Comparative Analysis of Competitive Strategy Implementation

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Abstract

This paper presents research findings on Competitive Strategy Implementation which compared the levels of strategy implementation achieved by different generic strategy groups, comprising firms inclined towards low cost leadership, differentiation or dual strategic advantage. The study sought to determine the preferences for use of implementation armaments and compared how such armaments related to the level of implementation achieved. Respondents comprised 71 top executives from 59 companies among the top 300 private sector firms in Kenya. SPSS software was used to conduct t-test, ANOVA, and multiple linear regression analysis, to within 95% confidence interval or 5% statistical significance. The results indicated that there was no significant difference between the levels of strategy implementation achieved by any pair set of the three strategic groups. The study revealed that the predictors of strategy implementation include the firm's capacity to overcome resistance to change, having incentives based on meeting strictly quantitative targets, adopting a win-lose competitive posture, its effectiveness in strategy implementation, and the environmental rate of change. The results also indicated that there was no significant difference between the preferences for use of either win-lose or win-win competition by any pair set of the strategic groups.

1. Introduction

The goal of every competitive strategy is to achieve sustainable competitive advantage (Coyne, 1986; Stalk & Lachenauer, 2004). This objective is achieved through competitive strategy implementation, which is defined primarily by the strategic advantage of either low cost leadership or differentiation (Porter, 1998a). The transient nature of some competitive advantages over the changing environmental conditions require that strategists deeply understand the competition process and the factors that underlie each advantage in order to attune themselves to changes in such underlying conditions (Christensen, 2001). Such changes, which are at times turbulent and unpredictable, have made competitiveness become a central preoccupation of both advanced and developing countries (Porter, 2003).

The success or failure of strategies is linked, to a great measure to how they are implemented (Argyris, 1989; Gluck, Kaufman, & Walleck, 1980; Hambrick & Canella, 1989; Kazanjian & Drazin, 1987; Reed & Buckley, 1991; Stalk & Lachenauer, 2004). Poor implementation can make sound strategic decisions ineffective, while successful implementation can make a doubtful strategic choice successful (Mintzberg, Quinn, & Ghoshal, 2003; Andrews, 1980). However, implementation of strategy exhibits its own resistance which can invalidate the planning effort (Ansoff and McDonnell, 1990).

1.1 Research Problem

Firms have not been short of strategies but have fallen short of strategy implementation (Alexander, 1985; Brinkerhoff, 1996; Charan & Colvin, 1999; Gluck et al., 1980; Kazanjian & Drazin, 1987; Weiss & Birnbaum, 1989). It is estimate that 70% of chief executive officers fail due to bad execution (Charan & Colvin, 1999). Situations arise where the business environment is not conducive to business success, leading to aggressive competition for survival. Under such situations it is imperative that managers and scholars alike have ready access to empirically supported evidence that identifies the competitive strategy that may deliver comparatively superior performance in terms of the level of implementation achieved. This would therefore provide them the opportunity to posture the firm for success. Toward this end, the study sought to address this need and thereby contribute towards reducing the high failure rate in strategy implementation.

1.2 Synthesis and Hypotheses

The criteria for competitive positioning are industry forces that compel the need for positioning (Porter, 1985, 1998a,). Porter's five forces model constitutes a framework for environmental threats and opportunities profile tool as it focuses on these two dimensions of strategic analysis.   These forces may be summarized as emanating primarily from three areas comprising customers, suppliers and competitors.   In addressing these five forces, and in order to effectively compete, firms must choose and adopt appropriate generic strategies.   Such strategies are core ideas about how a firm can best compete in the market place.   Porter's (1998a) generic strategies' model comprises two dimensions.   The first is the strategic target or competitive scope, which indicates how widely the product is intended to compete, either throughout the industry or within a particular market niche.   The second dimension is the strategic advantage or competitive advantage.   This indicates the basis on which the product is intended to compete, either by uniqueness / differentiation as perceived by the customer, or low unit cost of production.

Porter (1985) identifies firms that practice both cost leadership and differentiation strategies simultaneously as being stuck in the middle.   Johnson and Scholes (2002) critique Porter's differentiation concept by introducing the possibility of pursuing differentiation while maintaining low cost positioning.   Two schools of thought have emerged from this discussion, with one supporting mutual exclusion of the two strategies (Dess & Davis, 1984), while the other advocates simultaneous application of the two strategies (Certo & Peter, 1995; Wright, Kroll, Tu, & Helms, 1991).   From this stand point, a question arises whether firms that are inclined to apply one school of thought achieve higher implementation than those that apply the other school of thought.   Hence, the following null hypothesis H1.

H1 – There is no significant difference between the levels of implementation achieved by any pair set of strategic groups from among low cost leaders, differentiators and users of dual strategic advantage.

The importance of strategy implementation is underscored by its repeated mentions either explicitly or implicitly in the various definitions of strategic management by different scholars (Andrews, 1980; Ansoff, 1987; Certo & Peter, 1995; Johnson & Scholes, 2002; Pearce & Robinson, 2005).   Despite this significant mention, emphasis of its importance, tools of its facilitation and its challenges appear not to have been adequately addressed in literature.   This situation has led to failed plans and abandoned planning efforts (Brinkerhorr, 1996; Gluck et al., 1980; Gottschalk, 1999; Hambrick & Cannella, 1989; Kazanjian & Drazin, 1987; Weiss & Birnbaum, 1989).   It may appear imperative therefore, that implementation is the nourishment and stimulant for the sustenance of strategic management and it is at the heart of the discipline.

The essence of implementation is to create a reorientation in the organisational status to align it with the planned strategic decision.   This reorientation is in itself a change, which elicits resistance.   Resistance to change occurs whenever an organisational change introduces a discontinuous departure from the historical behaviour, culture, and power structure (Ansoff & McDonnell, 1990).   This identifies the threshold of the implementation challenge, for which a model is shown in figure 1.   The need to implement a new strategy requires the installation of new capabilities (preparedness, Pc) to support the strategy in order to realise the intended objectives which would appear to be measured by the level of implementation achieved (Li).   The capability installation may in turn require changes in culture, management orientation and power structures, thereby inducing greater resistance to change (Rc) that compounds the implementation of the new strategy.   Such resistance is manifested in behavioural (Br) and systemic (Sr) resistances to change (Ansoff & McDonnell, 1990), and the success of the implementation initiative would appear to be dependent on how effective these resistances are overcome (Cr) within a continuously changing environment (Ec).   It would appear therefore that the implementation process effectiveness (Ce) is a predictor of the implementation level achieved.   From the analogue model it would appear that if the firm's capacity to overcome resistance to change is Cr1, it would results in Li1 as the level of implementation achieved, while Cr2 would lead to Li2.   Thus, the null hypothesis H2 proposed as follows.

H2 – The implementation level achievable can be predicted by the firm's capacity to overcome resistance to change, its preparedness for strategy implementation, its effectiveness in strategy implementation, the environmental rate of change, and the time taken to implement new strategies.

<Figure 1 about here>

The implementation challenge emanates from lack of capacity to deal with the broad social, political, cultural and organisational dimensions, which interact in complex and completely unpredictable ways whenever new strategies are to be adopted.   These may compel changes in individual or organisational roles, create severe institutional constraints, and new interaction patterns with other players in the industry (Brinkerhoff, 1996).   Hence, the implementation challenge of realising the intended strategy in the face of opposing forces or resistance.   Strategy implementation therefore becomes

essentially a management of change issue with its resultant resistance.   It is noted that the model in Figure 1 provides a view that the maximum level of implementation that can be achieved as infinity, as there is always a chance of improvement using the continuous improvement principle of Total Quality Management, (Ross, 1999).

Literature contends that for successful strategy implementation, there is need to create a strategic fit between the soft and hard implementation armaments and the organizational strategic variables (Ansoff & McDonnell, 1991; Argyris, 1989; Brodwin & Bourgeois, 1984; Hussey, 1996; Skivington & Daft, 1991; Stalk & Lachenauer, 2004).   The soft elements comprise the behavioural dimensions while the hard elements comprise the analytical or technical dimensions to the process of strategic decision-making and the subsequent implementation of strategy.   From this perspective the following null hypothesis H3 was proposed.

H3 – There is no significant difference between the preference for use of soft and hard implementation armaments by any pair set of strategic group from among low cost leaders, differentiators and dual advantage strategists.

Among the strategy implementation approaches are win-win and win-lose competition, for which there is contention over the one to adopt.   Supporters of the former argue that it is important to appreciate the uniqueness and resourcefulness of the competition and their success formula (Jarillo & Stevenson, 1991; Nielsen, 1987; Zahra & Chaples, 1993). In addition, it is necessary to understand how to use competitive pressure to create an optimum combination of competition and cooperation among selected rivals, and hence allow competition to co-exist with cooperation especially for firms within business clusters (Brandenburger & Nalebuff, 1996; D'Aveni, 2002; Nielsen, 1987; Porter, 1998b).   Supporters of the latter call for firms to focus relentlessly on competitive advantage, and aim at crushing competition (Poage, 2004; Stalk & Lachenauer, 2004).   This led to the proposal of the following null hypotheses, H4 and H5..

H4 – There is no significant difference between the preferences for use of win-lose competition by any pair set of strategic group from among low cost leaders, differentiators and dual advantage strategists.

H5 – There is no significant difference between the preferences for use of win-win competition by any pair set of strategic group from among low cost leaders, differentiators and dual advantage strategists.

2. Research Design

2.1 Research Setting

The private sector has become the central focus for economic development in African countries in recent years primarily due to the failure of public sector-led economic development and the rise in globalisation (United Nations Industrial Development Organization, 1999).   The latter has caused increased competition in markets around the world.   The increased relative importance of the private sector in Sub-Saharan Africa is attributable to a sharp drop in public sector investment rather than any substantial growth in private sector investment itself (UNIDO, 1999).

The research data was collected from the Republic of Kenya during a time of slow economic recovery in mid 2007. The business environment in 2002 to 2006 was not conducive to business success, with CEOs in East Africa citing competition as the third most pressing challenge (after infrastructure) to businesses throughout the region (Eastern Africa Association, 2006; Kenya Government, 2006; Pricewaterhouse Coopers & Nation Media Group, 2006). The Kenya Government acknowledged the indispensable role of the private sector as a major prime mover for long term and sustainable economic growth (Kenya Government, 1988, 1997, 2003, 2006).   Kenya had a resourceful and resilient private sector (Eastern Africa Association, 2006) that accounted for approximately 80% of Gross Domestic Product. Large private sector firms were estimated to be 1,000 and contributed 30% of GDP.

The study used triangulation at the philosophical level of research, while the practical level involved both quantitative and qualitative research methods. The sample frame comprised the top 300 private firms in Kenya, based on their remittances of value added tax to the government during the period 2002 to 2005.   The participating firms had a minimum annual turnover of about US$6.1 million, and having been established for at least seven years prior to the survey.   Pre-test and the survey was done using a structured questionnaire comprising closed and open ended questions. These were was administered in all major cities using e-mail and follow-up telephone or face to face interviews. Questionnaires were sent to top executives of 170 companies selected using simple random sampling, cutting across all industry sectors and business segments.   Questions were posed to respondents that led to identification of their strategic groups, the armaments they used in implementation, their level of achievement in strategy implementation, and the competitive approaches that they adopted.

2.2 Measurement

Strategy and implementation process variables were measured by using 5-point Likert scale indicating degree of agreement to statements operationalized to reflect the intended variable. Strategy variables included low cost leadership, differentiation and a combination of low cost and differentiation otherwise referred to as dual strategic advantage. Membership to a strategic group was measured by the firms' possession of skills and organisational requirements for fostering the specific generic strategy. Such resources included cost cutting measures to avoid non-value adding activities, continuous improvement and benchmarking orientation, incentives based on meeting strict quantitative targets, capability for basic research, corporate reputation for quality and technical leadership, and attracting highly skilled labour and creative people. Implementation variables included resources, structure, leadership, rewards, consensus type, consensus building, training, culture, communication, resistance to change, competitive modes of win-lose and win-win. These variables have been used by other researchers in similar areas of study including Dess and Davis (1984), Furrer et al. (2002), Govindarajan (1988), Gupta (1987), Skivington and Daft (1991), and Wright et al. (1991). Implementation process variables included preparedness, effectiveness, environmental rate of change, time, capacity to overcome resistance to change, and the level of implementation achieved as shown in Figure 1.

2.2.1 Validity Tests

The instrument was pre-tested for face and construct validity, by linking it to background theory and asking a panel of experts to present their opinions on its suitability for the research. Indeed Emory (1985) and Cooper and Schindler (2008) contend that content validity is judgemental. In addition, the split half method was used with Spearman Brown prophesy formula applied to adjust the correlation coefficient for reliability.

2.3 *Analytical Methods*

As in previous research in this area, correlation analysis, multiple linear regression, and analysis of variance (ANOVA) were used to determine the extent to which strategy implementation was related to generic strategies, in addition to use of t-tests for tests of hypotheses (Aosa, 1992; Jennings & Seaman, 1994; Porter, 2003; Skivington & Daft, 1991; Tan & Litschert, 1994; Wright et al., 1991). The hypotheses were tested within 95 % level of confidence interval or 5 % level of significance.

3. Data Analysis and Results

Seventy one responses were received from 59 companies, this comprising 42% response rate from the target 170 respondent firms. The respondents were drawn from the firms' top management teams comprising CEOs 25%, general managers 54% and SBU managers 21%. The majority of respondents 76% had served their respective firms for a period of more than four years, 61% of whom had served for 4 to 16 years. A majority of 82% firms had been established for over 20 years, while all the participating firms were drawn from across all industry sectors.

The study identified three strategic groups comprising low cost leaders 11%, differentiators 31% and those that adopted combined cost leadership and differentiation strategies or dual strategists 58%. An examination of the cumulative percentage responses showing agreement and strong agreement, to the statements that there was serious consideration and availability of soft implementation armaments within firms, showed the following pattern. Staff training and communication had the highest score of about 92% and 90% respectively. This was followed by corporate culture which had a score of about 85%, closely followed by leadership with about 82%. In contrast, it appeared that firms were performing comparatively poorly with consensus building and their ability to overcome resistance to change, both having a score of 66%. With regard to hard implementation armaments, organizational resources had a response of 92%, organisational structure with 76%, and reward systems 66%. Others included win-win competition which had a response rate of 64% and finally win-lose competition with a low rate of 34%. From these results it would appear that firms give great emphasis to provision of implementation resources with declining importance accorded to organisational structure, reward systems and competitive posture. However, the analyses also showed that win-lose competition was given less emphasis and firms were more inclined to practice coopetition rather than competition.

The results showed that a cumulative majority of 70% of the firms concurred that they had high preparedness level when implementing new strategies. A similar majority of 51% indicated general agreement to the fact that their firms experienced low resistance to change when implementing new strategies. 65% cumulative majority of the firms indicated disagreement to the fact that the average rate of environmental change in their business was very slow or rather stable. This implied that the group experienced an average rate of change in the business environment that was neither very slow nor stable. A majority of 43% of the firms expressed general disagreement to the statement that the time taken to complete implementation of new strategies was very short. This group implied that the implementation efficiency was not comparatively very high. The high effectiveness shown for strategy implementation by the

cumulative majority of 81% firms implied that most strategy projects were fulfilled despite some taking comparatively longer to complete than expected.   A cumulative majority of about 75% of the firms indicated that the level of strategy implementation achieved in their firms was very high. The results indicated most favourable conditions for strategy implementation within the firms, despite the recorded challenge of a dynamic business environment whose pace was greater than very slow or stable conditions.

To compare the three strategic groups, it was necessary to conduct three paired t-tests for each of hypotheses 1, 3, 4 and 5.   The results for tests of hypotheses 1 are shown in Tables 1 to 3.

<Table 1 about here>

The results for the comparison of the implementation level achieved by low cost leaders and differentiators shown in Table 1 revealed that the Levene's test of equality of variances did not reach significance and therefore fail to reject the null hypothesis.   In addition, the results were not significant and hence, there was no significant difference between the levels of implementation achieved by low cost leaders and differentiators.

<Table 2 about here>

Table 2 provides the results for the comparison of low cost leaders and dual strategists, which met the condition for equal variance though they were not significant and therefore fail to reject the null hypothesis.   Therefore, there is no significant difference between the levels of implementation achieved by low cost leaders and dual strategists.

<Table 3 about here>

Table 3 shows the results for the comparison of differentiators and dual strategists, which reveal that they met the conditions for equal variance, though the results were not significant.   Hence, fail to reject the null hypothesis H1.

In order to test hypothesis H2, multiple linear regression analysis was conducted using the stepwise method, for which the results are shown in Table 4.   All the 23 implementation armaments, implementation process variables and skill and resources for promoting generic strategies identified above were included.

<Table 4 about here>

In the model summary, model 5 had an unadjusted R square of 0.551, which implied that 55% of the changes in value of implementation level achievable (Li) was explained by the firm's effectiveness in strategy implementation (Ce), its capacity to overcome resistance to change (Cr), incentives based on meeting strictly quantitative targets (Qt), win-lose competitive posture (Wl), and the environmental rate of change (Ec).   In the ANOVA table, the p-value is 0.000 with F-value equal to 15.942, which means the overall model with five variables is significant.   In addition, the individual significance levels of model 5, shows that all variables, except the intercept were significant, with p-values ranging from 0.045 to 0.000.   Hence, the multiple regression model, using un-standardized Betas, can be stated as follows.

$$L_i = .346C_e + .353C_r + .178Q_t + .113W_l + .131E_c$$

In checking for multicollinearity, it is noted that the variable inflation factors (VIF) for model 5 range between 1.035 and 1.478.   These figures are far below the threshold of 10, beyond which collinearity or multicollinearity are a problem.   This is also confirmed by the high tolerance shown to vary between .676 and .966 for the variables.   The model therefore is free from the problem of multicollinearity.   It is therefore noted that hypothesis H2 is supported except for the variables time and preparedness.   In their place the variables (Q_t) and (W_l) were shown to be predictors.

Hypothesis H3 was tested using t-tests and the results are shown in Tables 5 to 7.   Results comparing low cost leaders and differentiators on soft implementation armaments as shown in Table 5 revealed that there was no significant difference between the use of leadership, training, consensus building, and organisational culture by low cost leaders and differentiators.

<Table 5 about here>

In addition, low cost leaders and differentiators showed no significant difference in their use of communication, t (28) = -3.314, p < .05, two-tailed, and capacity to overcome resistance to change, t (28) = -2.256, p < .05, two-tailed.   From these results it can be concluded that there was no significant difference between cost leaders and differentiators in their preference for use of soft implementation armaments.

With regard to the use of hard implementation armaments, the results for all the variables met the condition for equality of variance, and therefore fail to reject the null hypothesis. Among these, the results for organizational structure and resources were significant and therefore report that there is no significant difference between low cost leaders and differentiators in the emphasis they gave to organizational structure, t (28) = -3.210, p < .05, two-tailed, and resources, t

(28) = -2.568, p < .05, two-tailed.   It can therefore be concluded that there was no significant difference between cost leaders and differentiators in their preference for use of hard implementation armaments.   Putting the two findings together, it can be summarized that there was no significant difference between the preference for use of soft and hard implementation armaments by differentiators and low cost leaders.

Table 6 shows the results for low cost leaders and dual strategist and indicates that there was no significant difference between the preference for use of leadership, communication, training, consensus building, and organizational culture and the firms' capacity to overcome resistance to change by the two groups, with the last variable showing t (47) = -2.908, p < .05, two-tailed.   These results show that there was no significant difference in the emphasis and availability of soft implementation armaments between low cost leaders and dual strategists.

<Table 6 about here>

Results for hard implementation armaments as shown in Table 6 revealed that   there was no significant difference between low cost leaders and dual strategists in how they considered and made available organisational resources, rewards, win-lose and win-win competitive postures.   The same case applied to organisational structure, t (47) = -4.754, p < .001, two-tailed.   These results therefore show that there was no significant difference between low cost leaders and dual strategists in their use of hard implementation armaments.   Considering the two findings on soft and hard armaments, it can be concluded that that there was no significant difference between low cost leaders and dual strategists in their use of soft and hard implementation armaments.

Comparison of differentiators and dual strategists are shown in Table 7 and the results revealed that there was no significant difference between the preferences for use of leadership, communication, training, culture and capacity to overcome resistance to change by these groups, including consensus building, t (61) = 2.087, p < .05, two-tailed. These results show that there was no significant difference between the preferences for use of soft implementation armaments by differentiators and dual strategists.

<Table 7 about here>

The analyses of the hard implementation armaments showed that all variables met the condition for equal variance and hence, fail to reject the null hypothesis.   The findings also showed that the results for all variables were not significant except for resources.   It is therefore stated that there was no significant difference between the preferences for use of organisational structure, rewards, win-lose and win-win competitive postures by differentiators and dual strategists, as was the case for resources, t (61) = 2.022, p < .05, two-tailed.   Therefore, it is observed that there was no significant difference between these two groups in their preference for use of hard implementation armaments.   The overall picture in these comparisons is that there was no significant difference between the preferences for use of soft and hard implementation armaments by differentiators and dual strategists.

Having reviewed the three strategic groups in different pairs, it is noted that they imply the need for failing to reject the null hypothesis H3.   It is also noted that win-lose and win-win competitive postures are among hard implementation armaments and as demonstrated above for hypothesis H3, fail to reject the null hypotheses H4 and H5.

4. Discussion and Conclusion

All strategic groups appeared to be well endowed with strategy implementation armaments, and implementation process indicators.   It would appear from the findings of H1 that irrespective of the strategic group one belonged to, the endowment with the requisite implementation armaments and process indicators assure a firm of success in strategy implementation.

From literature review, resistance to change and high rate of change in the business environment are stumbling blocks for effective strategy implementation.   This shows that the findings are consistent with established body of knowledge to the extent that these two are predictors of the level of implementation achievable.   Win-lose competition takes the perspective that you win or lose.   Taking this position becomes a self-motivator for the competitors to ensure that they win, which implies success in strategy implementation and consequently survival for their businesses.   This strong drive for success and hence, survival would explain the inclusion of this variable to predict the level of implementation achievable.   On the other hand, a firm having incentives based on achieving quantitative targets has the ability to focus the implementers on measurable objectives.   The awareness that the implementers will be rewarded based on the achievement of the set quantitative targets becomes a key motivator and hence, helps in the achievement of the intended strategy.   This explains why this variable is also a predictor of the level of implementation achieved.

From the model in Figure 1, the preparedness in strategy implementation is equated to installing the necessary capabilities for the implementation of the new strategy.   These capabilities include resources, among them time and

human resources (creative staff), in addition to leadership.   Others include capacity to overcome resistance to change, which is implemented through staff training and adopting appropriate consensus type together with encouraging consensus building in the firm.   In addition, the firm provides appropriate reward systems that serve as incentives based on meeting strict qualitative targets.   Finally, the firm requires instilling an approach for quality with continuous improvement and bench marking orientation.   As will be noted in the equation 1, among these are predictors of the level of strategy implementation achievable.   So, although preparedness as an independent variable does not appear to be a predictor, its components are predictors of the strategy implementation achievable.

All firms appeared well endowed with the necessary skills, resources and organizational requirements for fostering the strategies adopted, in addition to having the necessary implementation armaments.   The findings on the use of these armaments seem to support the contention that for successful implementation of strategies, there is need to have a strategic fit between the soft and hard implementation armaments and the strategy being implemented (Ansoff & McDonnell, 1991; Argyris, 1989; Brodwin & Bourgeois, 1984; Hussey, 1996; Skivingtons & Daft, 1991; Stalk & Lachenauer, 2004).   It would appear that irrespective of the strategy to be implemented, it is of paramount importance that there is available and in good measure, the requisite soft and hard implementation armaments in order to achieve high levels of success in implanting the strategy.

The study showed that there was no significant difference between the preferences for use of either win-lose or win-win competition by any pair set of strategic groups.   This situation may explain the on-going discussion on which of these two to adopt.   However, from strategy implementation perspective, the results showed that there is good reason to adopt win-lose competition as it is shown to be a predictor of the level of implementation achieved.   This approach is a self motivator in that is it driven by the desire for survival.   Coupled to having incentives based on achieving quantitative targets, this approach appears to become a stimulant in the achievement of strategy implementation.   The study showed that the model in Figure 1 may be used to explain the implementation challenge, with emphasis on the identified predictors of implementation.   In this regard, practitioners and scholars may be able to overcome the implementation challenge by instituting procedures and programs within their firms that give ample emphasis and priority to the identified predictors.   Using this model and the mathematical model provided in the study, entrepreneurs, managers and scholars are better position to address the high organisational failures attributed to strategy implementation.

The study also revealed that firms are able to successfully use dual strategic advantage, without necessarily being 'stuck in the middle'.   It therefore demonstrated a third strategic group, dual advantage strategists.   By determining that non of the strategic groups achieved significantly higher strategy implementation than the others, the study revealed that practitioners may adopt a generic strategy of their choice that provides the best strategic fit to the firm's circumstances and desired competitive posture.

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Table1. Implementation levels achieved by cost leaders and differentiators

Independent Samples Test

Cost leaders and Differentiators		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Impl_achiev_Li	Equal variances assumed	.676	.418	-1.350	28	.188	-.534	.395	-1.344	.276
	Equal variances not assumed			-1.262	11.088	.233	-.534	.423	-1.465	.397

Table 2. Implementation levels achieved by cost leaders and dual strategists

Independent Samples Test

Cost Leaders and Dual Strategists		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Impl_achiev_Li	Equal variances assumed	2.323	.134	-1.254	47	.216	-.405	.323	-1.056	.245
	Equal variances not assumed			-1.027	8.584	.332	-.405	.395	-1.305	.494

Table 3. Implementation levels achieved by differentiators and dual strategist

Independent Samples Test

Differentiators and Dual Strategists		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Impl_achiev_Li	Equal variances assumed	.715	.401	.581	61	.564	.129	.221	-.314	.571
	Equal variances not assumed			.554	37.798	.583	.129	.232	-.341	.598

Table 4. Multi-regression analysis of implementation level achieved

Model Summary(f)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.604(a)	.365	.356	.694	.365	39.715	1	69	.000
2	.677(b)	.458	.442	.646	.093	11.686	1	68	.001
3	.701(c)	.492	.469	.631	.033	4.380	1	67	.040
4	.722(d)	.522	.493	.616	.030	4.186	1	66	.045
5	.742(e)	.551	.516	.602	.029	4.179	1	65	.045

a Predictors: (Constant), Effectiveness_Ce
b Predictors: (Constant), Effectiveness_Ce, CORC_Cr
c Predictors: (Constant), Effectiveness_Ce, CORC_Cr, Qty_target_Qt
d Predictors: (Constant), Effectiveness_Ce, CORC_Cr, Qty_target_Qt, Win_lose_Wl
e Predictors: (Constant), Effectiveness_Ce, CORC_Cr, Qty_target_Qt, Win_lose_Wl, Envir_change_Ec
f Dependent Variable: Impl_achiev_Li

ANOVA(f)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.140	1	19.140	39.715	.000(a)
	Residual	33.254	69	.482		
	Total	52.394	70			
2	Regression	24.017	2	12.009	28.776	.000(b)
	Residual	28.377	68	.417		
	Total	52.394	70			
3	Regression	25.759	3	8.586	21.598	.000(c)
	Residual	26.636	67	.398		
	Total	52.394	70			
4	Regression	27.347	4	6.837	18.015	.000(d)
	Residual	25.047	66	.380		
	Total	52.394	70			
5	Regression	28.860	5	5.772	15.942	.000(e)
	Residual	23.534	65	.362		
	Total	52.394	70			

a Predictors: (Constant), Effectiveness_Ce
b Predictors: (Constant), Effectiveness_Ce, CORC_Cr
c Predictors: (Constant), Effectiveness_Ce, CORC_Cr, Qty_target_Qt
d Predictors: (Constant), Effectiveness_Ce, CORC_Cr, Qty_target_Qt, Win_lose_Wl
e Predictors: (Constant), Effectiveness_Ce, CORC_Cr, Qty_target_Qt, Win_lose_Wl, Envir_change_Ec
f Dependent Variable: Impl_achiev_Li

Coefficients(a)

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics Tolerance	Collinearity Statistics VIF
1	(Constant)	1.599	.355		4.505	.000		
	Effectiveness_Ce	.560	.089	.604	6.302	.000	1.000	1.000
2	(Constant)	1.067	.365		2.921	.005		
	Effectiveness_Ce	.383	.097	.414	3.936	.000	.720	1.389
	CORC_Cr	.343	.100	.360	3.419	.001	.720	1.389
3	(Constant)	.746	.388		1.924	.059		
	Effectiveness_Ce	.334	.098	.361	3.413	.001	.678	1.474
	CORC_Cr	.306	.100	.321	3.074	.003	.697	1.435
	Qty_target_Qt	.163	.078	.199	2.093	.040	.836	1.196
4	(Constant)	.320	.432		.741	.461		
	Effectiveness_Ce	.336	.096	.363	3.513	.001	.678	1.474
	CORC_Cr	.331	.098	.347	3.380	.001	.686	1.458
	Qty_target_Qt	.174	.076	.213	2.282	.026	.832	1.202
	Win_lose_Wl	.112	.055	.178	2.046	.045	.961	1.040
5	(Constant)	-.147	.480		-.306	.760		
	Effectiveness_Ce	.346	.094	.374	3.699	.000	.676	1.478
	CORC_Cr	.353	.096	.370	3.660	.001	.678	1.475
	Qty_target_Qt	.178	.074	.219	2.398	.019	.831	1.203
	Win_lose_Wl	.113	.053	.179	2.108	.039	.961	1.040
	Envir_change_Ec	.131	.064	.173	2.044	.045	.966	1.035

a Dependent Variable: Impl_achiev_Li

Table 5. Cost leaders and differentiators' use of implementation armaments

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower	
Leadership	Equal variances assumed	.024	.879	-1.621	28	.116	-.591	.364	-1.337	.156	
	Equal variances not assumed			-1.782	15.130	.095	-.591	.332	-1.297	.115	
Communication	Equal variances assumed	.675	.418	-3.314	28	.003	-.784	.237	-1.269	-.300	
	Equal variances not assumed			-2.760	9.436	.021	-.784	.284	-1.422	-.146	
Training	Equal variances assumed	.259	.614	-.623	28	.538	-.227	.365	-.975	.520	
	Equal variances not assumed			-.604	11.802	.557	-.227	.376	-1.048	.594	
Consensus	Equal variances assumed	.634	.433	-1.883	28	.070	-.670	.356	-1.400	.059	
	Equal variances not assumed			-1.810	11.617	.096	-.670	.371	-1.481	.140	
Culture	Equal variances assumed	.000	.998	-1.946	28	.062	-.602	.310	-1.236	.032	
	Equal variances not assumed			-1.955	12.582	.073	-.602	.308	-1.270	.065	
CORC - Cr	Equal variances assumed	.625	.436	-2.256	28	.032	-.841	.373	-1.604	-.077	
	Equal variances not assumed			-2.604	16.968	.019	-.841	.323	-1.522	-.159	
Structure	Equal variances assumed	.065	.801	-3.210	28	.003	-1.239	.386	-2.029	-.448	
	Equal variances not assumed			-3.251	12.773	.006	-1.239	.381	-2.063	-.414	
Resources	Equal variances assumed	1.290	.266	-2.568	28	.016	-.659	.257	-1.185	-.133	
	Equal variances not assumed			-1.990	8.697	.079	-.659	.331	-1.412	.094	
Rewards	Equal variances assumed	.172	.682	-1.163	28	.255	-.557	.479	-1.537	.424	
	Equal variances not assumed			-1.280	15.168	.220	-.557	.435	-1.483	.370	
Win-lose	Equal variances assumed	.065	.801	.125	28	.901	.068	.545	-1.048	1.184	
	Equal variances not assumed			.115	10.871	.910	.068	.591	-1.234	1.370	
Win-win	Equal variances assumed	.374	.546	.280	28	.782	.136	.488	-.863	1.136	
	Equal variances not assumed			.297	14.105	.770	.136	.458	-.846	1.119	

Table 6. Implementation armaments by low cost leaders and dual strategists

		Levene's Test for Equality of Variances		t-test for Equality of Means							
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower	
Leadership	Equal variances assumed	.280	.599	-1.521	47	.135	-.500	.329	-1.161	.161	
	Equal variances not assumed			-1.669	10.919	.123	-.500	.300	-1.160	.160	
Communication	Equal variances assumed	.008	.929	-1.610	47	.114	-.521	.324	-1.173	.130	
	Equal variances not assumed			-1.768	10.928	.105	-.521	.295	-1.171	.128	
Training	Equal variances assumed	.190	.665	-.973	47	.336	-.293	.301	-.898	.313	
	Equal variances not assumed			-.842	8.881	.422	-.293	.348	-1.081	.495	
Consensus	Equal variances assumed	.072	.789	-.535	47	.595	-.186	.347	-.885	.513	
	Equal variances not assumed			-.527	9.796	.610	-.186	.353	-.974	.602	
Culture	Equal variances assumed	.013	.911	-1.391	47	.171	-.448	.322	-1.096	.200	
	Equal variances not assumed			-1.522	10.878	.157	-.448	.295	-1.097	.201	
CORC - Cr	Equal variances assumed	.091	.764	-2.908	47	.006	-.933	.321	-1.578	-.288	
	Equal variances not assumed			-3.296	11.342	.007	-.933	.283	-1.554	-.312	
Structure	Equal variances assumed	.332	.567	-4.754	47	.000	-1.570	.330	-2.235	-.906	
	Equal variances not assumed			-4.491	9.460	.001	-1.570	.350	-2.355	-.785	
Resources	Equal variances assumed	1.042	.313	-1.163	47	.251	-.323	.278	-.882	.236	
	Equal variances not assumed			-.976	8.707	.355	-.323	.331	-1.076	.430	
Rewards	Equal variances assumed	.172	.681	-1.356	47	.182	-.509	.376	-1.265	.246	
	Equal variances not assumed			-1.334	9.792	.212	-.509	.382	-1.362	.344	
Win-lose	Equal variances assumed	.464	.499	-.978	47	.333	-.530	.542	-1.621	.560	
	Equal variances not assumed			-.932	9.529	.374	-.530	.569	-1.807	.746	
Win-win	Equal variances assumed	.004	.952	-.030	47	.976	-.012	.408	-.832	.808	
	Equal variances not assumed			-.030	9.832	.977	-.012	.412	-.933	.908	

Table 7. Differentiators and dual strategists' use of soft and hard armaments

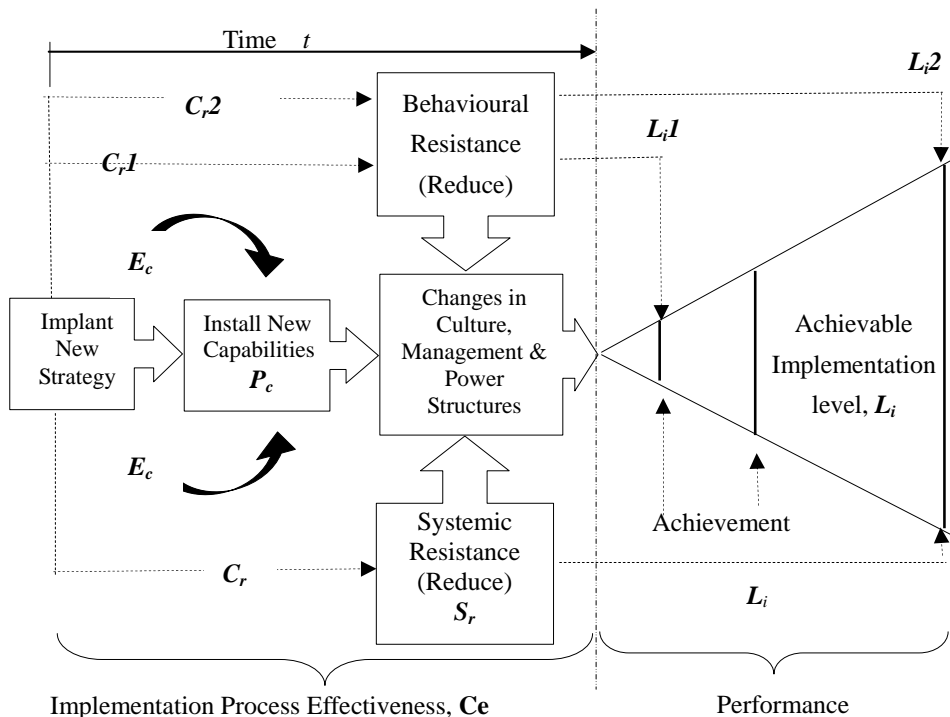|		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
		Lower	Upper	Lower	Upper	Lower	Upper	Lower	Upper	Lower
Leadership	Equal variances assumed	.923	.341	.389	61	.699	.091	.234	-.377	.559
	Equal variances not assumed			.381	40.823	.705	.091	.238	-.391	.573
Communication	Equal variances assumed	.563	.456	1.323	61	.191	.263	.199	-.134	.660
	Equal variances not assumed			1.536	60.357	.130	.263	.171	-.079	.605
Training	Equal variances assumed	.118	.732	-.312	61	.756	-.065	.210	-.484	.354
	Equal variances not assumed			-.298	37.944	.767	-.065	.219	-.509	.378
Consensus	Equal variances assumed	.776	.382	2.087	61	.041	.484	.232	.020	.949
	Equal variances not assumed			2.126	45.365	.039	.484	.228	.026	.943
Culture	Equal variances assumed	.030	.864	.714	61	.478	.154	.216	-.277	.585
	Equal variances not assumed			.741	47.792	.462	.154	.208	-.264	.572
CORC - Cr	Equal variances assumed	.563	.456	-.392	61	.697	-.092	.235	-.562	.378
	Equal variances not assumed			-.377	38.799	.708	-.092	.244	-.585	.401
Structure	Equal variances assumed	.152	.698	-1.428	61	.158	-.331	.232	-.796	.133
	Equal variances not assumed			-1.381	39.179	.175	-.331	.240	-.817	.154
Resources	Equal variances assumed	.421	.519	2.022	61	.048	.336	.166	.004	.668
	Equal variances not assumed			2.217	54.993	.031	.336	.152	.032	.640
Rewards	Equal variances assumed	1.424	.237	.170	61	.865	.048	.280	-.511	.607
	Equal variances not assumed			.159	35.690	.874	.048	.299	-.559	.655
WinLose	Equal variances assumed	2.340	.131	-1.685	61	.097	-.599	.355	-1.309	.112
	Equal variances not assumed			-1.736	46.858	.089	-.599	.345	-1.293	.095
WinWin	Equal variances assumed	1.069	.305	-.506	61	.615	-.149	.294	-.736	.439
	Equal variances not assumed			-.484	38.005	.631	-.149	.307	-.770	.473

Figure 1. Strategy Implementation Concept