and their subsequent instruments and analysis techniques, the validity of qualitative data remains contentious because integration of findings from quantitative and qualitative research approaches is rather complex; although the two approaches complement their strengths and their overlapping weaknesses is indeed a paradox (Johnson & Onwuegbuzie, 2007). However, a majority of researchers appreciate triangulation research approach because of apparent inadequacies of quantitative research method (Mckim, 2017).

Assumptions of the study

This study took a number of research assumptions right from the time of selecting the sample. Initially, the researcher assumed that all organizations that composed the study population practice strategic planning process annually and therefore document their strategies, new ideas, plans and performance evaluation reports. These organizations therefore included the corporate organizations and the top SMEs around Kampala capital city and Wakiso district.

Essentially, it was assumed that the effects of strategy innovation on organizations that participated in the research project are similar irrespective of the sector associated to a particular organization. This implies innovation in general is practiced by all organizations as a necessity for survival and growth.

It was assumed that participants provided honest responses during data collection while the research adhered to all ethical principles including anonymity and confidentiality in particular. Therefore, the authenticity of this report is based on sincerity on answering the questionnaire and the structured interviews which in addition is backed by the researcher's adherence to protect participants. Moreover, the researcher will continue observing aspirational general principles such as fidelity and responsibility including respect for people's rights and dignity after the research project.

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APPENDICES**UNICAF Research Ethics Committee (UREC) Approvals and Research Instruments**



**UNICAF UNIVERSITY
RESEARCH ETHICS APPLICATION FORM
DOCTORAL STUDIES**

UREC USE ONLY:
Application No:

Date Received:

Student's Name:

Student's E-mail Address:

Student's ID #:

Supervisor's Name:

University Campus:

Program of Study:

Research Project Title:

1. Please state the timelines involved in the proposed research project:

Estimated Start Date:

Estimated End Date:

2. External Research Funding (if applicable):

a. Do you have any external funding for your research?

YES

NO

If YES, please answer questions **2b** and **2c**.

b. Please list any external (third party) sources of funding you plan to utilise for your project. You need to include full details on the source of funds (e.g. state, private or individual sponsor), any prior / existing or future relationships between the funding body / sponsor and any of the principal investigator(s) or co-investigator(s) or student researcher(s), status and timeline of the application and any conditions attached.

c. If there are any perceived ethical issues or potential conflicts of interest arising from applying or and receiving external funding for the proposed research then these need to be fully disclosed below and also further elaborated on, in the relevant sections on ethical considerations later on in this form.



3. **The research project**

a. Project Summary:

In this section please fully describe the purpose and underlying rationale for the proposed research project. Ensure that you pose the research questions to be examined, state the hypotheses, and discuss the expected results of your research and their potential.

It is important in your description to use plain language so it can be understood by all members of the UREC, especially those who are not necessarily experts in the particular discipline. To that effect please ensure that you fully explain / define any technical terms or discipline-specific terminology (maximum 300 words +/- 10%).

b. Significance of the Proposed Research Study and Potential Benefits:

Outline the potential significance and/or benefits of the research (maximum 200 words).



4. Project execution:

a. The following study is an:

experimental study (primary research)

desktop study (secondary research)

desktop study using existing databases involving information of human/animal subjects

Other

If you have chosen 'Other' please Explain:

b. Methods. The following study will involve the use of:

Method	Materials / Tools
Qualitative	Face to Face Interviews Phone Interviews Face to Face Focus Groups Online Focus Groups Other *
Quantitative	Face to Face Questionnaires Online Questionnaires Experiments Tests Other *

*If you have chosen 'Other' please Explain:



c. Participation & Research setting:

Clearly describe which group of participants is completing/participating in the material(s)/ tool(s) described in 5b above (maximum 200 words).

d. Recruitment Process for Human Research Participants:

Please clearly describe how the potential participants will be identified, approached and recruited (maximum 200 words).

e. Research Participants Informed Consent.

Select below which categories of participants will participate in the study. Complete the relevant Informed Consent form and submit it along with the REAF form.

Yes	No	Categories of participants	Form to be completed
		Typically Developing population(s) above the maturity age *	Informed Consent Form
		Typically Developing population(s) under the maturity age *	Guardian Informed Consent Form

* Maturity age is defined by national regulations in laws of the country in which the research is being conducted.



f. Relationship between the principal investigator and participants.

Is there any relationship between the principal investigator (student), co- investigators(s), (supervisor) and participant(s)? For example, if you are conducting research in a school environment on students in your classroom (e.g. instructor-student).

YES

NO

If YES, please specify (maximum 100 words).

6. Potential Risks of the Proposed Research Study.

a. Are there any potential risks, psychological harm and/or ethical issues associated with the proposed research study, other than risks pertaining to everyday life events (such as the risk of an accident when travelling to a remote location for data collection)?

YES

NO

If YES, please specify (maximum 150 words).

b. Please choose the appropriate option

		Yes	No
i.	Will you obtain written informed consent form from all participants?		
ii.	Does the research involve as participants, people whose ability to give free and informed consent is in question?		
iii.	Does this research involve participants who are children under maturity age? If you answered YES to question iii, please complete all following questions. If you answered NO to question iii, please do not answer Questions iv, v, vi and proceed to Questions vii, viii, ix and x.		
iv.	Will the research tools be implemented in a professional educational setting in the presence of other adults (i.e. classroom in the presence of a teacher)?		
v.	Will informed consent be obtained from the legal guardians (i.e. parents) of children?		
vi.	Will verbal assent be obtained from children?		
vii.	Will all data be treated as confidential? If NO, please explain why participants' anonymity or confidentiality is not appropriate for this proposed research project, providing details of how all participants will be informed of the fact that any data which they will provide will not be anonymous or confidential.		
v.	Will all participants/ data collected be anonymous? If NO, please describe the procedures to be used to ensure anonymity of participants and/or confidentiality of the collected data both during the conduct of the research and in the subsequent release of its findings.		

		Yes	No
ix.	Have you ensured that personal data and research data collected from participants will be securely stored for five years?		
x.	Does this research involve the deception of participants? If YES, please describe the nature and extent of the deception involved. Explain how and when the deception will be revealed, and who will administer this debrief to the participants:		

c. Are there any other ethical issues associated with the proposed research study that are not already adequately covered in the preceding sections?

Yes

No

If YES, please specify (maximum 150 words).

d. Please indicate the Risk Rating.

High

Low

7. Further Approvals

Are there any other approvals required (in addition to ethics clearance from UREC) in order to carry out the proposed research study?

YES

NO

If YES, please specify (maximum 100 words).



8. Application Checklist

Please mark √ if the study involves any of the following:

Children and young people under 18 years of age, vulnerable population such as children with special educational needs (SEN), racial or ethnic minorities, socioeconomically disadvantaged, pregnant women, elderly, malnourished people, and ill people.

Research that foresees risks and disadvantages that would affect any participant of the study such as anxiety, stress, pain or physical discomfort, harm risk (which is more than is expected from everyday life) or any other act that participants might believe is detrimental to their wellbeing and / or has the potential to / will infringe on their human rights / fundamental rights.

Risk to the well-being and personal safety of the researcher.

Administration of any substance (food / drink / chemicals / pharmaceuticals / supplements / chemical agent or vaccines or other substances (including vitamins or food substances) to human participants.

Results that may have an adverse impact on the natural or built environment.

9. Further documents

Please check that the following documents are attached to your application:

		ATTACHED	NOT APPLICABLE
1	Recruitment advertisement (if any)		
2	Informed Consent Form / Guardian Informed Consent Form		
3	Research Tool(s)		
4	Gatekeeper Letter		
5	Any other approvals required in order to carry out the proposed research study, e.g., institutional permission (e.g. school principal or company director) or approval from a local ethics or professional regulatory body.		



10. Final Declaration by Applicants:

- (a) I declare that this application is submitted on the basis that the information it contains is confidential and will only be used by Unicaf University for the explicit purpose of ethical review and monitoring of the conduct of the research proposed project as described in the preceding pages.
- (b) I understand that this information will not be used for any other purpose without my prior consent, excluding use intended to satisfy reporting requirements to relevant regulatory bodies.
- (c) The information in this form, together with any accompanying information, is complete and correct to the best of my knowledge and belief and I take full responsibility for it.
- (d) I undertake to abide by the highest possible international ethical standards governing the Code of Practice for Research Involving Human Participants, as published by the UN WHO Research Ethics Review Committee (ERC) on <http://www.who.int/ethics/research/en/> and to which Unicaf University aspires to.
- (e) In addition to respect any and all relevant professional bodies' codes of conduct and/or ethical guidelines, where applicable, while in pursuit of this research project.

I agree with all points listed under Question 10

Student's Name:

Supervisor's Name:

Date of Application:

Important Note:

Please now save your completed form (we suggest you also print a copy for your records) and then submit it to your UU Dissertation/project supervisor (tutor). **In the case of student projects, the responsibility lies with the Faculty Dissertation/Project Supervisor.** If this is a student application, then it should be submitted via the relevant link in the VLE. Please submit only electronically filled in copies; **do not** hand fill and submit scanned paper copies of this application.

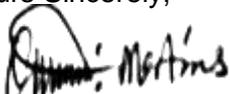
Gatekeeper letter

Address:

Date:

Subject:

Yours Sincerely,

A handwritten signature in black ink, appearing to read "R. Martins".

Student's Name:

Student's E-mail:

Student's Address and Telephone:

Supervisor's Title and Name:

Supervisor's Position:

Supervisor's E-mail:

SURVEY QUESTIONNAIRE

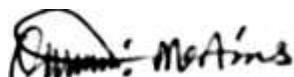
Dear Respondent,

Greetings to you! My name is Martin Owako, a PhD Candidate undertaking a study on the topic 'effects of strategic innovation on organizational performance'. The main aim of this study is to establish the relationship between strategy innovation and organizational performance in selected companies in Uganda. This study will be of great benefit to various stakeholders including your organization because innovation in general is a principle driver of growth, efficiency, resilience, and competitiveness. According to Lomax and Raman (2006), successful companies innovate to create new products and services as well as creating efficiencies within their value chains. Additionally, the output of this study will contribute to the body of knowledge for which academicians will base their future studies to close the gaps.

I'm collecting data from senior employees in your organization in order to complete this study. I have selected you purposively to provide data as a respondent on the variables included in the questionnaire. The data you will provide in this research tool will be kept confidential and the results will be presented in aggregate. I pledge to share the findings of this study with all respondents who desire to receive copies of the study outcomes.

Thank you,

Yours Sincerely,



Martin Owako

(Student)

Participant's Informed Consent

I have read the foregoing information about this study, or it has been read to me. I have had the opportunity to ask questions and discuss about it. I have received satisfactory answers to all my questions and I have received enough information about this study. I understand that I am free to withdraw from this study at any time without giving a reason for withdrawing and without negative consequences. I understand that my data will remain anonymous and confidential, unless stated otherwise. I consent voluntarily to be a participant in this study by ticking the box below.

Date: _____

PART 1: PARTICIPANT'S BACKGROUND

A. DEMOGRAPHIC PROFILE:

1. Gender: a) Male
 b) Female

2. Ageyears

3. Number of years spent in the organization

B. COMPANY DETAILS:

Job Position

4. Legal status: a) Public
 b) Private
 c) Other (specify)

5. Number of employees:
 - i. Less than 50
 - ii. 51 – 100
 - iii. 101 -150
 - iv. More than 151

6. Business sector:

- i. Banking
- ii. Insurance
- iii. Beverages
- iv. Telecommunications
- v. Alcohol/Brewery
- vi. Manufacturing
- vii. Education
- viii. Health
- ix. Hotels
- x. Transport
- xi. Clearing and forwarding
- xii. Others (specify)

4. Organization's number of years in operation.....

PART 2: SURVEY QUESTIONNAIRE:

This section requires the respondent to complete the questionnaire by stating the extent to which you agree or disagree on the statements presented. Tick the appropriate box represented by numbers in the scale of 1, 2, 3, 4, and 5 which stand for:

1. Strongly disagree 2. Disagree 3. Not sure 4. Agree 5. Strongly agree

EXPLORATION		1	2	3	4	5
A	STRATEGIC ENTREPRENEURSHIP (Skills & Competencies)					
a1	We believe in team diversity in respect to cultural origin, experience, education and professional background					
a2	Our CEO and top managers always promote new ideas					
a3	Our Top Management Team (TMT) always seeks for opportunities arising from environmental factors					
a4	Our TMT always takes business risks					
a5	Our organization is responsive to change					
a6	Our managers allocate resources effectively					
a7	Our organization has a dedicated innovation team that filters new ideas					
	EXPLOITATION					
B	STRATEGIC CHANGE (Resources)					
b1	Our business model is always re-defined to match our organizational resources					
b2	Our organization is strongly committed to training and development of people					
b3	We use our strategic advantage to beat competitors					
b4	Our organization is driven by new ideas, processes, products and services that create wealth					
b5	The quality of our products or services is exceptionally unique					
b6	Our system of value creation caters for market segment					
b7	Our service is differentiated towards customer demands and wishes					
b8	Our organization focuses on value creation for both customers and shareholders					
b9	Our organization creates new market opportunities to grow the business					
C	STRATEGY INNOVATION					

c1	Our organization surpasses traditional planning methods to develop a strategy, new products and process improvement and takes an externally-focused, exploratory approach that challenges the status quo and creatively inspires new thinking					
c2	Our leadership supports and actively drives a collaborative culture that encourages different departments working cross-functionally to identify and develop innovative insights					
c3	Our organization has a systematic process for actively monitoring and exploring emerging trends and developing alternative scenarios that represent either threats or opportunities					
c4	Our organization is customer oriented, and aspire to innovate on new products, services and solutions that are based on consumer needs					
c5	Our organization clearly understands its core competencies and has explicitly outlined the linkage between its long-term strategic goals and its short-and medium-term R & D investments and technology strategies. My organization actively explores new ways to extend beyond our existing competencies					
c6	Our organization demonstrates an innovative mindset, a bias for collaboration, an inclusive, non-bureaucratic decision-making style, a willingness to embrace change, and a penchant for action					
c7	Our organization demonstrates a mindset that is willing to develop appropriate operational processes and functional structures and allocates adequate staffing, funding and management support to high priority innovation initiatives					
c8	Our organization consistently demonstrates its ability to create measurable business impact by taking a disciplined approach to the implementation of strategic thinking					
c9	Our organization has established innovation-related goals and measures for example 60% of revenues must come from products/services introduced over the past 5 years					
c10	Our organization takes the time to learn from its innovation efforts and is committed to deliberately building an innovation-based culture and instituting a set of innovation-focused methodologies					
c11	Our organization uses purely unstructured approach to innovation and to create an organizational platform for ongoing, sustainable innovation					
D	INNOVATION STRATEGIES					
	Incremental Strategic Innovation					
d1	Our organization outperforms its competitors by taking greater share of the existing market					

d2	We use market trends and customer needs to determine our actionable plans					
d3	Our organization improves quality of its products and services while reducing costs					
d4	Our markets and products undergo continuous improvement					
d5	Our organization is able to introduce a new product or service similar to that of competitors					
d6	We have a procedure in place that reviews new ideas, markets, and technologies development					
d7	Our people have a conventional planning mindset					
d8	Our organization is able to introduce credibly improved product or service					
	Disruptive Strategic Innovation					
d9	Our organization creates new products or services to market before competitors					
d10	We always introduce unique value to our customers by use of exceptional brand-new products and services					
d11	We create better value for our customers and shareholders					
d12	Our organization creates new markets, products and services to render competitors irrelevant					
d13	Our organization has a process that introduces new technologies or upgrades to achieve product differentiation and low cost					
d14	Our organization takes care of dynamic and uncertain environments during strategic planning					
E	<u>MODERATING VARIABLES</u>					
	Organization culture					
ei	Our norms, values, and beliefs support implementation of strategy					
e2	Our culture is not easy to be imitated by competitors					
e3	Our culture is a source of sustainable competitive advantage					
	Value chain					
e4	Our stockholding is minimized by just-in-time systems and is a source of competitive advantage					
e5	Our operational activities are efficient and add value hence a source of competitive advantage					
e6	Overall, each stage of our value chain is conducted efficiently and effectively to add value hence source of competitive advantage					
	Firm characteristics					

e7	Our experience is positively related to performance					
e8	Our organizational heritage or age is a moderating variable between strategic innovation and organizational performance					
e9	Our organizational size is a moderator between strategic innovation and organizational performance					
e10	Our advertising expenditure supports our innovation efforts which is a source of competitive advantage					
e11	Our R & D expenditure supports our innovation efforts and is a source of competitive advantage					
e12	The ownership of our organization promotes innovation and is a source of competitive advantage					
	Industry characteristics					
e14	Our organization belongs to a sector that promotes innovation and organizational performance					
e15	The level of competitiveness within an industry influences strategy innovation and organizational performance negatively					
e16	Industry life cycle plays very important role in strategy innovation specifically during emergent stage					
e17	Innovation is very important for competition in high-tech industries where firms are forced to constantly introduce a new product to meet the rapidly changing consumer needs					
	Environmental dynamism					
e18	Our organization conducts macro factors analysis to extract opportunities and minimize threats					
e19	Our organization conducts micro factors analysis and extracts opportunities and minimize threats					
e20	Our organization audits its strengths and weaknesses regularly/annually and extracts strategic advantage profile					
	Strategy implementation					
e21	Our management supports strategy implementation					
e22	Employees are committed to strategy implementation					
e23	Our staff have the right skills and capability to implements plans					
e24	There is continuous communication during strategy implementation					
e25	We have a detailed plan to implement our activities					
e26	Our reward system is very motivating					
F	MEDIATING VARIABLES					

	Efficiency growth						
f1	We adopt new partnerships such as outsourcing to gain efficiency						
f2	We focus on cost reduction mechanisms including reduction in inventory costs and marketing spend						
f3	Our overall productivity is improving continuously						
f4	Our turnaround time to market is drastically reducing						
	Revenue growth						
f5	New customers grant us growth						
f6	New markets are a source of growth						
f7	We engage our customers in order to build loyalty						
	Organizational capabilities						
f8	Our staff has opportunity to innovate						
f9	We orient our staff through an entrepreneurship culture						
f10	Our organizational learning is a source of information and knowledge						
I	ORGANIZATIONAL PERFORMANCE						
i1	Organizations practicing strategic innovation benefit from improved financial performance						
i2	Our organizational growth is attributed to strategic innovation						
i3	Strategic innovation has improved our customer performance and market share						
i4	Strategic innovation has improved our internal processes						
i5	Strategic innovation has improved our learning and knowledge						
i6	Our organization has achieved good reputation						
i7	Sustainable innovation implies good organizational performance						

INTERVIEW SCHEDULE

Introduction

My name is Martin Owako, a doctoral student at UNICAF University Malawi. As part of my degree I am carrying out a study on “effects of strategic innovation on organizational performance in selected companies in Uganda”. Strategic innovation is the reinvention of organizational strategy aimed at driving business growth, generating value for the company and its customers, as well as creating a sustainable competitive advantage.

The main aim of this study is to establish the relationship between strategy innovation and organizational performance in selected companies in Uganda. This study in particular will be of great benefit to various stakeholders including your organization because innovation in general is a principle driver of growth, efficiency, resilience, and competitiveness. According to Lomax and Raman (2006), successful companies innovate to create new products and services as well as creating efficiencies within their value chains. Additionally, the output of this study will contribute to the body of knowledge for which academicians will base their literature reviews on findings and analyses, identifying research gaps for future studies.

In addition to the survey questionnaire already submitted to your senior staff members to respond, this study will also explore the challenges facing organizations in using strategy innovation to promote organizational performance and appropriate business insights to address problems. I therefore request for approximately 20 minutes of your time to discuss at least 7 major questions placed above each box below.

Finally, as part of ethical conduct, the findings of our discussion will be kept confidential as the analyses will be reported in aggregate and once requested, I will be ready to share a summary of findings with all participants.

A. Demographic profile:

1. Gender: a) Male

b) Female

2. Ageyears

3. Number of years spent in the organization

B. Company details:

Job Position

4. Legal status: a) Public

b) Private

c) Other (specify)

5. Number of employees:

i. Less than 50

ii. 51 – 100

iii. 101 -150

iv. More than 151

6. Business sector:

- i. Banking
- ii. Insurance
- iii. Beverages
- iv. Telecommunications
- v. Alcohol/Brewery
- vi. Manufacturing
- vii. Education
- viii. Health
- ix. Hotels
- x. Transport
- xi. Clearing and forwarding
- xii. Others (specify)

4. Organization's number of years in operation.....

1. What factors influence performance in your organization?

2. How is strategy innovation influencing the performance of your organization?

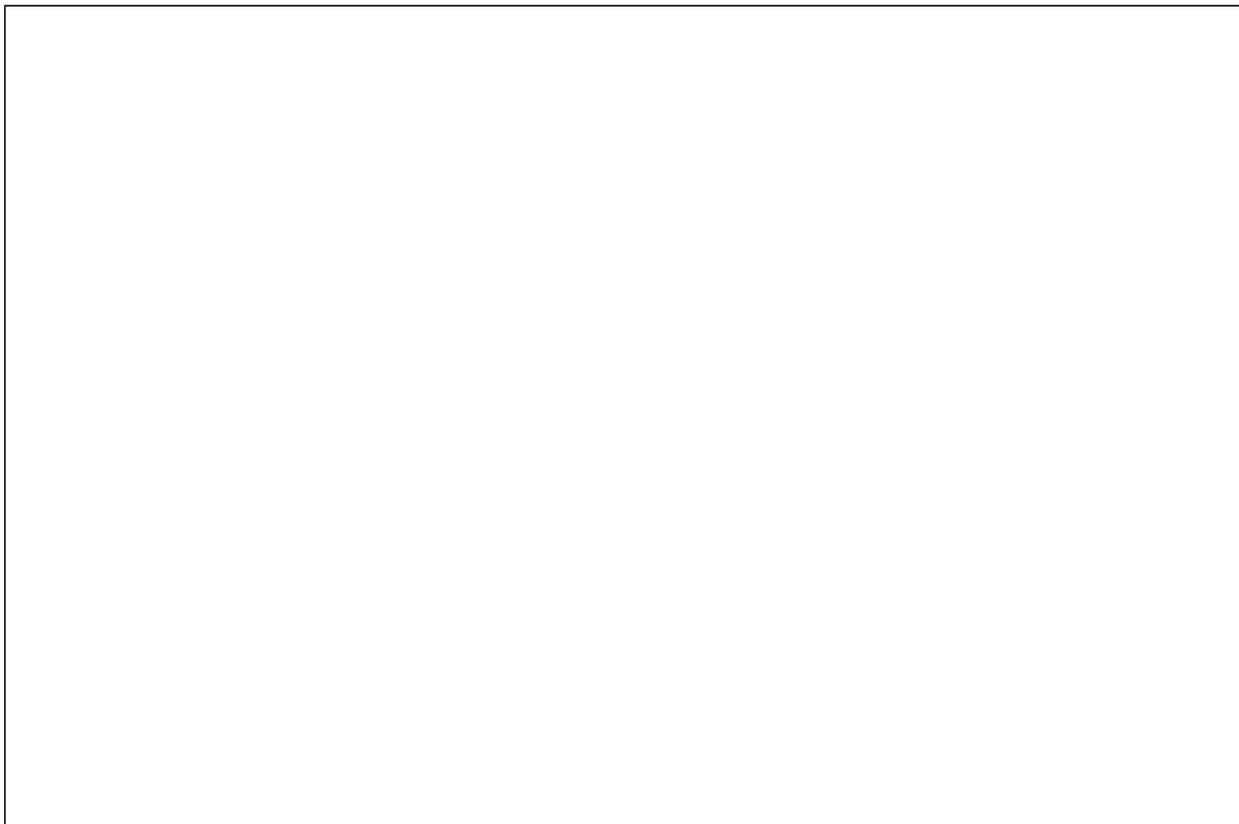
3. Are there any variables that are mediating strategic innovation to drive performance of your organization?

- 4. Are there any moderating variables that are influencing strategic innovation to drive performance in your organization?**

5. What opportunities or benefits come along with strategic innovation?

6. What challenges are faced by your organization in using strategic innovation to promote organizational performance?

7. Could there be any possible remedies to counter these challenges?



Closing remarks

It has been a pleasure finding out more about strategic innovation. Let me briefly summarize the information that I have recorded during our interview.

I appreciate the time you took for this interview. Is there anything else you think would be helpful for me to know so that I can successfully add to this study?

Would it be alright to call you on phone if I have any more questions? Thank you once again. I look forward to sharing with you the analyses of this discussion.