Strategy implementation activities and obstacles:
A South African perspective

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Abstract. This quantitative study identify whether the extent of selected strategy implementation activities by South African (SA) organizations could explain organizational performance variations and the perceived obstacles preventing these organizations from implementing chosen strategies. A face-to-face survey was conducted amongst 258 respondents using a structured questionnaire. An exploratory factor analysis confirmed construct validity for the performance indicators and strategy implementation activities. Most respondents review their strategy implementation process quarterly, half-yearly or annually. Perceived obstacles to strategy implementation are that staff do not understand what is expected from them and lack of staff commitment. A total of thirteen hypotheses were tested and eleven significant differences were found. Managers should frequently measure strategy implementation progress as this will enable timeous identification of obstacles to strategy implementation. Organizations must pay attention to strategy implementation activities such as timelines, information and control systems, performance evaluation and incentives. Performance indicators should include both quantitative and qualitative measures.