

STRATEGIC PLANNING AND EFFECTIVENESS OF DANGOTE GROUP OF COMPANIES IN RIVERS STATE

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ABSTRACT

This study investigated the relationship between resource assignment — specifically human, material, and equipment resources and the overall effectiveness of Dangote group of companies in Rivers State. Using a quantitative approach, data were collected from 24 respondents through structured questionnaires. Spearman's rho correlation analysis was employed to test the hypotheses. Results revealed statistically significant positive relationships between objective statement ($r = 0.444$, $p < 0.05$), environmental scanning ($r = 0.718$, $p < 0.01$), and strategy formulation ($r = 0.661$, $p < 0.01$) with organisational performance. The findings indicate that effective allocation and management of resources are critical to achieving the company's operational and strategic goals. The study recommends that Dangote Group prioritize strategic resource management to enhance its overall effectiveness and competitiveness in Port Harcourt. In conclusion, the findings of this study reveal a significant positive correlation between strategic planning and organizational performance within the Dangote Group of Company in Rivers State. This underscores the critical role that well-structured strategic planning plays in enhancing operational efficiency, goal attainment, and overall corporate success. The study recommended among others that Dangote Group company adopts a structured and data-informed strategy formulation process to enhance operational efficiency across its business units in Rivers State.

Background to the Study

Strategic planning is a fundamental managerial activity that enables organizations to align their goals with evolving environmental demands, anticipate future challenges, and allocate resources effectively. It serves as a structured process through which organizations determine their long-term objectives and identify the means to achieve them (Bryson, 2018). The process typically encompasses critical dimensions such as objective setting, environmental scanning, and strategy formulation. Objective setting involves defining clear, measurable, and attainable goals that guide organizational action (Mintzberg et al., 2005). Environmental scanning entails the systematic collection and interpretation of information about external opportunities and threats, as well as internal strengths and weaknesses, forming the foundation for strategic decisions (Agwu, 2018). Strategy formulation, the culmination of this process, integrates insights from objectives and environmental analyses to craft actionable plans that position the organization for success.

Organizational performance, on the other hand, represents the extent to which an organization meets its goals and delivers value to stakeholders. It is typically assessed using multidimensional indicators such as market share, profitability, and efficiency (Kaplan & Norton, 2004). Market share reflects an organization's competitiveness and its ability to capture consumer preference within its industry. Profitability measures the financial success of the firm, often evaluated through margins, returns, and income statements. Efficiency, meanwhile, pertains to the optimal utilization of resources to produce desired outcomes, highlighting managerial effectiveness and operational soundness (Richard et al., 2009). These measures provide a comprehensive view of how strategic decisions translate into tangible results, reinforcing the need for coherent strategic planning practices.

The relationship between strategic planning and organizational performance has been widely examined, with most studies suggesting a positive correlation. Organizations that invest in structured strategic planning processes tend to outperform those that operate reactively or without formalized strategies (Abosedo, Obasan & Alese, 2016). By engaging in rigorous environmental scanning and clearly defined objectives, firms are better equipped to navigate uncertainties and align their capabilities with market demands. Strategy formulation ensures that firms can adapt proactively rather than defensively, thereby improving efficiency, enhancing profitability, and capturing larger market shares. Nevertheless, the nature and strength of this relationship often depend on contextual factors such as industry dynamics, organizational structure, and geographic location (Tapera, 2014).

This study focuses on exploring the relationship between strategic planning and organizational performance in the context of the Dangote Group of Companies operating in Port Harcourt, Nigeria. As one of Africa's largest conglomerates with diversified interests in cement, sugar, salt, and other industries, Dangote Group provides an ideal case for evaluating how strategic planning practices influence performance outcomes in a competitive and volatile business environment. The Port Harcourt location, being a key industrial and commercial hub in the Niger Delta region, presents unique environmental challenges and opportunities that may shape strategic behavior. Through this investigation, the study seeks to understand the extent to which strategic planning dimensions objective setting, environmental scanning, and strategy formulation contribute to enhancing market share, profitability, and operational efficiency in the selected subsidiaries of Dangote Group.

Statement of the Problem

The first major issue affecting the organizational performance of the Dangote Group in Rivers State is declining or stagnant market share, especially in the cement and consumer goods sectors. This problem arises due to increasing competition from both indigenous producers and international firms penetrating the local market with more competitive pricing, better logistics, or superior customer engagement strategies. In a state like Rivers, where infrastructure development should ideally drive demand for products like cement and salt, the inability of Dangote to expand or defend its market share suggests a misalignment between market realities and strategic planning efforts. Without effective environmental scanning and competitive positioning embedded in the company's strategic plans, such market threats cannot be properly anticipated or neutralized (Adebayo & Olayemi, 2021). Thus, the limited responsiveness to local market dynamics may be traced back to strategic planning gaps, such as overcentralized decision-making or insufficient adaptation to region-specific consumer behavior.

Profitability concerns continue to affect the performance of Dangote's operations in the region. While the company has the advantage of economies of scale and vertical integration, it struggles with cost inflation, supply chain disruptions, and energy inefficiencies. These issues could have been better mitigated through more robust strategic financial planning that incorporates risk forecasting and operational contingency strategies (Okonkwo & Ibrahim, 2020). For example, frequent power outages and rising diesel prices increase production and distribution costs, directly reducing profit margins. Strategic planning, when properly executed, provides room for scenario analysis and proactive investment in alternative energy or decentralized supply hubs, which can significantly improve cost management. The lack of such forward-thinking approaches in localized operations reveals a potential gap in how the Dangote Group translates its corporate strategy into region-specific tactical actions.

Inefficiencies result in missed sales opportunities, delayed deliveries, and higher operational costs, all of which erode customer satisfaction and overall performance. While the company's national strategy may emphasize expansion and innovation, insufficient investment in workforce development, logistics infrastructure, and digital tracking systems in this region signals weak operational planning. Strategic planning should not only focus on high-level growth targets but also integrate operational excellence at all levels. This requires setting performance benchmarks,

allocating resources for training, and embedding local stakeholder engagement into the broader corporate framework (Nwachukwu & Udeh, 2019). The failure to effectively localize these strategic elements compromises Dangote’s ability to achieve efficient and responsive operations in Rivers State.

Conceptual Framework

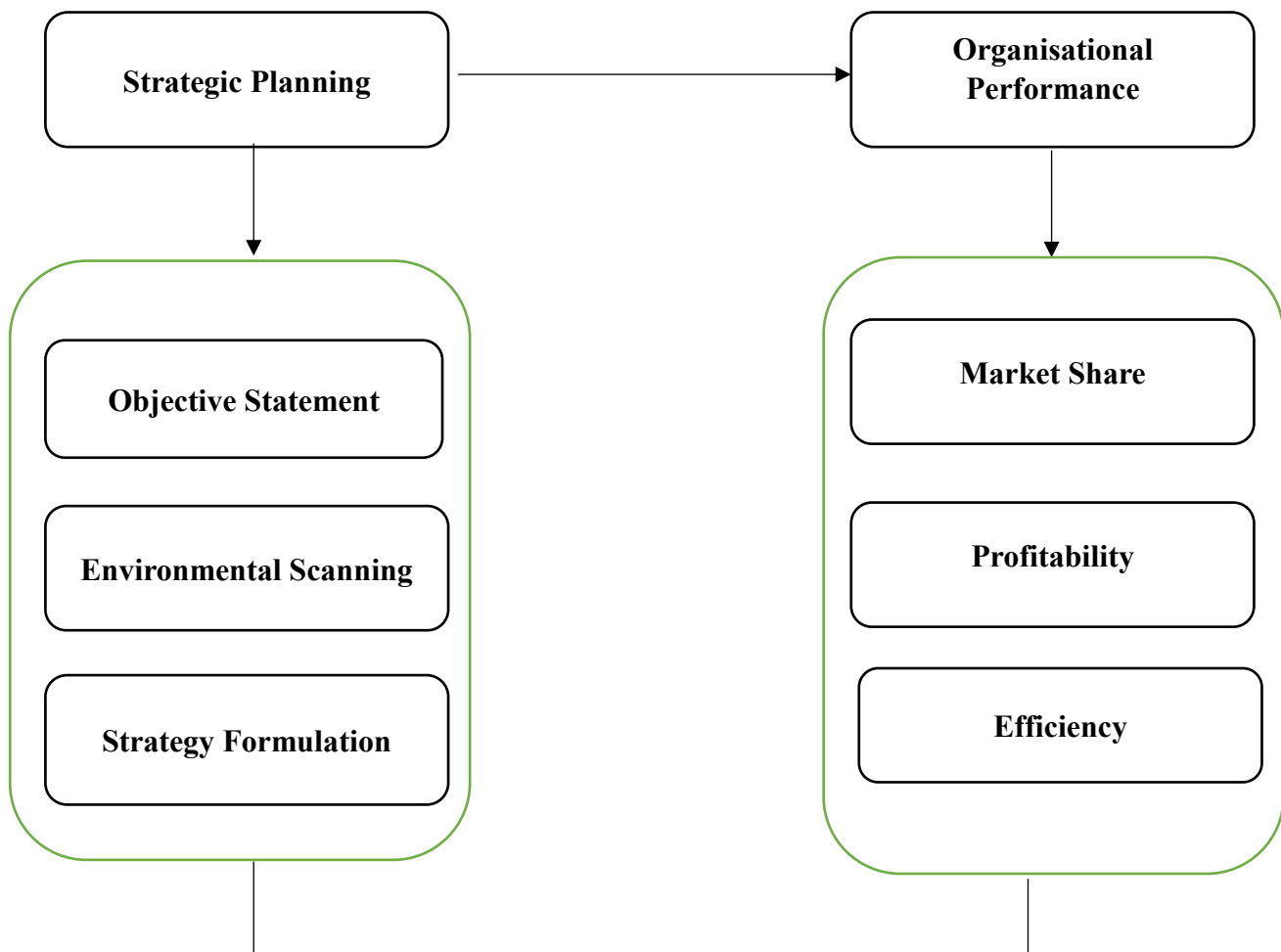


Figure 1: Conceptual framework showing the dimension/measures of Strategic Planning and Organisational Performance of Oil and Gas Firms in Rivers State

Sources: Adopted from Collins & Porras. (1996); Aguilar (1967) and Hill and Jones (2017)

Aim & objectives

The aim of this study was to determine the relationship between Strategic planning and effectiveness of Dangote group of companies in Rivers State. The objectives are to:

- 1) Determine the relationship between objective statement and market share of Dangote group of companies in Rivers State.
- 2) Determine the relationship between environmental scanning and profitability of Dangote group of companies in Rivers State.
- 3) Determine the relationship between strategy formulation and efficiency of Dangote group of companies in Rivers State.

Research Questions

The following research questions were raised to guide the study.

- 1) What is the relationship between objective statement and market share of Dangote group of companies in Rivers State?
- 2) What is the relationship between environmental scanning and profitability of Dangote group of companies in Rivers State?
- 3) What is the relationship between strategy formulation and efficiency of Dangote group of companies in Rivers State?

Research Hypotheses

The following null hypotheses were formulated and tested at a significant level of 0.01

Ho₁: There is no significant relationship between objective statement and market share of Dangote group of companies in Rivers State.

Ho₂: There is no significant relationship between environmental scanning and profitability of Dangote group of companies in Rivers State.

Ho₃: There is no significant relationship between strategy formulation and efficiency of Dangote group of companies in Rivers State.

Significance of the Study

The significance of studying strategic planning and organisational performance extends across various stakeholders, including employees, employers, policymakers, and researchers

Employees: Strategic planning enhances job clarity, direction, and motivation for employees by aligning their roles with the company's long-term goals. For Dangote Group employees, this fosters a sense of purpose and contributes to improved productivity and job satisfaction.

Managers: For managers, strategic planning is essential for informed decision-making, resource allocation, and performance monitoring. In the Dangote Group, it empowers managers to set priorities, manage risks, and drive sustainable growth effectively.

Dangote Group of Companies: Strategic planning strengthens the Dangote Group's competitive advantage by aligning corporate resources with market opportunities. It supports organizational coherence, operational efficiency, and long-term profitability in dynamic business environments.

Researchers: This study offers researchers valuable insights into the practical link between strategic planning and organizational performance, particularly in African conglomerates. It contributes to theory development and provides empirical data for comparative and contextual analyses.

Scope of the Study

The scope of the study will be discussed under content scope, geographical scope, and unit of analysis.

Content Scope: The content scope of the study is limited to strategic planning and organisational performance. Discussions on strategic planning are restricted to objective statement, environmental scanning and strategy formulation; while organisational performance as the dependent variable is measured and discussed through market share, profitability and efficiency.

Geographical Scope: The geographical scope of this study is delimited to Dangote Group of Company operating in Rivers State.

Unit of Analysis: This study adopted a macro level analysis; this implies at the organisational level (management) of road construction firms in Port Harcourt, Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Strategic Planning

Strategic planning has been extensively defined by various scholars, with each emphasizing different aspects of the process depending on their academic and professional perspectives. At its core,

strategic planning is a systematic process that enables organizations to envision a desired future and translate this vision into broadly defined goals or objectives and a sequence of steps to achieve them. According to Bryson (2018), strategic planning is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future. This perspective highlights the intentional and organized nature of strategic planning, aligning organizational purpose with long-term objectives. Similarly, Mintzberg, Ahlstrand, and Lampel (2005) argue that strategic planning is not only about formulating strategy in a top-down manner but also about engaging in a learning process that integrates reflection and adaptation. This conceptualization challenges the linear model of strategy development and underscores the evolving nature of planning in dynamic environments.

In addition to its structured orientation, strategic planning is recognized as a critical tool for organizational alignment and responsiveness. Steiner (2010) suggests that strategic planning involves the formulation and implementation of major goals and initiatives taken by an organization's top management on behalf of owners, based on consideration of resources and an assessment of the internal and external environments. This definition integrates both the internal organizational capacity and external environmental scanning, a dual perspective that ensures strategies are both realistic and responsive to the external context. Furthermore, David and David (2017) emphasize that strategic planning helps organizations gain competitive advantages through vision-driven, long-term planning that involves analyzing strengths, weaknesses, opportunities, and threats (SWOT). This analytical approach offers a framework for identifying and capitalizing on opportunities while mitigating potential risks. As such, strategic planning becomes both a roadmap and a risk management mechanism.

Moreover, the concept of strategic planning is not confined to business organizations alone; it is equally applicable in public and non-profit sectors. According to Wheelen and Hunger (2012), strategic planning is a process that evaluates the organization's current position, sets long-term objectives, and develops policies and plans to achieve these goals, ensuring that implementation is continuously monitored and adjusted. This definition points to the cyclical and iterative nature of strategic planning, emphasizing ongoing evaluation and realignment. In the public sector context, Bryson (2018) reiterates that strategic planning is essential for clarifying future directions, enhancing decision-making, and improving performance accountability. The enduring theme across these definitions is that strategic planning serves as a guide for deliberate action, enabling organizations to align their operations with their missions and the broader external environment in which they operate.

Dimensions of Strategic Planning

Objective Statement

The concept of an **objective statement** in strategic planning refers to a clear and concise declaration of the desired outcomes an organization seeks to achieve within a specified timeframe. It serves as a foundational dimension that aligns organizational resources and efforts with its overarching vision and mission, providing a benchmark for performance assessment and decision-making. Objective statements are typically SMART—specific, measurable, achievable, relevant, and time-bound—to ensure actionable and results-driven planning (Drucker, 1954; Bryson, 2011). They play a pivotal role in translating strategic intent into operational reality, thereby bridging long-term aspirations with short-term actions (Kaplan & Norton, 2001). Moreover, well-defined objectives facilitate strategic alignment across organizational units and enhance accountability by clarifying expectations and performance standards (Pearce & Robinson, 2013).

Environmental Scanning

Environmental scanning is a critical dimension of strategic planning that involves the systematic collection and analysis of external information to identify emerging trends, opportunities, and threats that may influence an organization's strategic direction. This process enables organizations to align

their strategies with the dynamic external environment, enhancing adaptability and long-term sustainability (Aguilar, 1967; Choo, 2001). By monitoring political, economic, social, technological, environmental, and legal factors, organizations can anticipate changes and respond proactively, thereby gaining a competitive advantage (Fahey & Narayanan, 1986; Morrison, 1992). Moreover, environmental scanning fosters informed decision-making and strategic agility, which are essential in turbulent business contexts (Daft et al., 1988).

Strategy Formulation

Strategy formulation is a core dimension of strategic planning, encompassing the processes through which organizations define their direction, establish goals, and allocate resources to achieve long-term objectives. It involves environmental scanning, internal capability assessment, and the development of strategic alternatives to navigate uncertainty and competition (Wheelen & Hunger, 2017). As a deliberate and analytical process, strategy formulation provides the foundation for actionable strategies that align organizational vision with market dynamics (Mintzberg et al., 2005). It also serves as a bridge between strategic intent and operational execution, ensuring coherence across various functional areas (Pearce & Robinson, 2013). Furthermore, the efficacy of strategic planning is often contingent on the rigor and adaptability of the formulation phase, which must balance foresight with responsiveness to change (Johnson, Scholes, & Whittington, 2017).

Concept of Organisational Performance

Organisational performance is a multifaceted concept that encompasses the actual output of an organisation as measured against its intended goals and objectives. According to Richard et al. (2009), organisational performance includes three specific areas of firm outcomes: financial performance (such as profits, return on assets, and return on investment), product market performance (sales and market share), and shareholder return (total shareholder return, economic value added). This tripartite framework highlights the complexity of performance evaluation and underscores the necessity of a holistic approach when assessing the effectiveness and efficiency of an organisation. Furthermore, Otley (1999) contends that performance should not be perceived merely as outcomes but should also involve the processes and practices through which organisations achieve results, thereby linking strategic intent with operational execution.

Organisational performance is also deeply influenced by internal capabilities, strategic orientation, and environmental alignment. Kaplan and Norton (1996) proposed the Balanced Scorecard approach, which expanded the traditional financial metrics to include customer satisfaction, internal business processes, and learning and growth, thereby offering a more comprehensive measurement of performance. This model emphasises that non-financial indicators are critical to understanding long-term organisational success. In a similar vein, Venkatraman and Ramanujam (1986) assert that organisational performance must encompass both financial and operational dimensions to adequately reflect the breadth of an organisation's health. These conceptualisations shift the understanding of performance from a narrow financial lens to a more nuanced interpretation that includes qualitative aspects of organisational functioning.

Moreover, the dynamic nature of organisational environments necessitates that performance be evaluated in context. Barney (1991) argues that sustainable competitive advantage, derived from valuable, rare, inimitable, and non-substitutable resources, is key to superior organisational performance. His resource-based view (RBV) underscores the role of internal resources in shaping outcomes over time. Similarly, Hitt, Ireland, and Hoskisson (2007) highlight that strategic competitiveness and superior performance are contingent upon effective resource management and the ability to respond to environmental changes. These perspectives collectively affirm that organisational performance is a construct influenced by both internal competencies and external exigencies, requiring a strategic and systemic approach to measurement and management.

Measures of Organisational Performance

Market Share

Market share is a widely utilized metric for evaluating organizational performance, particularly within competitive industries, as it reflects a firm's ability to capture and retain customers relative to its rivals (Kotler & Keller, 2016). It serves as an indicator of both marketing effectiveness and operational efficiency, linking directly to profitability and long-term sustainability (Buzzell, Gale & Sultan, 1975). A growing market share often implies strategic advantage, brand strength, and successful product positioning (Farris et al., 2010). Scholars argue that increases in market share are frequently correlated with economies of scale, enhanced bargaining power, and improved return on investment (Porter, 1985; Slater & Narver, 1994). However, some caution against over-reliance on market share as a sole measure, noting that it may not fully capture qualitative aspects of performance such as innovation, customer satisfaction, or adaptability (Day & Wensley, 1988).

Profitability

Profitability is a key indicator of organizational performance, reflecting a firm's ability to generate earnings relative to its revenue, assets, or equity over time. It serves as a measure of operational efficiency and financial sustainability, often guiding strategic decisions and investment evaluations (Kaplan & Norton, 2004). The assessment of profitability typically involves analyzing metrics such as gross profit margin, net profit margin, return on assets (ROA), and return on equity (ROE), which provide insights into how well an organization utilizes its resources to generate income (Brigham & Ehrhardt, 2013). According to Hitt, Ireland, and Hoskisson (2017), profitability not only reflects past performance but also signals the potential for future growth and competitiveness in dynamic markets. Moreover, it is often used by external stakeholders, including investors and creditors, to assess organizational health and the likelihood of sustained returns (Palepu, Healy, & Peek, 2013).

Efficiency

Efficiency is a critical metric for evaluating organisational performance, as it reflects how effectively an organisation utilizes its resources to achieve desired outcomes. It is often distinguished from effectiveness, with efficiency focusing on input-output ratios and the minimisation of waste, time, and cost (Drucker, 1963). In operational terms, an efficient organisation achieves its goals with the least possible resource expenditure, thereby maximising productivity and profitability (Chandler, 1962; Daft, 2016). Moreover, efficiency plays a pivotal role in sustaining competitive advantage in dynamic business environments, where resource optimisation is essential for long-term survival and growth (Barney & Hesterly, 2019). As such, efficiency serves not only as a benchmark for internal performance assessment but also as a determinant of organisational adaptability and resilience (Robbins & Coulter, 2020).

THEORETICAL REVIEW

Institutional Theory

Institutional theory, originally propounded by early sociologists such as Thorstein Veblen and later expanded by scholars like John W. Meyer and Brian Rowan (1977), and Paul J. DiMaggio and Walter W. Powell (1983), focuses on the deep and resilient aspects of social structure. It considers how institutions—defined as established laws, norms, and customs—influence the behavior of organizations and shape their structures over time. Meyer and Rowan (1977) emphasized that organizations conform to institutional norms to gain legitimacy and stability rather than to improve efficiency, while DiMaggio and Powell (1983) introduced the concept of isomorphism, whereby organizations become similar in structure and practice due to coercive, mimetic, and normative pressures. These foundational perspectives have laid the groundwork for understanding how external environments and institutional pressures guide organizational behavior and decision-making.

Institutional theory is particularly relevant in analyzing how the firm adapts its strategic planning to comply with regulatory frameworks, socio-political expectations, and industry norms in Nigeria. The business environment in Rivers State, marked by regulatory oversight, community expectations, and sectoral competition, creates coercive and normative pressures that influence how the Dangote Group formulates its strategies. Strategic planning, therefore, becomes a tool not just for internal optimization but for aligning with institutional expectations to gain legitimacy and competitive advantage (Scott, 2001). By aligning with the formal and informal institutional rules, Dangote Group enhances its operational efficiency and secures social approval, which are crucial in a politically sensitive and economically volatile region like Rivers State.

Furthermore, the organizational performance of the Dangote Group can be better understood through the institutional lens, as it reveals the significance of institutional conformity in achieving sustainable growth. When organizations like Dangote respond effectively to institutional demands such as adhering to environmental regulations, fulfilling corporate social responsibilities, and participating in local economic development they strengthen their stakeholder relationships and reduce the risk of conflict and sanctions (Greenwood et al., 2011). This alignment with institutional expectations not only protects the firm from external disruptions but also enhances its reputation and market positioning. Hence, institutional theory provides a robust framework for evaluating how Dangote Group's strategic planning decisions influence and are influenced by its institutional environment in Rivers State, ultimately affecting its overall organizational performance.

EMPIRICAL REVIEW

Adebayo and Oladejo (2018) worked on strategic planning and organizational performance in Nigerian manufacturing firms. The primary aim was to determine the extent to which strategic planning practices influence various aspects of performance, including profitability, market share, and customer satisfaction. The researchers employed a quantitative methodology, utilizing a survey design to collect data from a sample of manufacturing companies in Nigeria. Questionnaires were administered to managers and executives involved in strategic decision-making. The findings revealed a significant positive correlation between the adoption of strategic planning practices and improved organizational performance. Specifically, firms that engaged in comprehensive strategic planning, including environmental scanning, strategy formulation, and implementation, demonstrated higher levels of profitability and market share. The study concluded that strategic planning is a crucial determinant of success for manufacturing firms in Nigeria, enabling them to adapt to dynamic market conditions and achieve competitive advantage. Recommendations included the need for Nigerian manufacturing firms to prioritize and invest in robust strategic planning processes, emphasizing continuous monitoring and evaluation to ensure effective implementation and desired outcomes.

Eze and Okoro (2019) carried out study impact of strategic planning on the performance of Small and Medium Enterprises (SMEs) in Nigeria. The study's objective was to ascertain whether strategic planning practices contribute to the growth, survival, and overall success of SMEs in the Nigerian economic landscape. A mixed-methods approach was adopted, combining quantitative survey data with qualitative interviews to gain a comprehensive understanding of the phenomenon. Data were collected from a diverse sample of SME owners and managers across different sectors. The results indicated that while many SMEs recognized the importance of planning, a significant number lacked formal strategic planning processes. However, those SMEs that engaged in even rudimentary forms of strategic planning, such as setting clear objectives and developing action plans, exhibited better financial performance, increased market penetration, and enhanced operational efficiency compared to those without any strategic direction. The study concluded that strategic planning, even in its simpler forms, is vital for the sustainability and growth of SMEs in Nigeria, helping them navigate challenges and capitalize on opportunities. The researchers recommended that government agencies and business development organizations provide training and support to SMEs to facilitate

the adoption of strategic planning frameworks, tailored to their specific needs and resource constraints.

METHODOLOGY

This study adopted correlational survey research design as the study seek to determine the relationships between the variables under study. The population of the study consisted of 10 road construction firms that operate in Port Harcourt, Nigeria. These companies are known for various infrastructure and road construction projects in the region:

1. Dangote Cement Plc
2. Dangote Sugar Refinery Plc
3. Dangote Flour Mills Plc
4. Dangote Salt
5. Dangote Fertilizer
6. Dangote Oil Refinery
7. Dangote Logistics
8. Dangote Transport

This study adopted a census technique hence the 8 firms in Dangote group of companies were understudy. Purposive sampling technique was adopted in selecting 3 respondents from each firm multiplied by 8 firm give us a total of 24 respondents under study. structured questionnaire was used in data collection. spearman rank order correlation coefficient was used in analyzing the data using SPSS version 22.

RESULTS

H01: There is no significant relationship between objective statement and market share of Dangote group of companies in Rivers State.

Table 1: Correlations on Objective Statement and Market Share

		Objective statement	Market share
Spearman's rho	Objective statement	Correlation Coefficient	1.000
		Sig. (2-tailed)	.444*
		N	24
	Market share	Correlation Coefficient	.444*
		Sig. (2-tailed)	.030
		N	24

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

The hypothesis tested whether there is a significant relationship between objective statement and the market share of Dangote group of companies in Rivers State. The Spearman's rho correlation analysis revealed a positive correlation coefficient of **0.444**, which is statistically significant at the 0.05 level ($p = 0.030$). This indicates a moderate positive relationship between objective statement and market share. Therefore, the null hypothesis stating no significant relationship is rejected, supporting the conclusion that objective statement is significantly related to the company's profitability.

H02: There is no significant relationship between environmental scanning and profitability of Dangote group of companies in Rivers State.

Table 2: Correlations on Environmental Scanning and Profitability

	Environmenta l scanning	Profitability
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Spearman's rho	Environmental scanning	Correlation	1.000	.718**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	24	24
	Profitability	Correlation	.718**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	24	24

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

The hypothesis tested whether there is a significant relationship between environmental scanning and the profitability of Dangote group of companies in Rivers State. The Spearman's rho correlation analysis showed a strong positive correlation coefficient of **0.718**, which is highly significant at the 0.01 level ($p = 0.000$). This indicates a strong and statistically significant association between effective environmental scanning and profitability. Consequently, the null hypothesis of no significant relationship is rejected.

H03: There is no significant relationship between strategy formulation and efficiency of Dangote group of companies in Rivers State.

Table 3: Correlations on Strategy Formulation and Efficiency

			Strategy formulation	Efficiency
Spearman's rho	Strategy formulation	Correlation	1.000	.661**
		Coefficient		
		Sig. (2-tailed)	.	.000
		N	24	24
	Efficiency	Correlation	.661**	1.000
		Coefficient		
		Sig. (2-tailed)	.000	.
		N	24	24

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

The hypothesis tested whether there is a significant relationship between strategy formulation and the efficiency of Dangote group of companies in Rivers State. The Spearman's rho correlation analysis revealed a strong positive correlation coefficient of 0.661, which is statistically significant at the 0.01 level ($p = 0.000$). This indicates a strong and significant positive relationship between effective strategy formulation and efficiency. Therefore, the null hypothesis stating no significant relationship is rejected.

SUMMARY OF FINDINGS

- 1) There is a significant relationship between objective statement and market share of Dangote group of companies in Rivers State.
- 2) There is a significant relationship between environmental scanning and profitability of Dangote group of companies in Rivers State.
- 3) There is a significant relationship between strategy formulation and efficiency of Dangote group of companies in Rivers State.

CONCLUSION

In conclusion, the findings of this study reveal a significant positive correlation between strategic planning and organizational performance within the Dangote Group of Company in Rivers State. This underscores the critical role that well-structured strategic planning plays in enhancing operational efficiency, goal attainment, and overall corporate success.

RECOMMENDATIONS

1. Dangote Group in Rivers State should regularly align and communicate its objective statements with market trends and consumer expectations to sustain and expand its market share.
2. Dangote Group should institutionalize routine environmental scanning to identify opportunities and threats that can directly influence profitability.
3. Dangote Group company adopts a structured and data-informed strategy formulation process to enhance operational efficiency across its business units in Rivers State.

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