



































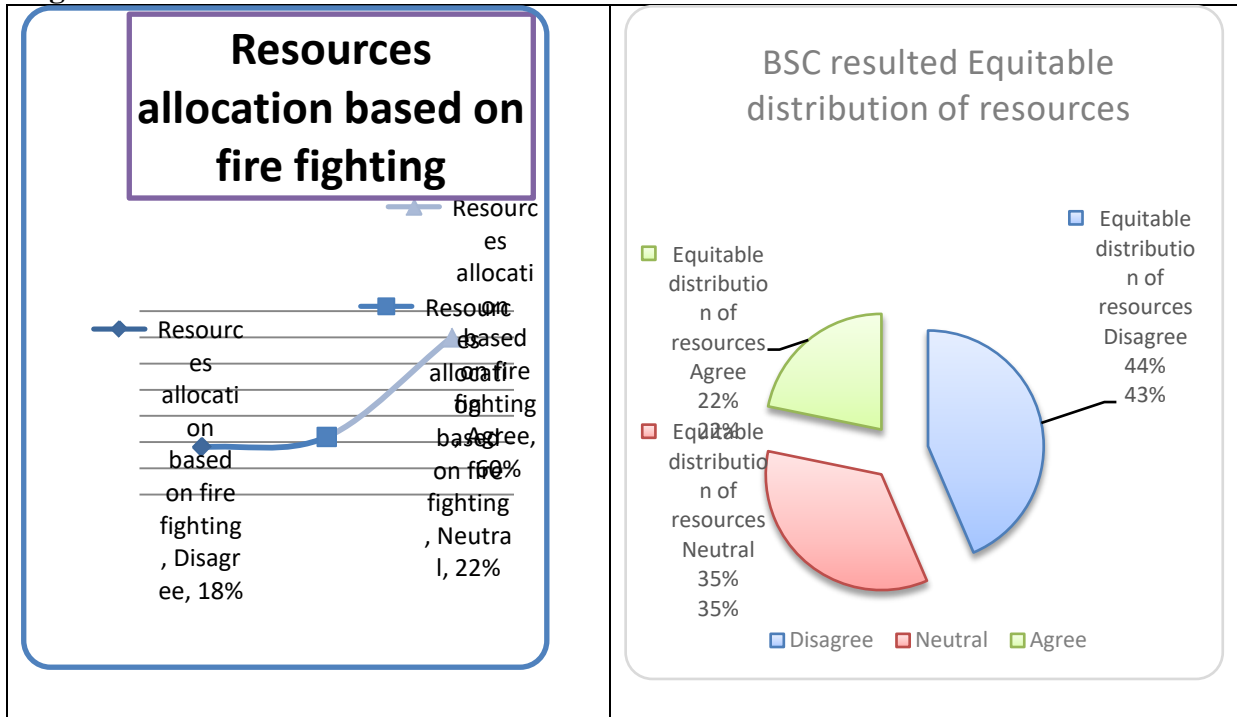








**Fig 20: Resources allocation**

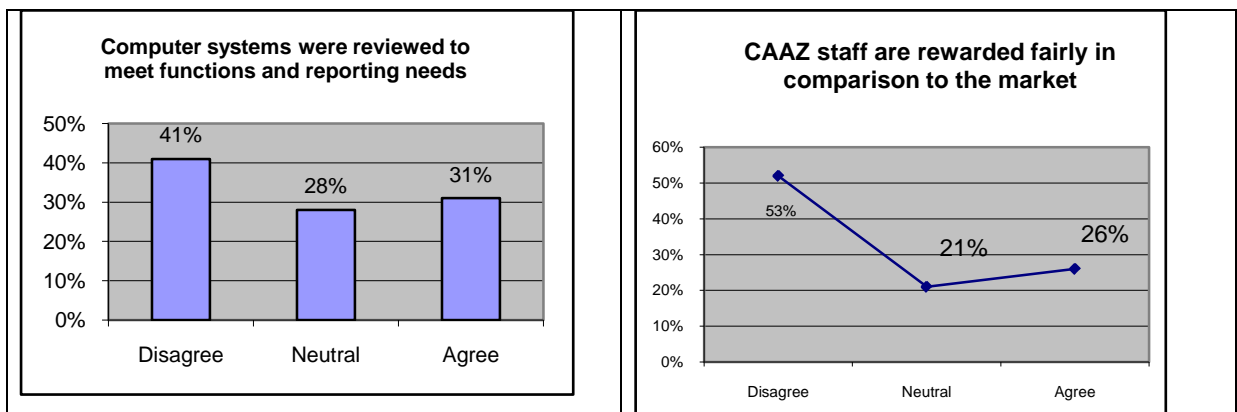


Allocation of resources at CAAZ survey results revealed that 60% agreed, 22% were neutral and 18% disagreed that allocation of resources is based on fire fighting, The interviews results indicated that both managers and employees were worried about getting resources after fighting for them. Assessing whether the BSC resulted in equitable distribution of resources, 22% of the respondents agreed, 43% disagree and 35% were neutral.

The operational staff responsible to maintain the airfield such as Ramp safety, maintenance, Fire and rescue and security complained of not having essential resources like motor vehicles.

## Internal Business Processes and Systems

**Fig 21 : Internal Processes and Rewards**

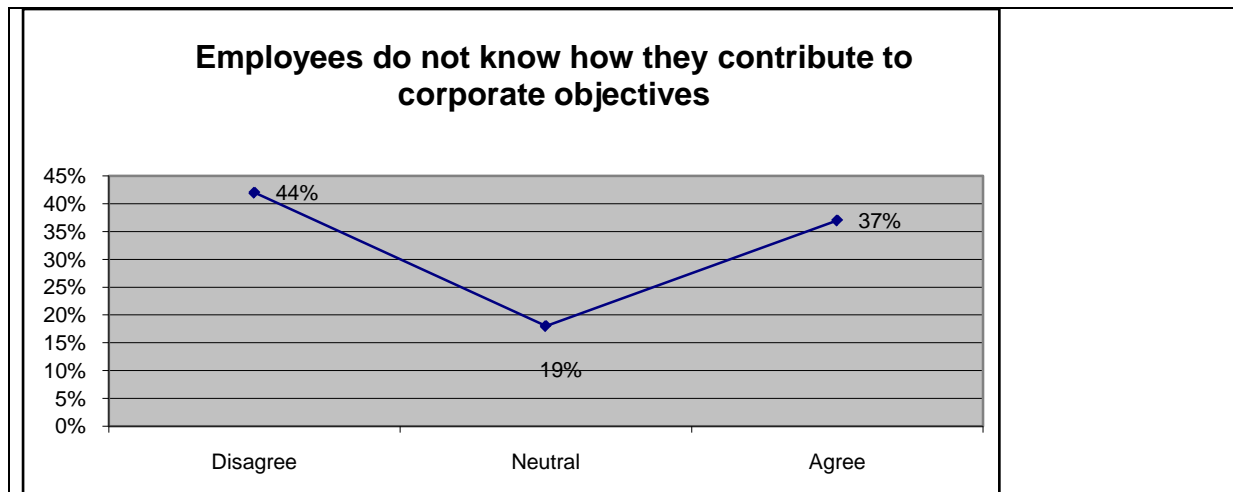


Thirty one percent (31%) of the 88 employees who involved in the questionnaire survey agreed that the systems were reviewed in tandem with the new strategy implementation strategy. Forty one percent 41% disagreed and 27% were neutral, about the whether computer systems were reviewed to link all functions and reporting functions.

The business processes assist the company in providing fuel for the implementation of the strategies. In Airport systems the computer technology makes them function competitively, providing such information as queuing time on tickets, baggage loading, check in time and other necessary information used internationally wherever the flight is going.

The results on whether the CAAZ staff is rewarded fairly in comparison to the market, 53% disagree, 26% agreed, and 21% were neutral.

**Figure 24: Employee contribution to firm objectives**



Forty four percent (44%) of the respondents agreed that employees know how they contribute to the corporate objectives. Nineteen percent (19%) were neutral and 37% disagreed that staff are aware on how they contribute to the company objectives. The researcher observed that this problem might be emanating from the failure to design BSC measurement metrics. CAAZ should have designed strategic maps as recommended by Kaplan and Norton (2002) that effective communication that emanates from the strategic maps would inspire the employees, as they will understand how they create value. Kaplan and Norton (1996) advised that to successfully implement any strategy, it must be understood and acted upon by every level in the firm, cascading enables the employees opportunity to demonstrate how their day to day activities contribute to the company’s strategy.

**CAAZ Strategy**

The research assessed whether the staff understands what CAAZ strategy is? Out of the 21 managers 30% did not know what the company’s strategy is. The definition of strategy was mixed with the vision, the mission statement or operational tactics. The situation proved different to the employees, as majority could not define what CAAZ strategy is. Forty five percent (44%) of the employees knew CAAZ strategy, but 42 out of the 75 (55%) could not define their company’s strategy. The interviews, were designed to make a follow up on the understanding of the company strategy, the results showed that the general staff had little knowledge about strategy. Those (29%) with primary and secondary level are in the non-managerial employees (Fig 4.2) and this can affect level of understanding concepts like business strategy.

**CONCLUSIONS**

The major conclusions from the study were, communication partly improved due to BSC, cost containment understanding improved, resources allocation did not improve, top management commitment to strategy improved, training of BSC design was inadequate and design of the personal scorecards were challenging to some departments.

The understanding of the Balanced Scorecard and strategy is high at the management level mainly because of the workshops and meetings that they held. The achievement of an operational objective lies in the lower level employees. The way the BSC has been cascaded differs from one division to the other. The managers or supervisors had their own approaches on the cascading and performance review process.

CAAZ is still affected by other variables like culture change which is not promoting team instead the scorecards and the internal official secrets policy hinder the sharing of resources and information.

The research also concluded that after the managers were made accountable to their actions they successfully cascaded the Balanced Scorecard to the subordinates. However, the major barrier was on the knowledge of the measuring metrics, which were not well explained. CAAZ implemented Balanced Scorecard from the second half of 2009. The progress in terms of the internal processes review also compliments the effectiveness of the Balanced Scorecard, because the results of the business processes are the fruits that assist in measuring the effectiveness of BSC measurement system.

BSC scores acted as an effective communication tool on a number of aspects that constitute CAAZ strategy. Some employees managed to keep track of their performance however. Though there was effective communication on the objectives of BSC, the Vision and the Mission statement, there was no improvement on information flow in CAAZ. Coordination of the department is poor in CAAZ and the staff operates as silos instead of working as teams. There are signs of resistance to change.

## RECOMMENDATIONS

**Appointment of the implementation team.** CAAZ should appoint strategy implementation team, composed of people who can drive the implementation of the Balanced Scorecard. Leaving the drive in the office of the Human Resources Director who is always busy with other directorship duties and managing the purchasing and administration department means the success is compromised.

**Training of all BSC users.** Training of the Balance Scorecard proved to be one of the important factors that must be critically looked into. Proper training program should be designed and the training must be evaluated. To succeed on the strategic change implementation, management must have properly trained staff on the ground.

**Linking BSC to compensation and rewards.** Motivation of staff can be achieved by rewarding hardworking people. If BSC is linked to pay, there is need to review the CAAZ's job grading system for similar positions at Airports where there is little activity.

**Align organizational structure to strategy.** If the company is not restructured to make autonomous Small Business Units as proposed in the strategic plan 2009-2013, there is need to review the number directorates and align these with the number of directors and managers.

**Internal reporting structure.** The internal reports should be reviewed to align with the strategy. Information sharing should be allowed between departments without too many restrictions. There must be a clear definition of the official secrets Act that is binding the employees. Team building model can be a solution to the majority of issues affecting the effective communication and information flow at CAAZ.

**Communication.** Communication within the company needs improvements because the coordination between departments is not yet smooth. Information sharing is poor. Again because of the dual reporting a person who is responsible for certain functions might be starved of the information, as staff from other departments will not be in a position to release the information unless there is authority from the manager.

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