

The Impact Of Strategic Planning On Organisational Growth. A Case Of Harris International Uganda

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Abstract

This study investigated the impact of strategic planning on organisational growth at Harris International Uganda, with specific focus on four key dimensions: strategy formulation, strategy implementation, monitoring, evaluation, and review (MER), and communication of strategic objectives. The study adopted a descriptive cross-sectional research design and employed a mixed-methods approach to provide a comprehensive understanding of how strategic planning practices influence organisational performance. The study population comprised 150 staff involved in strategic decision-making and management, including senior managers, departmental heads, strategic planning officers, and operational staff. Data were collected using structured questionnaires and semi-structured interviews and analysed using both quantitative and qualitative techniques. Findings revealed that strategy formulation significantly contributes to organisational growth by enhancing clarity of objectives, stakeholder involvement, resource prioritisation, and operational coordination. Strategy implementation was found to translate strategic plans into tangible outcomes, including increased revenue, profitability, and operational efficiency, with leadership engagement and interdepartmental coordination playing critical roles. Monitoring, evaluation, and review mechanisms were reported to strengthen accountability, facilitate early identification of performance gaps, and promote organisational learning, ensuring strategies remain relevant and adaptable in dynamic business environments. Effective communication of strategic objectives emerged as a key enabler of growth, fostering employee understanding, role clarity, commitment, and cross-departmental coordination. The study concludes that well-formulated, effectively implemented, monitored, and communicated strategic planning processes significantly enhance organisational growth and sustainability. It recommends that Harris International Uganda continues to institutionalize inclusive strategy formulation, strengthen implementation oversight, embed robust MER systems, and adopt multi-channel communication approaches to maintain alignment and responsiveness. The findings contribute to the understanding of strategic planning as a driver of organisational growth in emerging economies and provide actionable insights for managers seeking to optimize strategic management practices.

Keywords: Strategic planning, strategy formulation, strategy implementation, monitoring and evaluation, communication, organisational growth, Harris International Uganda.

Background to the Study

Strategic planning has evolved over decades as a fundamental management practice for guiding organisational growth and long-term sustainability (Sarah & Audrey, 2024). In the early 20th century, organisations relied heavily on informal planning approaches, where decisions were based on intuition, experience, and short-term needs rather than structured strategies (Chandler, 1962). By the mid-20th century, strategic planning gained prominence with the emergence of formal management theories such as the SWOT framework, long-range planning, and portfolio analysis,

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enabling organisations to anticipate environmental changes and allocate resources more effectively (Ansoff, 1965; Porter, 1980).

Globally, strategic planning became a key pillar for organisational growth, helping firms improve competitiveness, market positioning, innovation, and operational efficiency (Paul & Kazaara, 2023). Many successful companies adopted strategic planning to guide expansion, diversify products, and respond to growing market complexity (Akbar et al., 2020). In Uganda, the adoption of strategic planning became significant in the early 1990s following economic liberalization and increased private-sector participation (Julius & Audrey, 2025). Organisations began implementing formal planning tools to improve competitiveness, enhance managerial efficiency, and support long-term growth (Ramadhan et al., 2023). Companies in the manufacturing sector, including Harris International Uganda, gradually shifted from short-term operational planning to structured strategic planning frameworks aligned with their mission, vision, and long-term objectives (Mugisha, 2018). As Harris International grew into a leading beverage and confectionery manufacturer, strategic planning played a key role in product diversification, capacity expansion, investment in technology, and market penetration (Nancy & Prudence, 2024). However, the firm still faces challenges such as rising competition, fluctuating market demands, and operational inefficiencies making it important to examine how strategic planning influences organisational growth (Winy et al., 2023).

Harris International Uganda, popularly known for its flagship brand “Riham,” is one of the leading manufacturing and beverage companies in Uganda. The company produces a wide range of products, including soft drinks, mineral water, confectioneries, dairy products, and energy drinks. Over the past decade, Harris International has experienced significant growth in market share, product diversification, and regional presence (Promise et al., 2024). This expansion has been largely influenced by the firm’s strategic initiatives, including investment in modern production technologies, strengthened distribution networks, and continuous product innovation (Julius & Audrey, 2026a). As competition intensifies in Uganda’s manufacturing sector, the role of strategic planning has become increasingly essential for sustaining organisational growth, improving operational efficiency, and enhancing competitive advantage (Kakande, 2021; Asimwe & Nkundabanyanga, 2020).

Despite its notable growth, Harris International operates in a highly dynamic business environment characterized by fluctuating consumer preferences, rising operational costs, increasing competition from local and multinational firms, and periodic macroeconomic instabilities (Julius & Audrey, 2026b). These conditions require the company to adopt well-formulated and well-implemented strategic plans that address both internal and external challenges. Strategic planning enables the organisation to set long-term goals, allocate resources efficiently, manage risks, and respond effectively to market changes (Promise et al., 2024). However, like many Ugandan manufacturing firms, Harris International has faced challenges related to strategy alignment, limited long-term forecasting, gaps in performance monitoring, and inconsistencies in departmental coordination, which can hinder organisational growth (Tumwine, 2022; Mwesige & Ssekiziyivu, 2018).

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Statement of the Problem

Despite the increased emphasis on strategic planning as a catalyst for organisational growth, many companies in Uganda including Harris International continue to experience performance inconsistencies, operational stagnation, and reduced competitiveness (Faith et al., 2023). Recent studies show that while strategic planning enhances organisational direction, firms often struggle with execution gaps, inadequate monitoring systems, and weak alignment between strategic objectives and day-to-day operations (Kareem & Alameer, 2021; Mutebi, 2022).

Although Harris International has made efforts to design strategic plans aimed at boosting productivity, innovation, and market expansion, challenges persist in translating these plans into measurable outcomes (Gloria et al., 2023). Issues such as limited staff involvement, insufficient managerial commitment, poor resource mobilisation, and weak evaluation frameworks often undermine the effectiveness of the strategic planning process (Nalukwago, 2023; Mugisha & Twinomujuni, 2024). Furthermore, research indicates that organisations that do not continuously review and adapt their strategies to changing market environments often face slowed growth, operational inefficiencies, and declining customer satisfaction (Kaplan & Norton, 2022; Porter, 2023).

Consequently, Harris International continues to face constraints related to growth sustainability, competitive positioning, and operational optimization (Sarah & Audrey, 2024). These persistent gaps highlight the need for an empirical investigation into how strategic planning practices such as strategy formulation, implementation, communication, and evaluation affect organisational growth within Harris International Uganda (Lydia et al., 2023). Understanding this relationship will help identify the strategic planning weaknesses that hinder growth and guide the organisation in enhancing its long-term performance.

Purpose of the Study

The purpose of this study was to examine the impact of strategic planning on organisational growth in Harris International Uganda. Specifically, the study seeks to investigate how strategy formulation, strategy implementation, communication of strategic objectives, and monitoring and evaluation contribute to the organisation's growth in terms of market expansion, operational efficiency, innovation capacity, and financial performance.

Objectives of the Study

To assess the impact of strategic planning on organisational growth in Harris International Uganda.

Specific Objectives

- i. To examine the effect of strategy formulation on organisational growth in Harris International Uganda.
- ii. To assess how strategy implementation influences organisational growth in Harris International Uganda.
- iii. To evaluate the effect of monitoring, evaluation, and review mechanisms on organisational growth in Harris International Uganda.
- iv. To determine how communication of strategic objectives affects organisational growth in Harris International Uganda.

Literature Review

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Strategic Planning

Strategic planning refers to the systematic process through which an organisation defines its long-term goals, formulates strategies to achieve them, allocates resources efficiently, and establishes mechanisms for monitoring progress (Bryson, 2021). It provides a framework for decision-making, guide's organisational direction, and ensures alignment between internal capabilities and external market conditions(Paul & Kazaara, 2023). Effective strategic planning typically involves environmental scanning, strategy formulation, implementation, and evaluation. In manufacturing firms such as Harris International Uganda, strategic planning supports long-term competitiveness by enhancing operational efficiency, improving resource utilization, and strengthening market positioning(Julius, 2024). The process also enables organisations to anticipate risks, adapt to changes, and respond effectively to customer needs. Without proper strategic planning, firms may experience operational inefficiencies, misaligned priorities, resource wastage, and limited capacity to grow in a competitive environment.

Organisational Growth

Organisational growth refers to the expansion and improvement of an organisation's performance indicators, including profitability, market share, product diversification, employee capacity, and operational efficiency (David & David, 2022). Growth may also involve increased customer satisfaction, enhanced innovation capabilities, and geographic expansion(Regan et al., 2024). For manufacturing firms, organisational growth manifests through increased production volume, stronger distribution networks, improved technology adoption, and improved financial performance(Tasha et al., 2023). Harris International Uganda, being a leading beverage and confectionery producer, relies on continuous growth to maintain its competitiveness in the Ugandan market(Allan et al., 2023). Growth is therefore influenced by factors such as strategic decision-making, resource allocation, leadership effectiveness, and the organisation's ability to adapt to changing consumer preferences.

Relationship Between Strategic Planning and Organisational Growth

The relationship between strategic planning and organisational growth is widely acknowledged in management literature. Organisations that implement effective strategic plans tend to achieve superior performance due to improved coordination, better allocation of resources, and enhanced strategic alignment (Wheelen & Hunger, 2020). Strategic planning provides organisations with a roadmap that guides operational activities, ensures consistency in achieving long-term objectives, and clarifies priorities(Christopher et al., 2022). Through environmental scanning, organisations such as Harris International can identify market opportunities, competitive threats, and emerging consumer trends, thereby positioning themselves for sustainable growth(Winny et al., 2023). Strategic planning also influences internal efficiency by enhancing communication channels, creating accountability frameworks, and improving monitoring and evaluation systems. Firms that do not engage in strategic planning often face stagnant growth, operational inefficiencies, and strategic misalignment with market(Oscar et al., 2023).

Methodology

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Research Design

The study adopted a descriptive cross-sectional research design, which allowed data collection at a single point in time to examine the relationship between strategic planning practices and organisational growth (Saunders et al., 2019). A mixed-methods approach was employed to provide a holistic understanding of the phenomenon (Anwar et al., 2022). Quantitative data were collected using structured questionnaires to measure the extent of strategic planning practices, goal setting, resource allocation, and growth indicators such as revenue growth, market share, and employee performance. Qualitative data were collected through semi-structured interviews with key informants to obtain detailed insights into strategic decision-making processes, implementation challenges, and best practices. This triangulated approach enhanced the reliability and depth of the findings (Creswell & Creswell, 2023).

Study Population

The study population comprised staff involved in strategic decision-making and management at Harris International Uganda, including senior managers, departmental heads, and strategic planning officers. According to company reports, Harris International Uganda employed approximately 150 staff directly involved in operational and strategic management (A. Nafiu et al., 2012).

Key informants also included external consultants, business partners, and senior management personnel overseeing strategic initiatives and growth outcomes, ensuring that multiple perspectives on strategic planning processes and their organisational impact were captured.

Sample Size and Selection

Given the relatively small and focused population, a census approach was applied for staff directly engaged in strategic planning and management to ensure comprehensive coverage. For external consultants and business partners, purposive sampling was used to select 10–15 individuals with substantial knowledge of the company's strategic planning and growth initiatives. This ensured collection of rich and relevant qualitative data.

Sampling Techniques and Procedures

A combination of probability and non-probability sampling techniques was applied:

Simple random sampling was used among larger staff groups to minimise selection bias, giving each staff member an equal chance of participation (Taherdoost, 2019).

Purposive sampling targeted key informants such as department heads, consultants, and business partners who possessed in-depth knowledge of strategic planning practices and organisational growth processes (Etikan & Bala, 2017).

Data Collection Methods

Quantitative Data Collection

Structured self-administered questionnaires were used to collect quantitative data from staff. The questionnaires focused on strategic planning practices, goal setting, resource allocation, monitoring and evaluation mechanisms, and

organisational growth outcomes. Likert-scale items were used to ensure consistency, allow statistical analysis, and provide measurable insights into staff perceptions and practices (Dillman et al., 2020).

Qualitative Data Collection

Semi-structured interviews were conducted with key informants, including senior management, consultants, and strategic planning officers. Interviews explored challenges in strategic planning implementation, decision-making processes, leadership involvement, and observed growth outcomes. This approach allowed participants to provide detailed explanations and context-specific examples that were not captured through questionnaires (Bryman, 2021).

Data Collection Instruments

The study employed the following instruments:

Structured Questionnaires: Likert-scale items quantified perceptions of strategic planning practices, resource allocation, monitoring systems, and growth outcomes. Open-ended questions allowed staff to elaborate on successes and challenges.

Interview Guides: Semi-structured interview guides focused on strategic goal setting, planning processes, leadership involvement, monitoring and evaluation, and organisational growth indicators (Kallio et al., 2019).

Validity and Reliability

Validity

Content validity was ensured by consulting academic supervisors and strategic management professionals during instrument development. A pilot test involving 10 staff from a different firm refined questionnaires and interview guides. A Content Validity Index (CVI) of at least 0.70 was targeted for all items to ensure clarity and relevance (Polit & Beck, 2021).

Reliability

Reliability of quantitative instruments was assessed using Cronbach's Alpha, with values of 0.70 or higher considered acceptable for internal consistency (Taber, 2018). Pilot testing also helped identify ambiguous items and improve question clarity.

Data Collection Procedures

Formal authorization was obtained from Metropolitan International University and permission from Harris International Uganda management. Questionnaires were distributed during working hours, and interviews with key informants were scheduled according to availability. Confidentiality, voluntary participation, and anonymity were assured.

Data Analysis

Quantitative Analysis

Data were coded, cleaned, and analysed using SPSS version 25 (Nelson et al., 2022). Descriptive statistics (frequencies, percentages, means) summarized strategic planning practices and organisational growth indicators. Inferential

statistics, including Pearson correlation and regression analysis, examined the relationship between strategic planning practices and growth outcomes (Miles & Huberman, 2020).

Qualitative Analysis

Interview transcripts were analysed using thematic analysis, identifying key themes related to strategic planning, decision-making, leadership involvement, resource allocation, and observed organisational growth. These findings complemented quantitative results and provided a deeper understanding of strategic processes.

Table 1: Measurement of Variables

Variable	Measurement Scale	Example Item
Strategic Planning Practices	Likert (1–5)	“Strategic goals were clearly defined and communicated throughout the organisation.”
Organisational Growth	Likert (1–5)	“The organisation achieved measurable growth in revenue, market share, or operational capacity.”
Leadership Involvement	Likert (1–5)	“Senior management actively participated in strategic planning and implementation.”
Resource Allocation	Likert (1–5)	“Resources were allocated effectively to support strategic initiatives.”
Monitoring and Evaluation	Likert (1–5)	“Progress towards strategic goals was regularly monitored and evaluated.”

Ethical Considerations

Ethical standards were strictly observed. Informed consent was obtained before data collection. Confidentiality and anonymity were maintained by excluding personal identifiers. Participation was voluntary, and respondents could withdraw at any time. Collected data were securely stored and used solely for academic purposes (Resnik, 2020).

Results

Table 1: Effect of Strategy Formulation on Organisational Growth

<i>Statement</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Mean</i>
<i>Strategic goals are clearly defined and communicated throughout the organisation</i>	2	3	5	50	40	4.2
<i>Stakeholders are involved in the strategy formulation process</i>	3	7	10	45	35	4.0
<i>Strategy formulation contributes to revenue growth</i>	1	5	8	50	36	4.1

<i>Strategy formulation enhances operational efficiency</i>	2	6	10	48	34	4.0
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Source: Primary Data, 2025

The findings indicate that strategy formulation significantly influences organisational growth at Harris International Uganda. A majority of respondents (approximately 90%) agreed or strongly agreed that strategic goals are clearly defined and communicated. This suggests that the organisation has formalised processes to translate vision and mission into actionable objectives, aligning with literature that identifies clarity in strategy formulation as a driver of growth (Kinyua et al., 2020; Jiang et al., 2022).

Stakeholder involvement scored a mean of 4.0, indicating that participatory approaches in strategy development are common. Engaging stakeholders improves buy-in and facilitates smoother implementation. The high mean scores for revenue growth (4.1) and operational efficiency (4.0) demonstrate that employees perceive strategic formulation as translating into tangible organisational outcomes (Nelson et al., 2023). Further interpretation reveals that the structured approach to defining objectives allows the company to prioritize initiatives, allocate resources effectively, and anticipate market challenges. Respondents highlighted that formal strategy workshops and planning sessions enable departments to coordinate and contribute towards common growth objectives. This aligns with Mwangi and Waiganjo (2022), who emphasised that manufacturing firms with formal strategic frameworks achieve higher innovation and market expansion. Overall, the table confirms a positive correlation between strategy formulation and organisational growth, showing that well-structured and inclusive strategic planning mechanisms are instrumental in driving performance outcomes.

Table 2: Effect of Strategy Implementation on Organisational Growth

<i>Statement</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Mean</i>
<i>Resources are effectively allocated to support strategic initiatives</i>	1	4	10	52	33	4.1
<i>Strategic plans are implemented according to schedule</i>	2	5	8	55	30	4.0
<i>Management actively monitors the progress of strategic initiatives</i>	3	6	12	50	29	3.9
<i>Strategy implementation has led to increased profitability</i>	1	5	10	53	31	4.0

Source: Primary Data, 2025

The data demonstrate that strategy implementation plays a pivotal role in translating formulated strategies into growth

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outcomes. Respondents agreed that resources are allocated effectively (mean = 4.1), reflecting a well-planned alignment between objectives and operational needs. Efficient resource deployment is crucial in ensuring that departments can execute planned strategies without bottlenecks.

The mean score for timely implementation (4.0) indicates that Harris International Uganda generally adheres to project schedules, which supports operational efficiency and reduces delays in achieving strategic goals. Monitoring of initiatives (3.9) shows that while tracking mechanisms exist, there is room for improvement in ensuring consistent oversight across all projects.

Profitability outcomes scored a mean of 4.0, suggesting that staff perceive a direct link between successful implementation of strategies and financial performance. Qualitative interviews revealed that effective implementation processes, including leadership engagement and interdepartmental coordination, fostered growth in market share and revenue. These results are consistent with Wainaina (2019), who noted that companies that actively monitor strategy execution sustain competitive advantage and minimise performance gaps.

Table 3: Effect of Monitoring, Evaluation, and Review (MER) on Organisational Growth

<i>Statement</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Mean</i>
<i>Progress towards strategic goals is regularly monitored</i>	2	4	10	50	34	4.1
<i>MER mechanisms help identify performance gaps early</i>	1	5	12	52	30	4.0
<i>The organisation uses evaluation results to make strategic adjustments</i>	2	6	8	55	29	4.0
<i>MER enhances accountability among managers and staff</i>	3	5	10	48	34	4.0
<i>MER contributes to improved operational efficiency</i>	1	4	12	50	33	4.0

Source: Primary Data, 2025

The findings indicate that MER mechanisms at Harris International Uganda are pivotal in ensuring that strategic objectives translate into measurable organisational growth. A high proportion of respondents (approximately 80%–85%) agreed or strongly agreed that progress towards strategic goals is regularly monitored (mean = 4.1). This suggests that the organisation has established formal monitoring systems that track project implementation, milestones, and overall progress toward strategic objectives.

MER mechanisms were reported to facilitate early identification of performance gaps (mean = 4.0). This proactive approach allows management to address potential issues before they escalate, supporting timely decision-making and

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resource reallocation. Such findings are consistent with research by Kamau and Munene (2018), who demonstrated that systematic monitoring and evaluation significantly improve organisational responsiveness and growth outcomes. Respondents also highlighted that evaluation results are consistently used to inform strategic adjustments (mean = 4.0). This iterative process ensures that strategies remain relevant despite changing internal and external environments. By embedding lessons learned from evaluations, the organisation can optimise resource allocation, improve operational procedures, and enhance productivity.

Accountability was reinforced through MER processes, as respondents indicated that managers and staff are held responsible for achieving their targets (mean = 4.0). This aligns with the argument by Wainaina (2019) that monitoring systems promote ownership, encourage performance improvement, and reduce strategic drift. Furthermore, MER contributes to operational efficiency by ensuring that processes are streamlined, inefficiencies detected, and corrective actions taken promptly (mean = 4.0).

Qualitative insights corroborated quantitative findings, with interviewees noting that MER provides a structured framework for performance review, feedback, and strategic learning. Regular departmental reviews, combined with management dashboards and performance metrics, facilitate cross-functional coordination and help align daily operations with long-term objectives. Overall, the table demonstrates a strong positive relationship between effective MER and organisational growth, reinforcing the literature that emphasises monitoring, evaluation, and review as critical mechanisms for sustained performance and competitiveness.

Table 4: Effect of Communication of Strategic Objectives on Organisational Growth

<i>Statement</i>	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Neutral</i>	<i>Agree</i>	<i>Strongly Agree</i>	<i>Mean</i>
<i>Strategic objectives are clearly communicated to all staff</i>	2	3	8	52	35	4.1
<i>Staff understand how their roles contribute to organisational goals</i>	1	4	10	50	35	4.1
<i>Communication of strategic objectives increases employee commitment</i>	2	5	12	48	33	4.0
<i>Information on strategic goals is shared across all departments</i>	2	6	10	50	32	4.0
<i>Regular feedback on strategic objectives enhances staff performance</i>	1	5	10	50	34	4.1

<i>Multi-channel communication (meetings, emails, dashboards) is used to convey strategic objectives</i>	2	5	12	48	33	4.0
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Source: Primary Data, 2025

The results show that communication of strategic objectives plays a critical role in enhancing organisational growth at Harris International Uganda. A majority of respondents agreed or strongly agreed that strategic objectives are clearly communicated (mean = 4.1), suggesting that the organisation ensures transparency and clarity in disseminating goals. Effective communication enables employees to understand the organisational vision and align their daily activities with long-term strategic priorities.

Respondents also reported that staff have a strong understanding of how their roles contribute to organisational goals (mean = 4.1). This role clarity fosters goal congruence and increases employee commitment, which is vital for productivity and performance. The findings are consistent with Muturi and Iravo (2020), who argued that clear communication of strategy enhances employee alignment, coordination, and overall organisational performance.

The mean score for communication increasing employee commitment (4.0) indicates that staff motivation is positively influenced by consistent strategic messaging. Sharing information across departments (mean = 4.0) ensures that interdepartmental activities are coordinated, reducing ambiguity and operational conflicts. This is particularly important in manufacturing and service delivery contexts where multiple units must collaborate to achieve organisational objectives (Njuguna, 2022).

Regular feedback mechanisms scored a mean of 4.1, indicating that the organisation actively engages employees in discussions about strategic progress. Feedback loops reinforce accountability and enable adjustments based on observed challenges or market changes. Multi-channel communication (mean = 4.0) demonstrates that the organisation uses diverse methods such as emails, meetings, and dashboards to ensure comprehensive reach. This approach improves agility, responsiveness, and staff participation in strategic initiatives.

In summary, the table confirms a strong positive relationship between effective communication of strategic objectives and organisational growth. By ensuring that employees understand goals, participate in feedback, and align their actions, Harris International Uganda strengthens strategic coherence, enhances motivation, and achieves sustainable growth outcomes. These results are consistent with contemporary studies emphasizing the importance of strategic communication in fostering performance and competitive advantage.

Conclusions

The study concludes that strategic planning practices are strongly associated with organisational growth at Harris International Uganda. The four dimensions examined—strategy formulation, strategy implementation, MER, and communication of strategic objectives—interact to ensure that strategic initiatives are effectively developed, executed, and monitored. Strategy formulation provides clarity, alignment, and stakeholder engagement, creating a solid

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foundation for growth. Strategy implementation translates these plans into measurable outcomes, supported by proper resource allocation and leadership oversight. MER ensures accountability, continuous learning, and corrective action, while effective communication aligns staff efforts with organisational goals and enhances motivation and coordination.

Overall, the study demonstrates that organisations that adopt structured, participatory, and well-communicated strategic planning processes are more likely to achieve sustainable growth, enhanced operational efficiency, and improved financial performance. Strategic planning is therefore a critical driver of competitiveness and long-term organisational sustainability.

Recommendations

The study recommends that Harris International Uganda should continue to strengthen its strategic planning processes to maintain and enhance organisational growth. Strategy formulation should remain participatory, inclusive, and aligned with the company's vision, mission, and market realities. Regular workshops, planning sessions, and engagement forums can ensure continuous alignment across departments.

Strategy implementation should be supported by clear operational plans, timely resource allocation, and strong leadership oversight. Departments should maintain coordination mechanisms to ensure that all units are working synergistically toward common objectives.

MER processes should be institutionalized across all levels of the organisation. Regular monitoring, evaluation, and review meetings, along with performance dashboards and feedback loops, will ensure that strategic initiatives remain relevant, effective, and responsive to internal and external changes.

Effective communication of strategic objectives should continue to be emphasised. Management should adopt multi-channel approaches, provide regular updates, and clarify role-specific responsibilities. Feedback mechanisms should be strengthened to encourage employee participation, improve alignment, and reinforce accountability.

Finally, future research could explore the longitudinal impact of strategic planning on organisational growth across different sectors, allowing for broader generalisation of findings and deeper understanding of strategic management practices in dynamic environments.

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