Factors Affecting the Success of an Organization: The Case of Zambian Breweries

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Abstract

The main purpose of this study was to assess the factors that affect the success of an organisation. A questionnaire was the main method used to collect data. Respondents answered to a survey that was distributed using the Google Forms platform. The survey found that Zambian Breweries' organizational structures enabled the management systems to efficiently run the company and boost production in order to help it reach its goals and objectives. Other systems that support the structure of the Zambian Breweries, make it possible to hire the right people for the right jobs and place them in the suitable required positions. The human resource policies and processes in place, the company was able to effectively carry out its strategic planning by having competent personnel and aligning their aptitudes, expertise, and talents to the needs of the Zambian Breweries. It was also found that the management's successful upkeep of internal communication, the staff were able to understand the short- and long-term goals as well as the direction the company was pursuing. Additionally, effective communication enabled personnel to receive timely feedback, boosting morale and enabling high performance even under tough conditions.

Keywords: Organizational Structure, Communication, Strategy, Strategic Management, Leadership.

Introduction

Management and leadership are significant concepts to understand since they are important decision-making processes that decide what should be done and how in groups and organizations [1]. There are many other types of groupings inside organizations, such as boards of directors, distinct departments, and project or work teams that contribute significantly to the organization's success. Additionally, organizations usually have both formal and informal groups that have a significant impact on employees' attitudes, ideas, behaviour, and activities linked to their jobs.

Decision-making and communication are two activities that have an effect on people in an organization, either directly or indirectly. Without communication, it would be impossible for businesses or organizations to achieve their goal of providing the appropriate people with the right information at the right time. As a result, efficient decision-making and communication are crucial for every business to succeed. It is essential to comprehend how these dynamics operate as well as potential difficulties and mistakes [1].

Although organizational improvements are a continuous process and each business has unique requirements, one of the requirements for organizational gains is employee engagement. Employees are engaged at different levels for example, a committee has been formed at the group level to offer a new perspective on diversity and inclusion, which are now part of Zambian Breweries' mission statement and aims. In addition, Zambian Breweries' human resources department has implemented anti-harassment and anti-discrimination policies and

continues to track the gender balance in the hiring process [2].

Despite having a monopoly on the production and distribution of lager in Zambia, Zambian Breweries today faces increased competition from foreign alcoholic beverages. Annual reports from numerous Zambian Breweries mention business performance issues. For instance, throughout the six-month period ended June 30, 2020, Zambian Breweries Plc reportedly experienced huge losses totalling over K15.5 million. The significant depreciation of the kwacha against the key convertible currencies, which increased the company's debt load and raised manufacturing costs, was the main contributor to the losses. The company asserted that it was still well-positioned for a rebound due to its strong cash position, commitment to cost control, and financial discipline [3]. Hence, the study to know the factors that affect the success of an organisation such as Zambian Breweries.

Literature Review

A strategy is "management's action plan for running the business and executing operations" [4]. A company's strategy "consists of the competitive movements and business techniques that managers are utilizing to expand the business, acquire and satisfy consumers, compete successfully, conduct operations, and attain the goal levels of organizational performance" [4]. Strategic management consequently includes a range of activities such as environment scanning, strategy design, strategy implementation and monitoring, assessment, and review of the implementation process in order to ensure the effective and efficient attainment of business objectives.

A strategy is a pattern or plan that incorporates the primary objectives, guiding principles, and operational procedures of an organization. An effective strategy helps an organization organize and allocate its resources into a clear and workable posture based on its unique internal capabilities and limits,

anticipated environmental changes, and probable moves by competent competitors [5].

Businesses can now identify parts of their plans that need improvement, align those areas with functional competences, and assess those areas in relation to the original strategy, if one was ever developed [6]. Organizations must ensure that a process of scanning the internal and external environments of the firm has been carried out while developing and reviewing these strategic options. They will be better able to understand the environment in which they are acting as a result.

One strategy is to try to achieve first-mover advantage or becoming the first company to market a new product, process, or service, given the speed of technical improvement and innovation as well as the expansion of the knowledge-based economy [7]. Even though innovation is likely to require a sizable investment of resources, it can result in the ability to create market operating standards, seize any scarce or limited resources needed, improve brand reputation, and be perceived as the market leader in consumers' minds, secure/establish a customer base by imposing buyer switching costs like contract terms, and more [8]. However, there are drawbacks to such a tactic, depending on how effective any following isolation measures are [9]. Competitors may strive to copy the technological advancement that has already been made. Additionally, they might focus on what the creative organization did badly and profit from any ensuing client displeased [10].

Once a competitive advantage is acquired by innovation or imitation, rivals may quickly erase it [11]. A corporation can maintain a competitive edge for a long time by erecting barriers that protect it from market forces, as opposed to constantly changing its operational and business strategy methods, which may be unreliable and incoherent. Isolating mechanisms may deter rivals from imitating how a company maintains its competitive advantage, slowing the rate at which resource values depreciate [9]. Other

researchers agree with this theory as well. Social scientists have now expanded on Chandler's thesis, arguing that an organization's strategy determines its surrounds, resources, and tasks [12]. The organizational structure of a firm refers to the formal agreements made between individuals and groups regarding the division of duties, responsibilities, and power. Along with growth rates and power dynamics, these factors also have an impact on organizational structure [13]. Organizations exist to accomplish goals. Tasks are created from these objectives as the building blocks of work. Departments are used to organize jobs. Organizational departments can be divided into categories using terms like marketing, sales, advertising, manufacturing, and others. Employees in each department perform extremely distinct tasks from one another. The organizational structure is made up of departmental links and is tailored to achieve its environmental goal [14].

Method

Although there are several organisations, businesses, and professionals who approach data analysis in diverse ways, data analysis maybe summed up in one general description. Data analysis is the process of modifying, evaluating, and cleaning raw data to produce important, valuable information that aids in business decision-making. The risk associated with decision-making is decreased since the procedure's critical data and insights are routinely given via charts, drawings, tables, and graphs [15]. The replies submitted by the various respondents were processed using the Google Forms platform, and the Microsoft Excel programme was then used to assess the outcomes.

Target Population

A sample of 17 replies was acquired by email from the Zambian Breweries Plc headquarters, located at Plot 6438, Mungwi Road, Lusaka, Zambia, after a survey was created on the Google Forms platform.

Instruments for Data Collection

The questionnaire was the main method used to collect data. 17 persons answered to a survey that was distributed using the Google Forms platform. A questionnaire is "a form that people fill out used to obtain demographic information and the opinions and interests of those questioned [17]. It can also be defined "method for the elicitation, recording, and gathering of information" [18]. The fact that data is gathered from a wide sample and from various places is one of questionnaires' benefits. Utilizing surveys also upholds confidentiality. Comparing a questionnaire to an interview also saves time.

The journals and other reliable published sources were reviewed for secondary data. As was stated in the section on the literature review, these studies have been done all over the world. By examining the numerous studies that have already been conducted, it is possible to compile data that is accurate and thorough in connection to the research subject.

Data Analysis Technique

Utilising Google Forms, data analysis was performed. The straightforward, user-friendly interface of Google Forms is one of its main benefits. With Googlanotherms, creating forms and surveys is quick and easy without the need for coding or another specialised knowledge. You can modify your form using Google Forms, which offers a variety of pre-built templates from which to choose, to meet your specific needs and brand. It takes less time to construct a form with all the relevant fields, including name, email address, and job title, and to customise the form's layout to reflect your brand because of the user-friendly interface. The real-time tracking and response analysis features of Google Forms are another important benefit. You may review and analyse the data as soon as someone fills out your form or completes your survey, providing you immediate insights into the ideas, viewpoints, and preferences of your audience. This study's primary goal was to

evaluate the elements that contribute to an organization's success.

Rationale of the Research

The rationale of the research is to pinpoint elements that affect a business's operation and provide helpful data for strategic planning at Zambian Breweries. Making decisions with greater attention and knowledge can be facilitated by this strategy.

Ethical Considerations

Absolute truthfulness is a fundamental ethical principle; scientists cannot and should not make up data to further their own goals. In essence, this shows that being honest is the most important requirement for any investigation. In order to obtain truth—rather than the researcher's own reputation—the researcher must own up to his or her faults, and this form of honesty must be recognised [19]. Since the respondent is the major subject of the study, any ethical issues they may have been quite important. Studies that concentrate on private data, such as person's marital status or religious convictions, are more zealous about respecting the privacy of those individuals. As a result, the researcher took care to ensure that no information was disclosed during the research without the respondent's permission.

Results and Discussion

The study took into account three factors—membership, board of directors, and executive directors—that affect association at Zambian Breweries. Respondents were graded on how well they understood the challenges affecting member association at Zambian Breweries. The results were as follows: 41.2% said that members' grasp of association-influencing issues was fair, 29.4% said that members' comprehension was good, 23.5% said that members' understanding was very good, and 5.9% said that members' understanding was very poor. The outcomes are depicted in Figure 1
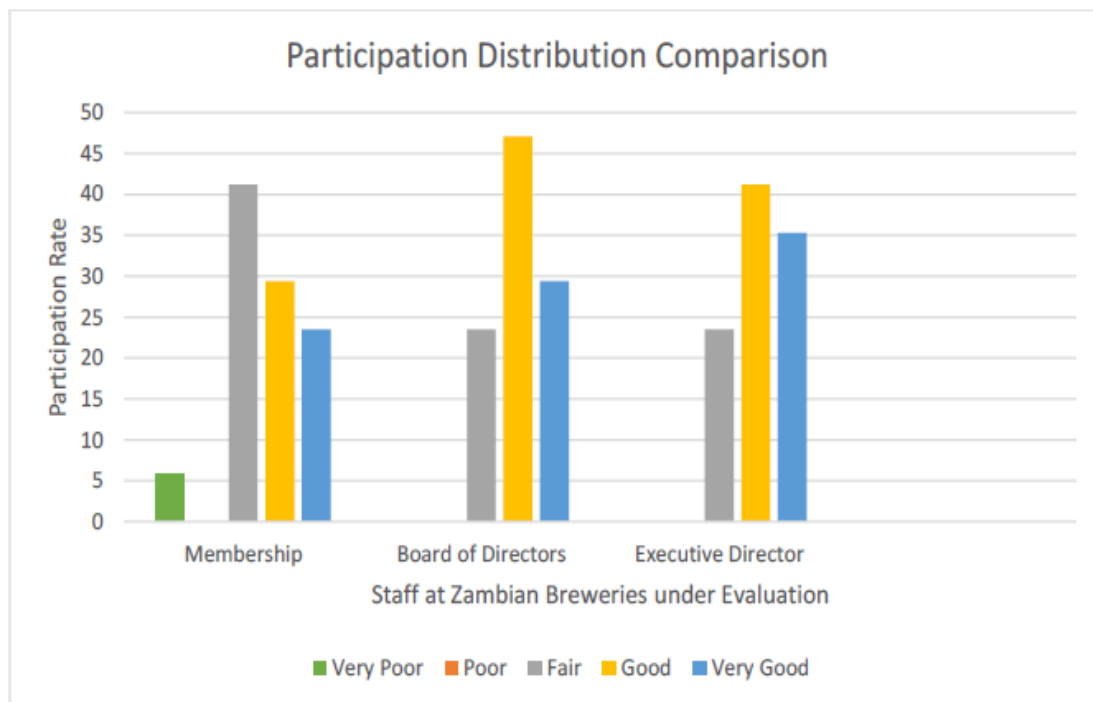

Figure 1. How Well do Membership, BOD and Executive Director Understand Problems that Affect Association of Members at Zambia Breweries

Employee engagement is one of the prerequisites for organizational benefits, despite the fact that organizational improvements are a continual process, and each firm has specific requirements. A committee has been formed at the group level to bring a fresh perspective on

diversity and inclusion, which are now part of Zambian Breweries' mission statement and goals. This is just one example of how employees are involved at different levels. The human resources division of Zambian Breweries has also put anti-harassment and anti-discrimination rules into place and is still keeping tabs on the gender balance in the employment process [2].

Additionally, respondents were asked how well they believed the Board of Directors (BOD) understood the problems that affected the association of the members at Zambian Breweries. According to the responses, 47.1% of the BOD had a good awareness of the challenges affecting association, 29.4% had a very good understanding while 23.5% of the BOD had a fair understanding of problems affecting association of the member at Zambian Breweries. The outcomes are depicted in Figure 1. The BOD and senior management are in charge of directing the governance system at Zambian Breweries. This includes approving business strategy, reviewing performance in regard to KPIs and the budget, and keeping an eye out for significant infractions of the company's code of business ethics [2].

In addition, respondents were asked how well they believed the Executive Directors understood the problems that affected the association of the members of Zambian Breweries. According to the responses, 41.2% of respondents felt that the Executive Directors had a good understanding of the difficulties affecting associations, 35.3% said that the Executive Directors had a very good understanding, and 23.5% thought that the Executive Directors had a fair understanding. The outcomes are depicted in Figure 1. To ensure that no one person has sole power over decisions, the Board has authorized a written Delegation of power document that specifies the distribution of responsibilities between the Board Chair and the Country Director [2]. The Board continues to have final say over company decisions, strategic planning, capital investments, annual budget approval, asset sales, and borrowing. Regarding Zambian Breweries' decision-making process, respondents were questioned about how they thought the company handled issues that affected it. According to the responses, 52.9% thought the decision-making process was good, 23.5% thought it was fair, and the remaining 23.5 thought it was poor. The outcomes are depicted in Figure 2.
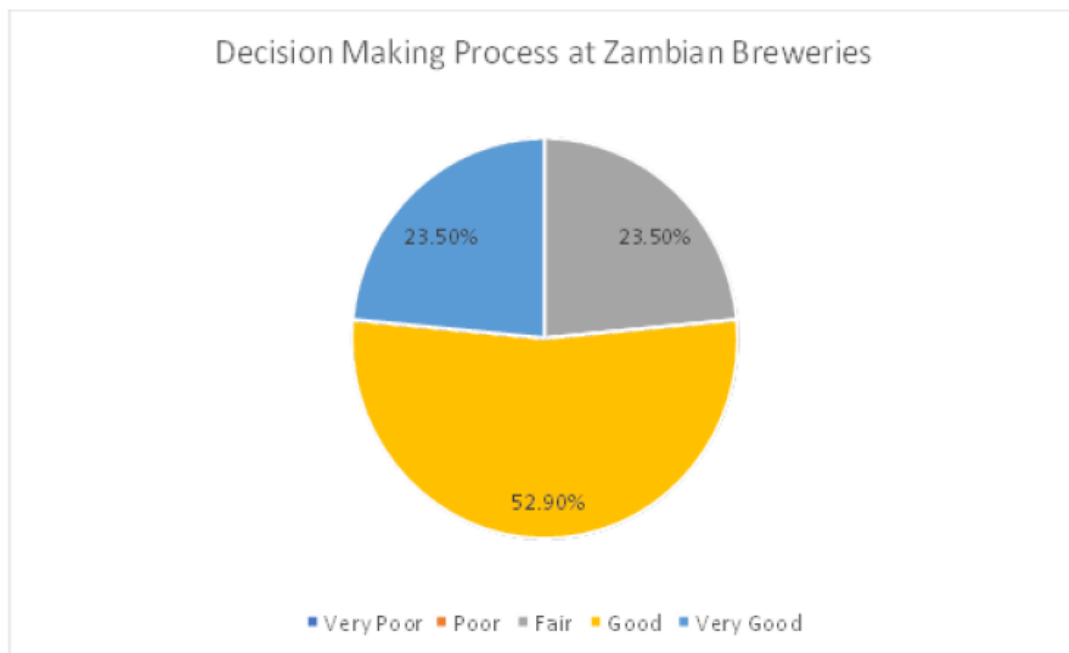

Figure 2. Respondent Rating of Decision-Making Process at Zambian Breweries

Establish Long Term Objectives

Every business entity has a range of objectives, some of which may alter gradually over time. New private sector businesses, for example, are probably more concerned with survival and finding their place in the market than with profitability and growth at first. Instead, most well-established firms would normally perceive profits and growth as significant objectives and may view them as a tool to achieve other goals, such as market dominance, maximum of sales revenue, and/or minimization of operational expenses [20].

The legal framework of the business has an impact on organizational goals as well. In sole proprietorships, partnerships, and some limited organizations, the owner(s) maintain ownership; regardless of the stage in the organization's life cycle, organizational aims will often coincide with the owner(s)' personal objectives. The goals of the owners (shareholders) may not always line up with those of the directors and senior management who operate public organizations, where ownership and control frequently have a propensity to be distinct. This is especially true when the latter are attempting to advance their own status, money, or rank inside the organization [20].

Respondents were questioned If the Zambian Breweries had developed long-term goals and according to the respondents, 70.6% answered that the Zambian Breweries had certainly set long-term goals, while 29.4% said they weren't sure. The outcomes are depicted in Figure 3.

Figure 3. Respondent's Responses on the Development of Long-Term Objectives of Zambian Breweries

The researcher asked respondents what they believed about the significance of setting long-term goals for Zambian Breweries. The replies were as follows: 64.7% of respondents agreed that long term objectives were very important to the organization, 17.6% said they were fairly important, 11.8% said they were important, and 5.9% said they were slightly important. The outcomes are displayed in Figure 4.
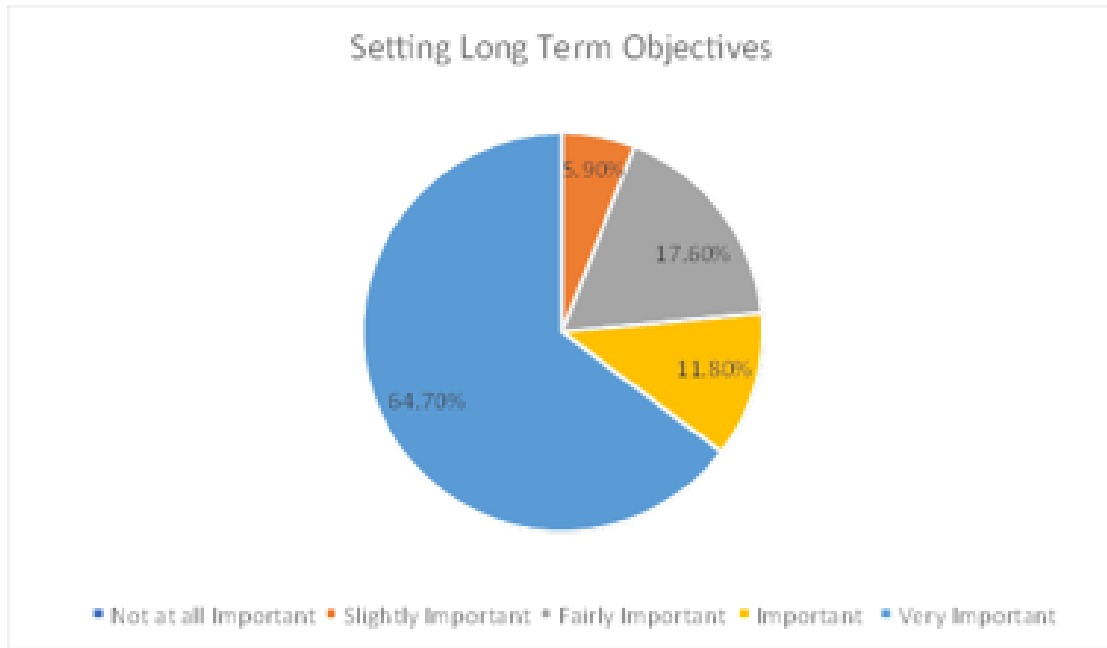
Figure 4. Respondents Response on the Importance of Setting Long Term Objectives for Zambian Breweries

According to Zambian Breweries (AB InBev Brewing-Zambia), the organization's overarching organizational strategy should be the focal point of its aims. The Zambian Breweries will find it simpler to maintain perspective while pursuing quantifiable goals and objectives as a result. The Zambian Breweries Innovation Strategy attempts to increase the performance of the company while also staying true to the organization's goal by keeping a strategic focus [21].

The BOD of a firm is its principal decision-making body. They are the shareholders, borrowers, and owners. They are in charge of and actively oversee the company's governance. Their actions are hampered by the Corporation Act and other laws. On occasion, they get involved in operational problems with the firm. The BOD's specialists offer advice as well as help obtain fresh viewpoints and ideas. They serve as the company's interface for environmental issues. The Chief Executive Officer (CEO), who is in charge of all facets of strategic management from formulation and implementation to review, is the most significant strategist. He serves as the organization's contact to the BOD and is the leader, motivator, and builder in charge of overseeing how the business interacts with the outside world. The entrepreneurs establish or open a new business independently of one another. A business can incorporate this technique by encouraging the entrepreneurial spirit. They oversee the endeavour and actively participate in seeing it through. Senior management is responsible for the CEO and BODs [20].

Respondents were asked to judge the effectiveness of Zambian Breweries' practice of coming up with problem-solving techniques. The responses were as follows: 52.9% said that Zambian Breweries' success/practice of generating strategies to deal with issues was excellent, 29.4% said that it was average, and 17.6% said that it was above average. The outcomes are depicted in Figure 5.
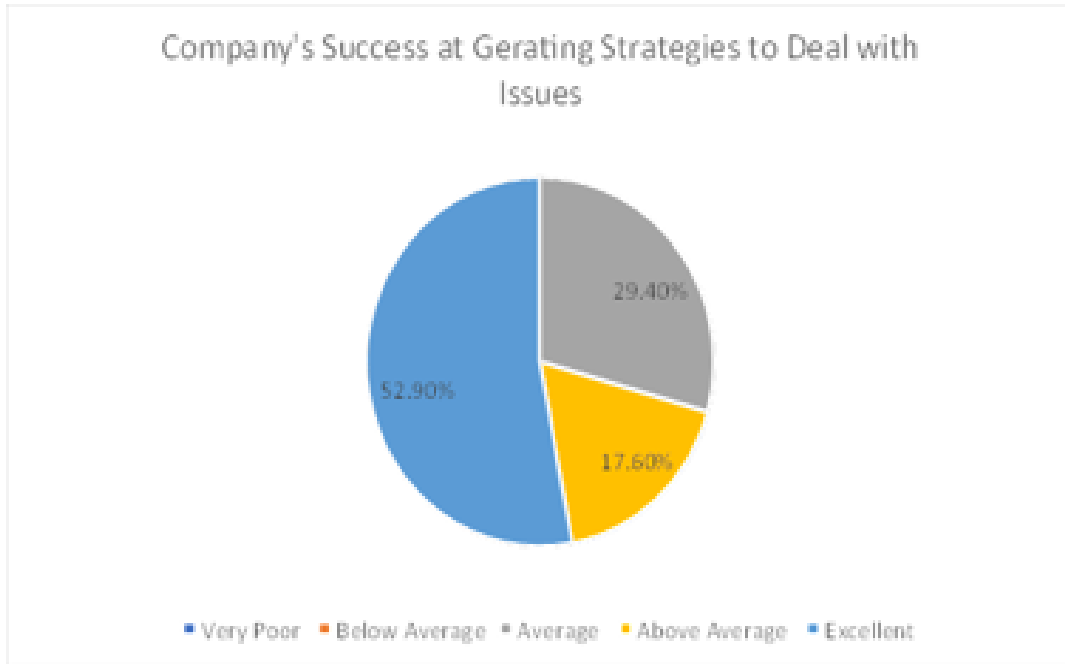
Figure 5. Respondents Response on the Successes of the Zambian Breweries Generating Strategies to Deal Issues

The necessity of developing strategies for issues at Zambian Breweries was asked of the respondents. According to the responses, 29.4% believed that developing strategies to address problems at Zambian breweries was very important, and another 29.4% of the respondents said that it was important, 23.5% of the respondents indicated that it slightly important and 17.6% respondents thought it was fairly important. The outcomes are depicted in Figure 6.
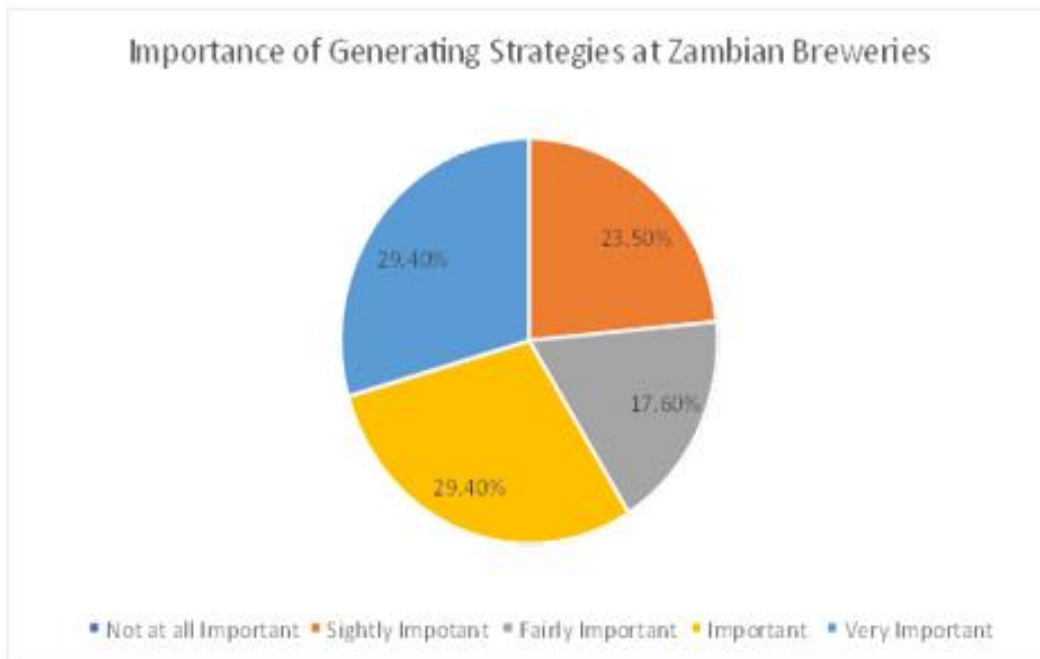
Figure 6. Respondents Response on the Importance of Generating Strategies at Zambian Breweries to Resolve Issues

Selecting Strategies to Pursue

Creating strategies is an essential step between deciding on your goals and making the necessary adjustments to attain them. Generally speaking, it is preferable to plan your strategies beforehand rather than figuring them out after the fact. Your actions could be a waste of time and money if you are unaware of the risk and how you might miss out on new opportunities. Strategies must occasionally be changed in order to adapt to a changing environment that presents new opportunities for growth.

Zambian Breweries chose particular tactics to deal with problems the company has, 76.5% of people thought Zambian Breweries had chosen specific methods to deal with the problems the firm was facing, while 23.5% weren't sure if Zambian Breweries had chosen specific strategies to deal with the problems the company was facing. The outcomes are depicted in Figure 7.
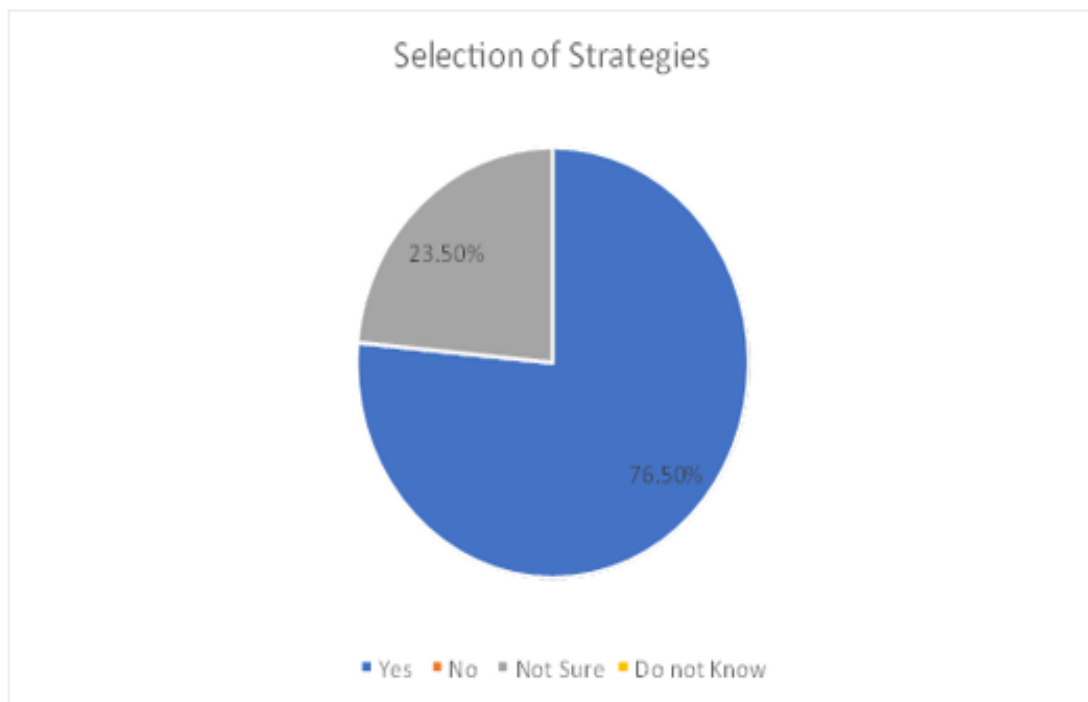

Figure 7. Respondents Response on whether the Zambian Breweries Selected Certain Strategies to Address Issues that Confronted the Company

The importance of picking strategic solutions to problems facing Zambian Breweries was rated by respondents. The responses were as follows: 35.3% thought it was very important for Zambian Breweries to have strategic solutions to address issues that confront the company, 23.5% said it was important for Zambian Breweries to have strategic solutions to address issues that confront the company while 41.2% of respondents thought it was fairly important for Zambian Breweries to have strategic solutions to address issues that confront the company. The outcomes are depicted in Figure 8.
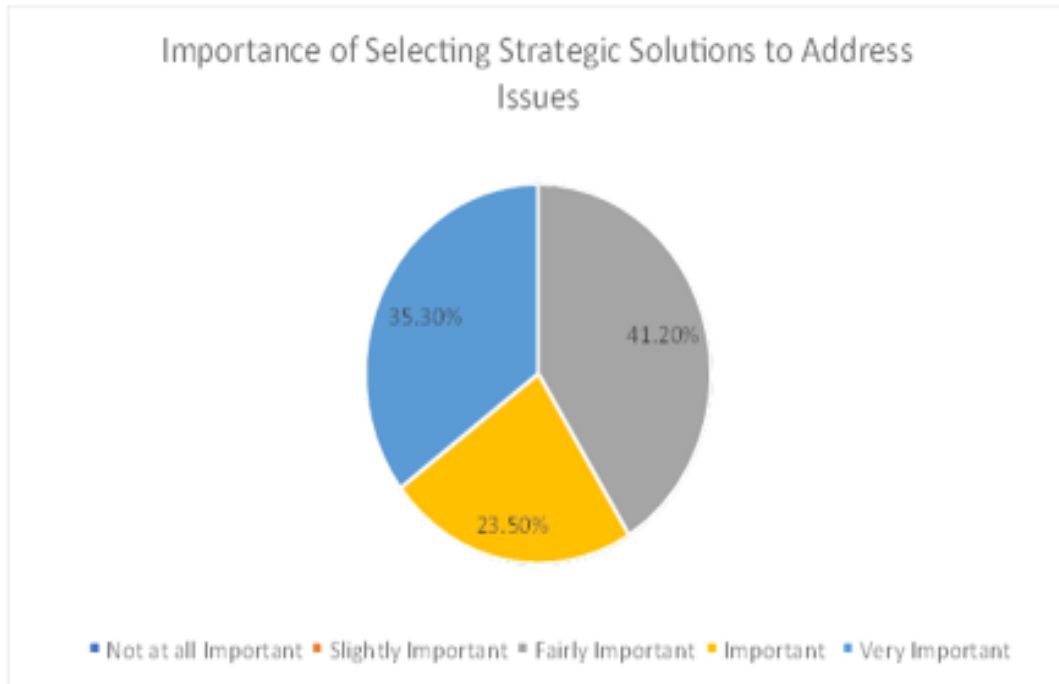
Importance of Selecting Strategic Solutions to Address Issues

- Not at all Important
- Slightly Important
- Fairly Important
- Important
- Very Important

41.20% 35.30% 23.50%

Figure 8. Respondents Responses on the Importance of Selecting Strategic Solutions to Address Issues at Zambian Breweries

The Zambian Breweries' existing procedures as they pertain to the continuous evaluation of strategic objectives were rated by respondents. The responses were as follows: 52.9% thought that the Zambian Breweries current practices as they related to the ongoing assessment of strategic initiatives were good, 35.3% thought that the practices were very good, and 11.8% thought that the practices were fair. The outcomes are depicted in Figure 9.
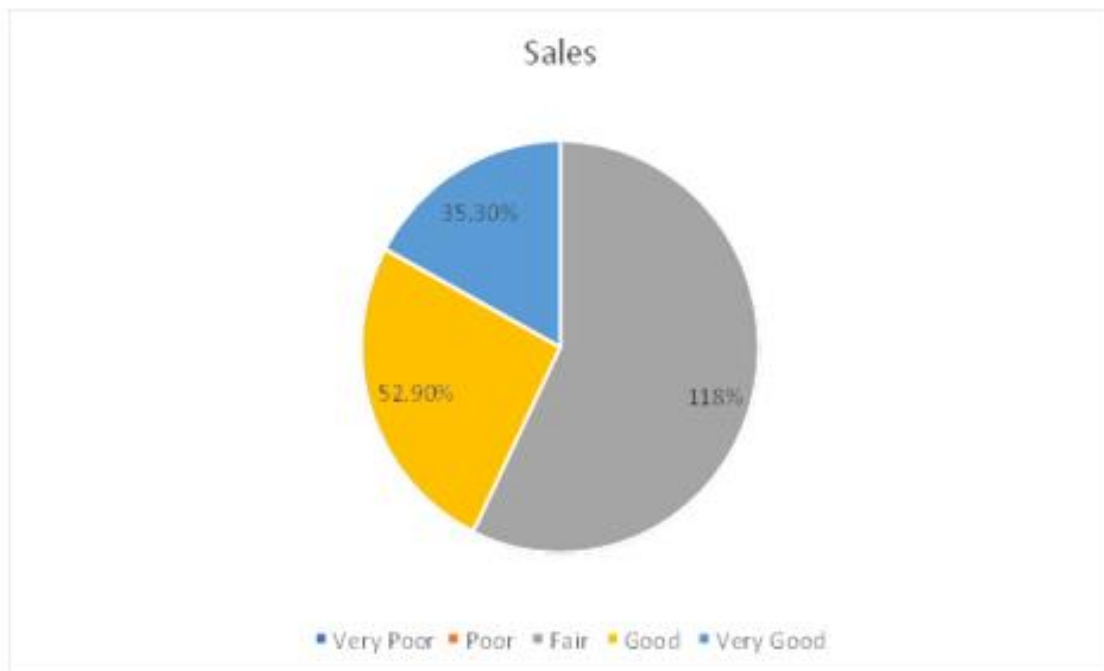

Sales

- Very Poor
- Poor
- Fair
- Good
- Very Good

35.30% 52.90% 11.8%

Figure 9. Respondent's Responses on the Importance of Selecting Strategic Solutions to Address Issues at Zambian Breweries

Communication within the Organization

Every employee's daily responsibility and those of the company include communication and decision-making. Communication requires participation and the sharing of information. In an organizational setting, communication is described as "an evolutionary, culturally dependent process of sharing information and developing relationships in a context structured for manageable, goal-oriented behaviour" [22]. The process through which people exchange information with one another is referred to as communication in its broadest definition [1].

Making decisions as a process entails picking one course of action from the available alternatives. Despite their close ties to problem-solving, communication and decision-making are frequently employed interchangeably. Processes of decision-making and communication are crucial for firms. Organizations, as social organisms, cannot function effectively without communication. The two methods work well together. Intentional and deliberate decision-making underpin organizational communication, and meaningful decision-making for organizations eventually necessitates notifying other organizational actors of decisions and actions. The transmitting, receiving, and use of information affects the relationship between communication and decision-making in organizations [1].

Respondents were asked to judge the Zambian Breweries' effectiveness in informing its members, BODs, auditors, and general public of the assessment results. The responses on communicating with members were as follows: 58.8% thought that the Zambian Breweries' performance in doing so was fair, 23.5% said it was good, and 17.7% thought it was very good. The outcomes are depicted in Figure 10. The responses of respondents were as follows when it came to the Zambian Breweries' performance in informing the BODs of the results of its assessment: 29.4% stated that it was very good, another 29.4% reported that the communication was good, 23.5% thought that it was poor, and 17.7% believed it was fair. The outcomes are depicted in Figure 10.
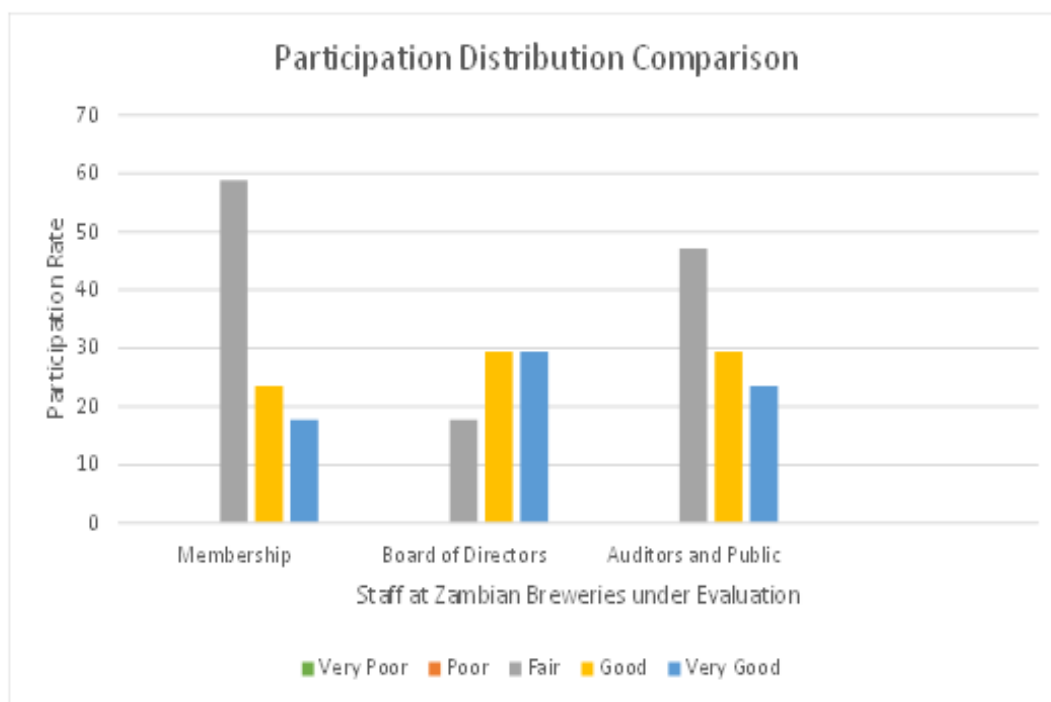

Figure 10. Zambian Breweries Effectiveness of Communication with the Membership, BODs and Auditors and the Public

The responses from respondents on how well Zambian Breweries communicated its performance to auditors and the public were as follows: 47.1% said that the company did a fair job of sharing its assessment results to the auditors and the public, 29.4% said that the communication was good, and 23.5% said that it was very good. The outcomes are depicted in Figure 10.

Measuring Performance for Zambian Breweries

Drucker asserts that "Work implies not only that someone is supposed to do the job, but also accountability, a deadline, and, finally, the measurement of results — that is, feedback from results on the work and on the planning process itself" [23]. Any business's growth and progress must be tracked through ongoing performance evaluation. It involves comparing an organization's stated goals and actual performance. Monitoring your company's performance on a regular basis will shield it from any structural or financial issues.

The process of gathering, analysing, and disseminating data on the effectiveness of an individual, group, organization, system, or component is known as performance measurement. The fact that performance measurements assist to qualitatively offer the relevant information about products, processes, and services generated in a firm is one of the most crucial factors for the performance measurement process. An excellent technique to oversee and enhance what a corporate organization accomplishes is to implement performance measurements [24].

Performance is continuously evaluated as part of performance measurement, and the results are compared to predetermined goals or targets. In order to properly manage the tasks and deliver the desired results, a manager must keep an eye on, monitor, and control the actions of his subordinates while reading through countless summaries or reports. In order to spot deviations and take appropriate action to resolve them, management must continuously monitor performance.

Consequently, performance measurement is a procedure that is continually being enhanced. Respondents at Zambian Breweries were asked if the company had developed key performance indicators or some form of accountability to track the success of strategic initiatives. 64.7% responded that the company had indeed developed key performance indicators or some form of accountability to track the success of strategic initiatives, while 35.3% indicated that they were not certain if the company had key performance indicators in place to track the performance. The outcomes are shown in Figure 11.
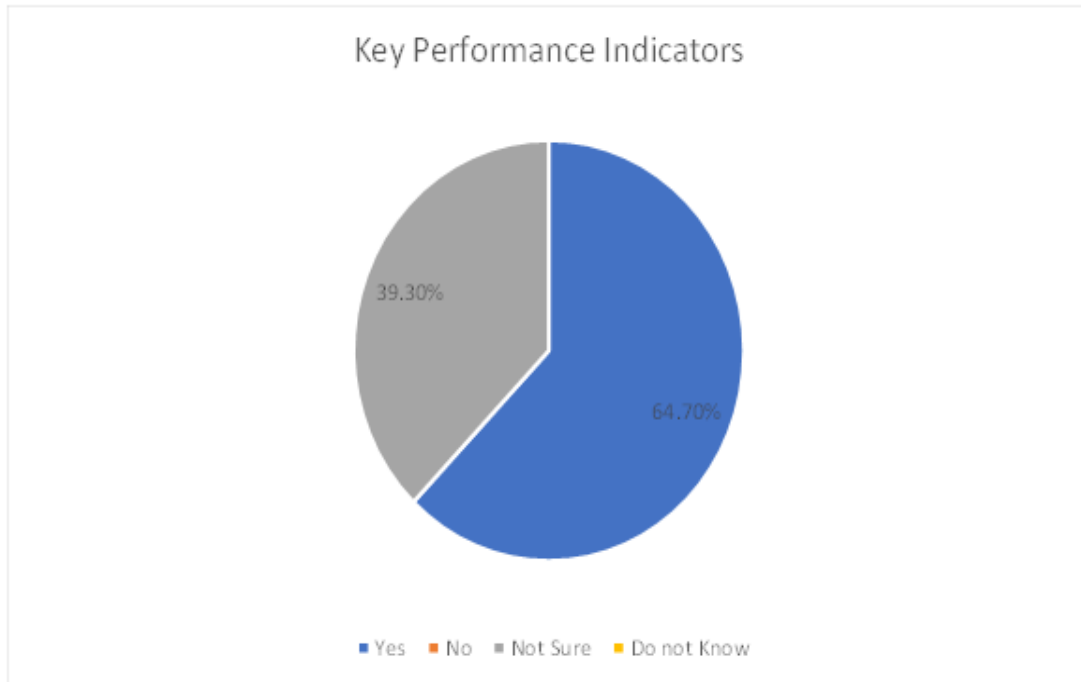
Figure 11. Respondents Responses on Whether the Zambian Breweries had Key Performance Indicators in Place

When asked to rate the Zambian Breweries' ongoing evaluation practices as they relate to strategic initiatives, the respondents gave the following responses: 52.9% gave the company's ongoing evaluation practices as they relate to strategic initiatives a good rating, 29.4% gave it a very good rating, and 17.6% gave it a fair rating. Figure 12 presents the findings.

Figure 12. Respondent Responses Ongoing Evaluation Practices Relating to Strategic Initiatives at Zambian Breweries

Identifying where Corrective Action is Necessary

Using a corrective action plan, businesses can specify the activities required to address a situation that interferes with their operational procedures. Businesses can begin streamlining their processes and fixing mistakes as they use these. You can develop a corrective action plan for your company by becoming aware of the various elements that make up one. Due to the fact that they serve as documentation for a company's corrective activities, corrective action plans are crucial. Corrective actions offer a process for putting remedial action into practice that starts with research and ends with a review. Employers of this planning technique have a structure within which to build and organize their solutions [24].

Respondents were asked to rank the Zambian Breweries' ability to pinpoint the causes of its strategic projects' failures or areas in need of improvement. The replies were as follows: 52.9% said the company did a good job of identifying the necessary corrective actions when its strategic initiatives failed or needed to be improved, 29.4% said it did a fair job, and 17.6% said it did a very good job. The outcomes are displayed in Figure 13.
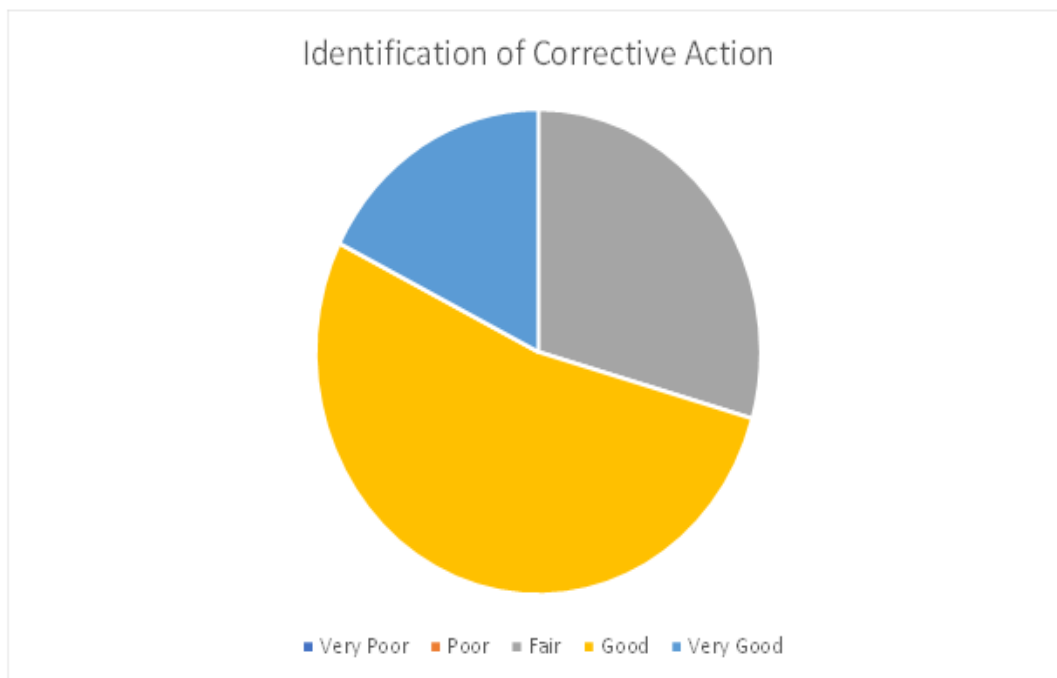

Figure 13. Respondents Responses on the Company's Success at Identifying Corrective Action When Strategic Initiative were Failing

Additionally, respondents were asked to judge how quickly Zambian Breweries responded after admitting that a strategic initiative was failing. The responses were as follows: 35.3% said the company was very good at acting quickly after admitting a strategic initiative had failed; another 35.3% said the company was good; 23.5% said the company was fair; and 5.9% said the company was poor at acting quickly after admitting a strategic initiative had failed. The outcomes are displayed in Figure 14.
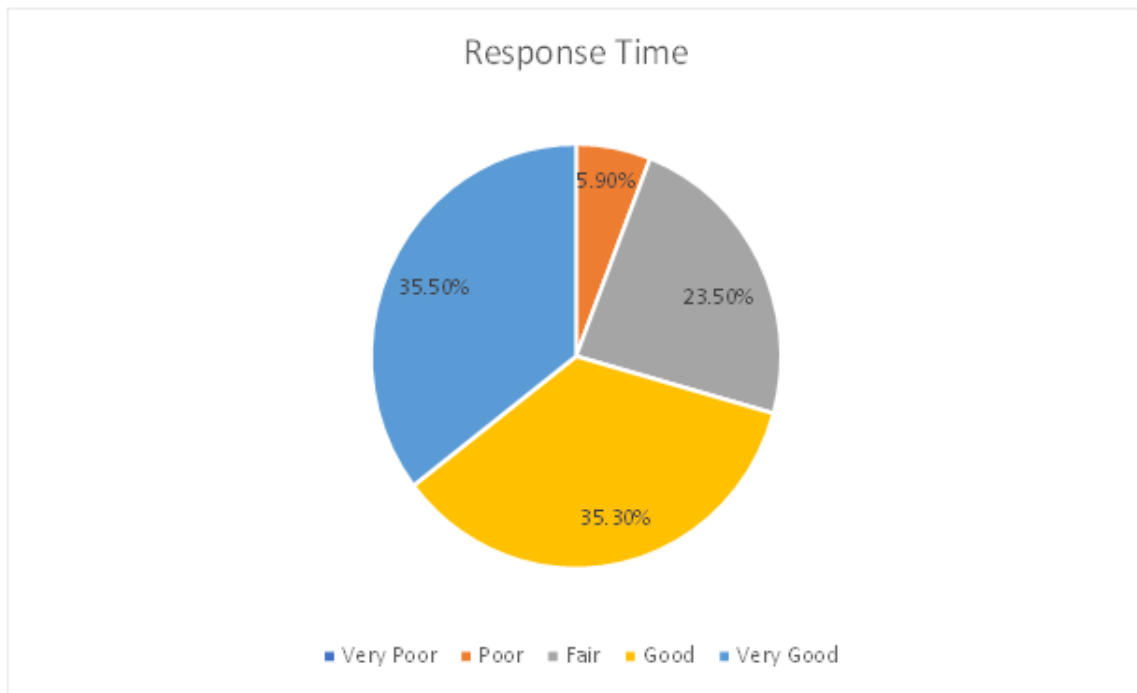
Figure 14. Respondents Responses on the Company's Success Response Time after the Company's Acknowledgement That a Strategic Initiative was Failing at Zambian Breweries.

Assess Impact of Change/Participation

Both internal and external forces can contribute to change in organizations and societies. The spread of information, political pressures, economic downturns, which could result in higher oil costs, and other factors are examples of external impacts. Internal pressures include, among other things, the need to improve socioeconomic position, the urge to advance academically, and the desire to live a better quality of life [25].

Change may be advantageous for both the individual employees and the organization as a whole, provided that the management has given it careful consideration. This is true even if change may make people in an organization anxious and confused. The manager will be able to assess the company's development and progress in creating policies related to change management in the organization with the help of his thorough grasp of change and its beneficial effects [26].

The beneficial effects of change can be felt more readily by both individuals and the business when it is acknowledged and successfully implemented. The staff's belief in management's ability to make the best management decisions is another sign of the favourable outcomes. Employees as a result are more driven and assured in their ability to carry out activities and make choices that will enhance their everyday lives [27].

Businesses must incorporate change into their daily operations if they want to advance [28]. Employees cannot be kept in the same position when business demands change because technology, work requirements, management structures, and other variables have changed. Infrastructure is also getting more and more important as a result of shifting consumer preferences and even industrial advancements. It also takes into account new marketing tactics, altered target market traits, and altered production methods, all of which require businesses to make the necessary expansion-related modifications [27].

The effectiveness of the Zambian Breweries in assessing the effects of modifications made after the initial strategy design was sought for feedback from the respondents. The replies were as follows: 41.2% claimed the company's

effectiveness at assessing the effects of adjustments made after the initial strategy formulation was good; 29.4% provided a rating of very good; 23.5% gave a rating of fair; and 5.9% gave a rating of poor. Figure 15 presents the findings.
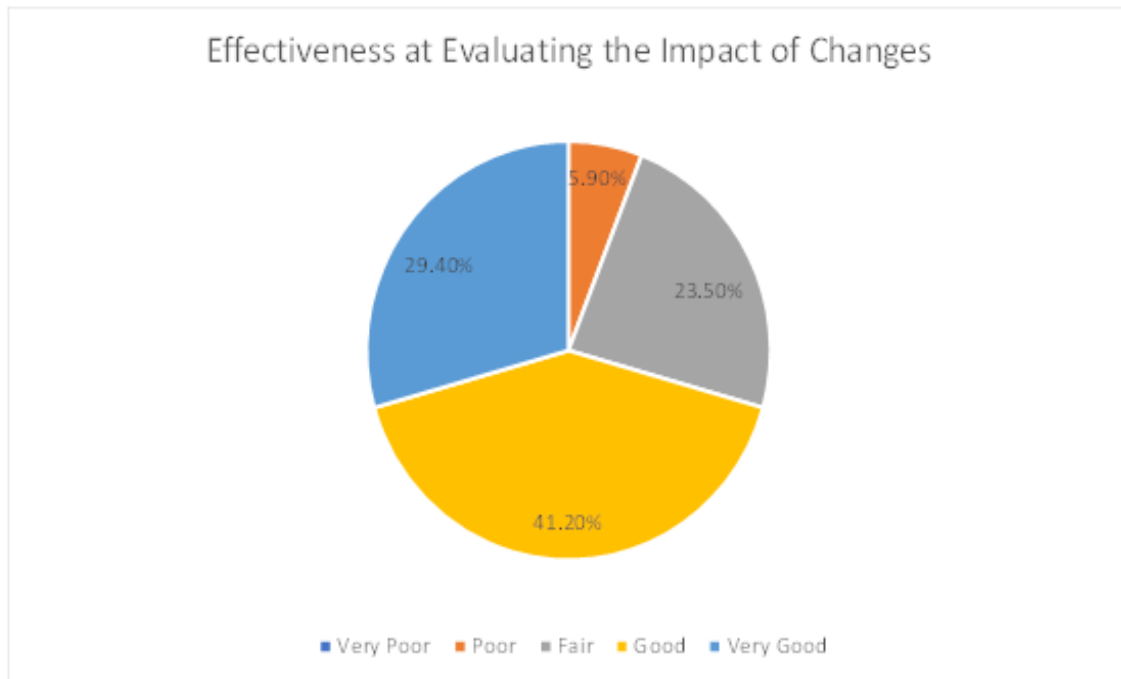

Figure 14. Respondents Responses on the Company's Effectiveness at Evaluating the Impact of Changes Subsequent to Initial Strategic Formulation.

The degree of BODs involvement in developing strategy at Zambian Breweries was rated by respondents. The responses on the level of BODs participation in strategy formulation were as follows: 17.7% thought it was very good, 52.9% thought it was good, 5.9% thought it was fair and 23.5% said it was poor. The outcomes are depicted in figure 16.

Regarding the Executive Committee's involvement in developing strategy at the Zambian Breweries, respondents' responses were as follows: 41% said that the Executive Committee's involvement in developing strategy was good, 17.7% thought that the Executive Committee's involvement was very good, another 17.7% thought that the Executive Committee's involvement was fair, and the final 17.7% thought that the Executive Committee's involvement was poor. The outcomes are depicted in figure 16.

According to respondents' responses, 41.2% of respondents said that the Executive Directors at Zambian Breweries participation in strategy formulation was at a good level, 29.4% thought that the Executive Directors participation was at a fair level, 23.5% thought that the Executive Directors participation was at a very good level, and 5.9% thought that the Executive Directors participation was at a very poor level. The outcomes are depicted in figure 16.

The respondents' opinions on the management staff's involvement in developing strategies at Zambian Breweries were as follows: 35.2% thought that the level of involvement was fair, 29.4% thought that the level of involvement was very good, 17.7% thought that the level of involvement by the management staff was good, and another 17.7% thought that the level of involvement by the management staff was poor. The outcomes are depicted in Figure 16.
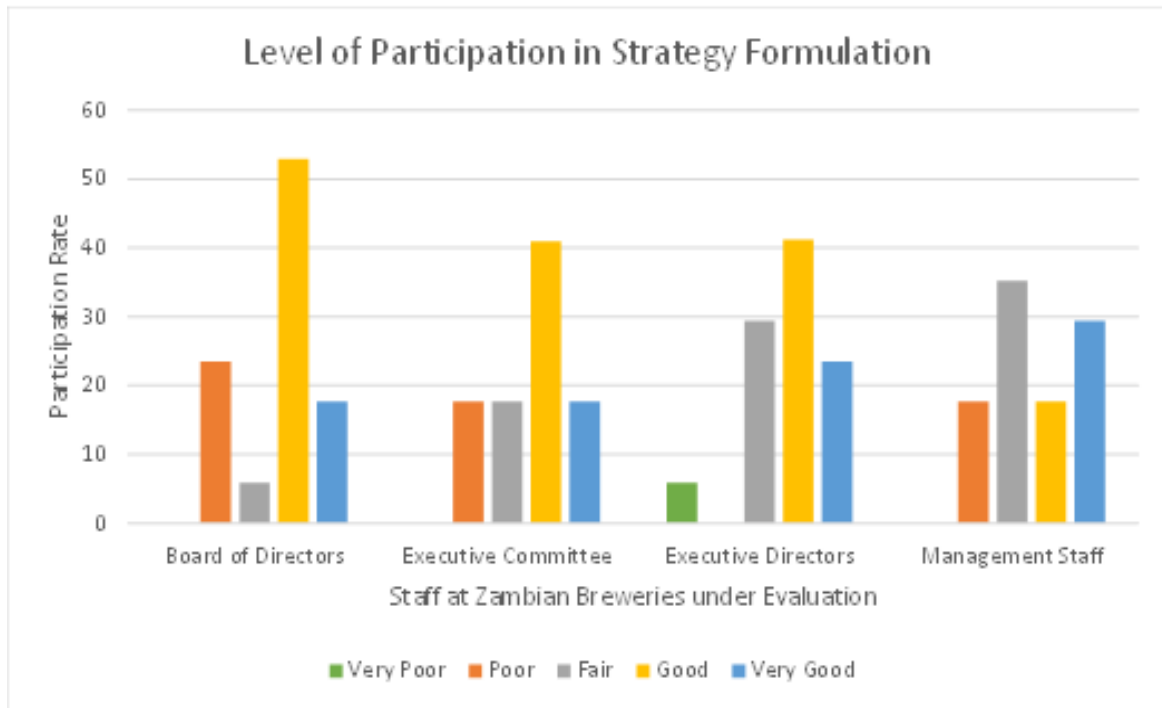
Figure 16. Involvement of BODs, Executive Committee, Executive Directors, and Management Staff at Zambian Breweries in Strategy Formulation

Moving Beyond Evaluation

In response to the BODs at Zambian Breweries evaluating the original initiatives, respondents were asked to rate the emphasis given to abandoning, changing, or developing new strategies following the evaluation of the initial strategies by BODs, the responses were as follows: 35.3% thought that the attention paid by BODs to abandoning, adjusting, or developing new strategies was good; 29.4% said that the attention paid was poor; 17.6% thought that the attention paid was fair; 11.8% thought that the attention paid was very good; and 5.9% said that the attention paid by BODs was very poor. The outcomes are depicted in Figure 17.

The Zambian Breweries received the following responses from respondents regarding attention paid to abandoning, adjusting, or developing new strategies after the Executive Committee evaluated the initial strategies: 11.8% said attention paid to abandoning, adjusting, or developing new strategies was very good, 29.4% thought the Executive Committee's attention was good, and 17.6% said the attention

was fair and 35.3% said the attention was poor. The outcomes are depicted in Figure 17.

Regarding the Executive Directors at the Zambian Breweries' attention to abandoning, adjusting, or developing new strategies after evaluating the initial strategies, respondents' responses were as follows: 11.8% said that the Executive Directors' attention was very good, 29.4% thought that it was good, 35.3% said that the Executive Directors' attention was fair, 23.5% thought that it was very poor. The outcomes are depicted in Figure 17.

Regarding the attention given by the management staff at the Zambian Breweries to abandoning, adjusting, or developing new strategies after evaluating the initial strategies, respondents' responses were as follows: 29.4% thought that the attention paid by the management staff was poor, 35.2% said that the attention paid by the management staff was fair; 17.7% thought that the attention paid by the management staff was good; and another 17.7% thought that the attention paid by the management staff was very good. The outcomes are depicted in Figure 17.
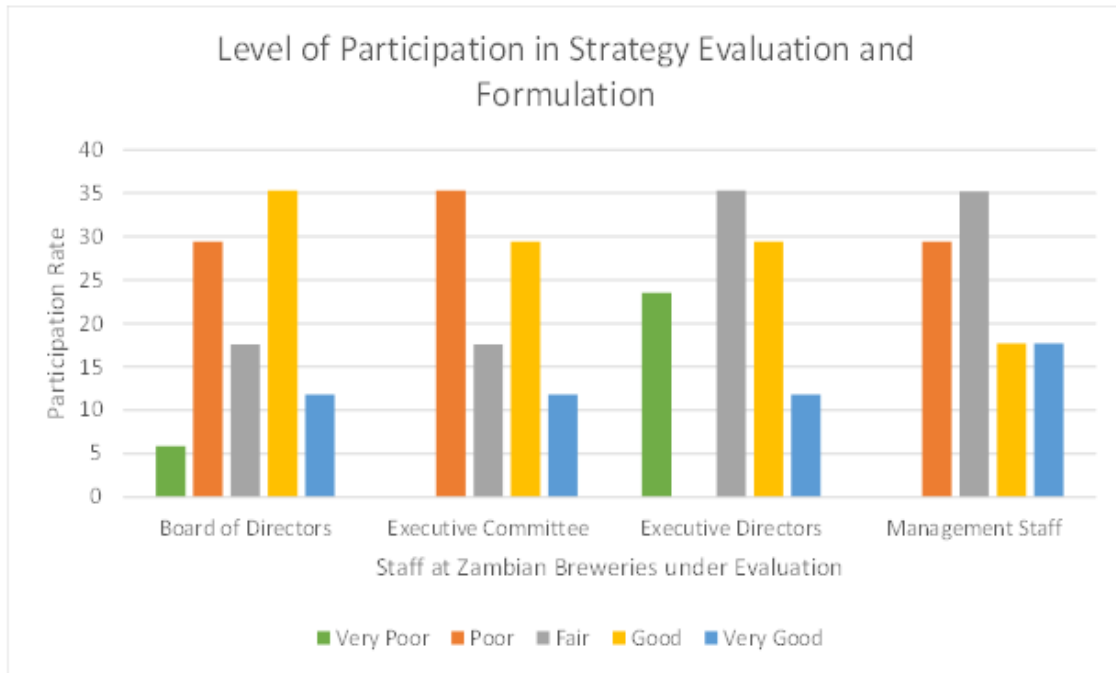
Figure 17. Emphasis given to abandoning, Changing or Developing New Strategies after the Evaluation of Existing Strategies by the BODs, Executive Committee, Executive Directors, and Management Staff at Zambian Breweries

Conclusion

The Zambian Brewers Private Limited Company uses strategic management to retain its dominance in the country's liquor sector. Structure is the architecture of corporate competency, leadership, talent, functional linkages, and organization. The survey found that Zambian Breweries' organizational structures enabled the management systems to efficiently run the company and boost production. Human resource policies and processes enabled the company to effectively carry out its strategic planning by having competent personnel and aligning their aptitudes, expertise, and talents to the needs of the company. Effective communication enabled personnel to receive timely feedback, boosting morale and enabling high performance.

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Conflict of Interest

I, Jubert Twambo, hereby state that there isn't any sort of conflict of interest.

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