Utilizing Mckinsey 7s Model, SWOT Analysis, PESTLE and Balance Scorecard to Foster Efficient Implementation of Organizational Strategy. Evidence from The Community Hospital Group- Ghana Limited.

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ABSTRACT
Efficient and effective implementation of organizational strategy largely depends on several factors. Among these factors are the organizational structure, systems, style, shared values, skill among others which includes external threats and competition. Mckinsey 7s model and other tools such as PESTLE, BSC and SWOT Analysis have been the tools that most professional institutions use to evaluate overall performance of the organization. In this study, the above mentioned tools were used to ascertain in-depth analysis of the performance of The Community Hospital Group in Ghana. Survey analyses technique was used for the study to investigate the day to day operations of seven major units of the organization within the five corporate branches. Primary data collected from fifty (50) respondents, five (5) management members for interview and forty-five (45) core staff members for questionnaire were used. The key among the findings of the study was the call for complete restructuring of TCHG.

Key words: Performance, Organization, Hospital, Management, Strategies, Growth.

1.0 Introduction
Efficient implementation of organizational strategy largely depends on several factors. Most key among these factors are the organizational structure, systems, style, shared values among others which includes external threats, competition from other competitors and all other units aimed at championing the common interest of the organization. According to Farnham (1997), strategy implementation is a stage of strategic management process which includes the use of organizational tools and also direct resources towards achieving strategic outcome. To be able to succeed in achieving an efficient strategic implementation, there is the need to openly define
strategy by breaking the strategy towards sets target and objectives. There is also the need to explain or communicate the said plan or strategy to the staff in organization irrespective of one’s level, class or status in the organization. That’s effectively breaking the said strategy to practical and tactical units to suit organizational direction (John, 2005).

It is important to note that, efficient utilization and implementation of organization’s strategy can serve as competitive advantage to the organization in question. In this study salient performance assessment tools such as Mckinsey 7s model, balance score card, SWOT analysis, PESTLE and self-assessment will be used. It is also important to note that using these tools with special attention to organizational culture will bring success, development and growth to the organization since the rationale behind such assessment is to evaluate the existing standards and performance of the organization. It must however be pointed out that organizational success, development and growth which in effect defines a successful achievement of organizational goals cannot be gotten without critically assessing the organizations culture and systems using the most current tools such as PESTLE, BSC,SWOT Analysis, Mckinsey 7s model.

As posited by Akyeampong (2016), the growth and success of organizations largely depends on organizations culture. The author further stated however that this organizational culture must avail itself for proper assessment which will be the only way to achieving organizations objective. Using the resourced-based view theory of the firm to define the Mckinsey 7s framework Kraaijenbrink, Spencer and Groen, (2010), opined that the focal point of this theory is that if a company’s objective is to succeed in gaining competitive advantage to increase market share, such a firm must succeed in gaining and managing valuable assets, non-substitutable resources and capabilities.

The sourced-based view theory describes strategy as building blocks of business processes. The other theory which is the open system, describes how the organizations depend on its environment for input and how these input can be improved into output (Barney, 1991). The author further explained that key attributes to organization’s development and success are those it used to control the development process to achieve the said goals or objectives.

The Community Hospital Group Limited is a private/public/partnership (PPP) organization. It is a Limited Liability Company with a common objective of providing healthcare services to the Ghanaian people. The Community Hospital Group with its core mandate to providing healthcare services sees the need to strategize, design and develop policies that will bring change and also guide its strategy to enable the company achieve it sets goals and to better plan to give the best to its numerous clients in Ghana and beyond (TCHG Annual Report, 2015).

The possibility of Community Hospital Group achieving its set target will mostly depend on using efficient implementation of strategies that will make use of both internal and external resources. Among the well define tools useful for such analysis are the Mckinsey 7s model, Balance scorecard, PESTLE and SWOT Analysis. Combination of these tools will provide opportunity for in-depth analysis using both internal and external resources.
The concept could also be viewed as a unique pattern of shared values, norms, attitudes, beliefs, rituals, socialization, expectations and assumptions of the employees in an organization (Hellriegelet.al, 2014). Since growth and development has been the prime objective of every organization, much attention is given to the assessment of the organizational culture so as to pick the best information from the ground to effect the needed change for growth.

According to Akyeampong (2016), hierarchical culture is associated by continuous monitoring, coordinating, administering and reinforcing rules as well as maintaining efficiency and effectiveness. The long term benefits of this concept therefore are stability, predictability and efficiency. Indeed formal rules and regulations hold the organization together making it necessary to do critical assessment to ascertain the fact about the organizations performance and to design strategies to foster growth and stability.

1.2 Objectives of the study

The purpose of this study is to assess how performance assessment tools can be used to evaluate organizational performance and recommend for change and growth. The study is however guided by the following specific objectives;

1. To examine the best way of utilizing both internal and external resources to evaluate performance.
2. To explain the importance of such tools as SWOT Analysis, Balance scorecard, PESTLE and Mckinsey 7s model in organizational management.
3. To ascertain in-depth understanding about the application of such tools in fostering organizational change and development.

1.3 Research Questions

1. What is the best way of utilizing both internal and external resources to evaluate organizational performance?
2. What are the benefits of SWOT Analysis, balance scorecard, PESTLE and Mckinsey 7s model in organizational management?
3. What are the processes of applying such tools in fostering organizational growth?

2.0 Review of Literature

This section of the study dwells on the related literature review of the study. The contextual issues discussed were the definitions and the concept of utilizing performance tools in strategy implementation to foster change and growth in the organization. The section explains further the theoretical framework that explains the utilization of the Mckinsey 7s model, SWOT Analysis, PESTLE and BSC as tools for efficient strategy implementation.

2.1 The Conceptual Framework

Strategy implementation can best be described by adopting the resource based view theory of the firm and strategy. Rapert, Lynch and Suter (1996), observed that resource based view theory explains that competitive advantage of a firm basically depends on the application of the firms
resources. Competitive advantage of a firm can be well achieved through direct exploitation of internal factors instead of external factors. Kraaijenbrink, Spencer and Groen (2010), classified the resource base view theory as emanating from the point of view that, secrete of a firm’s competitive advantage basically resides in their internal resources but not confined in the external resources.

Throwing more light on this assumption, evaluating a company’s output to assess environmental opportunities and threats to know its market share largely depends on internal resources, abilities and capabilities of the company. Another theory to consider apart from the resourced based view theory is the open system theory and it is also used to give detail explanation of Mckinsey 7s model. The system was designed to draw attention and lay emphasis on external environment, internal environment as well as customer satisfaction. Kaplan and Norton (1996) observed that there has been an increasingly number of companies using the balance scorecard in assessing company output and also seeing it as a tool for typical strategic management. The most interesting about the balance scorecard is that it focuses on the creation of organization strategic future instead of capturing only the current output.

2.3 Definition of Tools

**PESTLE** represents an acronym of political, economic, social, technology, legal and environmental factors whose influence on decision making cannot be control by the organization. PESTLE is a technique that provides the framework to enhance one’s ability to investigate organization’s external environment. This tool is often used by marketers to monitor and evaluate macro-environmental factors (external factors) which influence organizational decision making process. The end result provides opportunity to assess threats and weaknesses that are vital and used in SWOT Analysis.

**SWOT Analysis** on the other hand explains the approach to understanding the strengths and weaknesses and also to create a platform to assess opportunities available together with the threats that are outside organization’s sphere in which the organization faces. Entrepreneurs use this tool to create sustainable business opportunities in the global market.

**Knowledge of Balance Scorecard (BSC)**

Organization’s ability and capacity to perform is seen from certain key dimensions and special interest in the way it should operate. In such situations main vision and goals are noted and addressed, then later transformed into initiatives, targets and measures (Atkinson, 2006). BSC is an improved tool that seeks beyond normal financial measures but rather sort to seek customer interest, internal process as well as the gradual development and growth perspective.

3.0 Research Methodology

This section captures the methodology aspect of the study. The section indicates the detailed strategy that was employed to carry out the study. It discussed the various methodology adopted in the collection of data for the study. A descriptive survey with the use of interview and questionnaire as the main instrument for data collection was used. Both quantitative and
Qualitative approaches were adopted for this study because the variables and the units were explained in terms of the analysis of the respective data collected with interpretations to give further explanations (Creswell, 2014; Stoudat, 2014). Primary data technique was employed to collect the needed data.

The population of the study consists of seven (7) departments of The Community Hospital Group comprising stores, pharmacy, out-patient department, nursing, medical and administration from all the five branches in the country. The total population estimated for the study was one hundred and sixty (160). A total number of one hundred and twenty (120) questionnaires were distributed to the management and core staff of TCHG, out of which ninety-seven (97) representing 81% were received. In addition to the questionnaire was interview templates designed for the five (5) heads of corporate branches referred to them as General Managers of TCHG. In the end a total of ninety-seven (97) respondents were received for the quantitative analysis. Five interviews were conducted to support the qualitative analysis.

4.0 Analysis of Data, Discussion and Findings

This section is devoted to data analysis of the study. It is purely organized to reflect the key objectives of the study and also provided the facts to support both the literature and the findings of the study.

The section presents the analyses of the primary data obtained from The Community Hospital Group Ghana Limited through the conduction of interviews and questionnaires. The section is divided into two parts. Part A describes interview analysis on SWOT and Part B does same for the questionnaires on BSC, Mckinsey 7s model and PESTLE analyses. The interview analysis describes the position of The Community Hospital as compared to other healthcare providers and it is purely qualitative. The part B describes the quantitative analyses of the questionnaire on PESTLE, BSC and Mckinsey 7s model.

4.1 Analysis of interview Data

Generally, interviews consist of data of meaningful information expressed through words, pattern and impacts (Saunders et al, 2009). Such data requires analysis conducted through conceptualization as it constrains a collection of information in non-standardized category. This would require one to categorize and unitise the data from interview transcripts (Miles and Huberman, 1994). This is a challenging process when one analyses a case study based on the interview evidence (Yin, 2009).

Table 1: Set of Interview Questions with Regards to SWOT Analysis
STRENGTHS

1. How would you describe the current situation of The Community Hospital in terms of healthcare provision and management style?
2. Which area do you think we at The Community Hospital perform well and stand in comparison to others in terms of credibility?
3. Do you see any clear strategic direction from The Community Hospital Group?

WEAKNESSES

4. What do you suggest for improvement considering the current operations of The Community Hospital Group? Should we implement changes? Is it policy, resources, human development?
5. What in your view do you consider not being done well and should be avoided? Has TCHG any key criteria for sustainable growth?
6. Where do you see TCHG in the medium or long term future?

OPPORTUNITIES

7. Do you see any favorable circumstances emerging?

THREATS

8. What do you see as current obstacles to success?

From the highlighted features of interview question following discussion themes are extracted to get information related to them from interview transcripts and literature to compare them.

4.2 Qualitative Analysis of Interview Data

4.2.1 Current situation within TCHG in terms of delivery and management style

As evident from the voice of all five interviewees TCHG Gh Ltd has a central decision-making authority which rests with the governing board, however, all major decisions are taken single handed by CEO. Other councils such as the secretariat, Audit committee and the Medical team do not have any control. Hence, one can say that the appropriate decision making structure does not exist within the TCHG governing council and it completely lacks professional management system in their decision making process.

4.2.2 Best Area of Operation and Credibility in Comparison with others

Interviewee (1) and (2) Mr Ofosuhene Samuel and Mr Edmund Omani-Boa mentioned that TCHG’s best area of operation and credibility has been the case of customer focus and satisfaction. This has become the priority in the sense that healthcare service industry has been one area where competition is very keen, and it one industry where the client always seem right. It is therefore TCHG’s objective to ensure that staff members treat clients with needed respect. Interviewee (3) Mrs Leticia Asante however noted that, one area TCHG is lacking is training and development of staff. Mrs Asante further mentioned that management rarely organized such training programs to update the skills and abilities of staff. Mrs Asante indicated further that unlike other healthcare providers, TCHG hardly organized such development programs for the staff and that gives the competitors opportunity to rise over them.
4.2.3 Any Clear Strategic direction by TCH

Interviewee (4) Mr Opoku Adusei mentioned that TCH has clear vision and mission to protect and achieved. All it needs to do is to use the right structures and systems to operate. Healthcare delivery service is a peculiar unit of social service provision that demands special attention. Management should ensure that right procedures are used, allow systems to work, if possible a total restructuring of management hierarchy so to achieve set goals and be able to implement strategies where necessary.

4.2.4 Any Suggestion for Improvement with Regards to Current Situation

TCHG with its branded name in Ghana needs complete overhauling with regards to organizational structure. Interviewee (5) Mr Anani Frimpong said even though corporate branches have their General Managers, yet administrative proceedings are always conflicting. It is difficult to clearly define the roles of a General Manager, Branch Administrator or the Medical Superintendent. Decisions from these heads do not bind the organization (branch) unless approved by the corporate head upon clearance by the CEO. This in a way shows that structures in TCH are weak and makes it difficult for the company to compete on the market. Complete restructuring will be the only way to help TCH succeed in setting up strategic target and implementing them.

4.2.5 What must be avoided in TCH’s Operations Currently?

According to all the Interviewees TCH needs separate monitoring and evaluation team that will oversee the overall operations of TCH. Channel of communication and leadership must be strengthened to avoid the current style of top-down management approach. TCH has a policy which indicates “clients are always right”. It is not bad though to have such a policy yet the professional who is working on the client to achieve results must equally be given the opportunity to have a say in his or her own area of operation.

4.2.6 Do you See Any Favorable Circumstances Emerging?

Interviewee (2) responded saying that yes there are various circumstances emerging. Mr Omani-Boa quickly mentioned government’s one district one factory policy and said, this is clear opportunity for healthcare providers to utilize and explore. Mr Omani-Boa ended up saying that “if government has proposed one district one factory, we in TCHG are proposing one district one community hospital”.

4.2.7 Do you See Any Current Obstacle to Success?

Interviewee (4) Mr Opoku Adusei commented on regulations and taxes on goods. Mr Opoku Adusei stated that most of the materials TCHG use are imported and with huge taxes placed on them make it difficult for TCHG to meet its cost and break even. Labour laws, healthcare regulations among others are hindrances to success of TCHG. Mr Opoku Adusei therefore suggested a framework put in place to support port operations to aid fast clearing of goods.
4.3 Quantitative Analysis of data on the BSC, PESTLE and Mckinsey 7s model

This section of the study deals with the quantitative analysis. Critical attention was given to the balance scorecard, PESTLE and Mckinsey 7s model. Tables and figures were used to provide clear understanding of issues under discussion.

4.4 Analysis Using Balance Scorecard

Table 2: Application of Balance Scorecard in Performance Evaluation at TCHG

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Performance</td>
<td>31</td>
<td>30.4%</td>
<td>30.4%</td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>50</td>
<td>49.0%</td>
<td>79.4%</td>
</tr>
<tr>
<td>Innovation and Change</td>
<td>21</td>
<td>20.6%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

As per the figures in Table 2, it can be concluded that 30.4% representing financial performance of The Community Hospital Group is not encouraging. Even though customers are satisfied with a service provision at a percentage of 49.0, yet it can be observed that TCHG has problems with innovation and change which represents only 20.6%. This indicates some challenges with regards to strategic direction.

Table 3: Perceptions of the Use of Balance Scorecard at TCHG Gh Ltd

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSC as an employee measurement system</td>
<td>32</td>
<td>31.4%</td>
<td>31.4%</td>
</tr>
<tr>
<td>BSC as an adhoc of financial and non-financial measure</td>
<td>15</td>
<td>14.7%</td>
<td>46.1%</td>
</tr>
<tr>
<td>BSC as complement of past and future financial operations</td>
<td>20</td>
<td>19.6%</td>
<td>65.7%</td>
</tr>
<tr>
<td>BSC as a means to measure gains and losses</td>
<td>35</td>
<td>34.3%</td>
<td>100</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017
Table 3, provides details at TCHG as far as perception on usage of BSC is concerned. As the records show, a whooping percentage of 34.3% finds BSC as means to measure gains and losses. This indicates that most of the staff members believe that BSC influences the performance of the organization. Another 19.6% are of the view that BSC complements past and future financial operations of the organization. This shows the importance of BSC in determining the financial performance of TCHG. 31.4% perceive that BSC serves as employee measurement system. This shows that with a clearer performance measuring system in place staff can team up to put up their best to foster strategy implementation to effect change and growth.

Table 4: Reasons Attributed to Slow or Successful Implementation of BSC at TCH Gh Ltd

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management too busy implementing short term goals</td>
<td>10</td>
<td>9.8%</td>
<td>9.8%</td>
</tr>
<tr>
<td>Inadequate executive support</td>
<td>12</td>
<td>11.8%</td>
<td>21.6%</td>
</tr>
<tr>
<td>Lack of linkage of BSC to employee reward</td>
<td>10</td>
<td>9.8%</td>
<td>31.4%</td>
</tr>
<tr>
<td>Lack of developed systems to support BSC</td>
<td>25</td>
<td>24.5%</td>
<td>55.9%</td>
</tr>
<tr>
<td>Lack of skill and know-how in developing BSC</td>
<td>45</td>
<td>44.1%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>102</td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

A greater percentage of 24.5% mentioned lack of developed systems to support BSC. This shows TCHG’s look warm attitude in utilizing BSC in its performance appraisal. It follows up with 44.1% indicating lack of know-how and skill to promote BSC. This really shows that there is absolute need of change in the overall organizational structure of TCHG. The change will support a truly structured system where organization culture will weave across all units to promote shared values. That will confirm Akyeampong’s assertion in the literature that solid organizational culture leads to increase in productivity.
Table 5: Application of Statement on Value, Quality and Performance Evaluation

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Willingness to vet job on quality</td>
<td>34</td>
<td>33.3%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Willingness to use strategic plan</td>
<td>23</td>
<td>22.2%</td>
<td>55.5%</td>
</tr>
<tr>
<td>Willingness and ability to drive for change</td>
<td>34</td>
<td>33.3%</td>
<td>88.8%</td>
</tr>
<tr>
<td>Management willingness to mentor</td>
<td>11</td>
<td>11.2%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

Table 5, provides an interesting report here. The table is showing 33.3% for both willingness to vet for job quality and ability to drive for change. This shows the true importance of BSC in TCHG and other organizations in general. BSC support day to day operations of TCH and builds the staff confidence to put up nothing but the best to support TCHG to put up best performance to their clients. It supports quality, excellence and up to task delivery system which indeed is the core responsibility of TCHG. 22.2% of the showed their willingness to change. This shows that all is not well with the performance of TCHG and that indeed calls for a change in strategic direction.

4.5 Analysis Using PESTLE (Purely External Analysis)

Table 6: Analysing Political Factors that Impact TCHG Gh Ltd

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Stability</td>
<td>34</td>
<td>33.3%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Employment and Operational Laws</td>
<td>11</td>
<td>11.1%</td>
<td>44.4%</td>
</tr>
<tr>
<td>Government Leadership Style</td>
<td>7</td>
<td>6.7%</td>
<td>51.1%</td>
</tr>
<tr>
<td>Trade Restriction and Reforms</td>
<td>18</td>
<td>17.8%</td>
<td>68.9%</td>
</tr>
<tr>
<td>Tax regulations</td>
<td>32</td>
<td>31.1%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

Observation from Table 6 shows that, government is stable with 33.3%. This shows that there is enough security to promote investment in Ghana and that is exactly what TCHG is doing to expand. Investors will have no course to worry about the future of their businesses.
as far as security is concerned. The key issue here is about tax regulations which carry the highest percentage of 31.1%. Trade restrictions and reforms are also high with 17.8%. This makes it difficult for TCHG and other industry operators to succeed in putting up their best to its numerous clients. 11.1% employment and operational laws gives more room to employees to often strike to demand high conditions of which service which mostly affect the overall operational cost TCHG and other industry operators.

Table 7: Analysis of Economic Factors that Impact TCHG Gh Ltd

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inflation</td>
<td>14</td>
<td>13.3%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Taxes and duties</td>
<td>45</td>
<td>44.4%</td>
<td>57.7%</td>
</tr>
<tr>
<td>Exchange rate</td>
<td>32</td>
<td>31.1%</td>
<td>88.8%</td>
</tr>
<tr>
<td>Finance and credit</td>
<td>7</td>
<td>6.7%</td>
<td>95.5%</td>
</tr>
<tr>
<td>GDP and GNP</td>
<td>4</td>
<td>4.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

Table 7 clearly supports the previous table 6 which saw taxes to be too high for industry operators such as TCHG. As can be observed 44.4% of the respondents indicate that taxes and duties are too high for industry operators and largely affect the income status of TCHG. Exchange rate is another factor with a record of 31.1% with inflation standing at 13.3%. This data clearly shows why government must work hard to stabilize the economy of Ghana to save businesses. Such fluctuating economy put pressure on businesses to go extra mile to be able to sustain their businesses and eventually putting pressure on the final consumer.

Table 8: Analysis of Social Factors that Impact TCHG Gh Ltd

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lifestyle</td>
<td>34</td>
<td>33.3%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Attitudes and belief</td>
<td>29</td>
<td>28.9%</td>
<td>62.2%</td>
</tr>
<tr>
<td>Education</td>
<td>23</td>
<td>22.2%</td>
<td>84.4%</td>
</tr>
<tr>
<td>Ethics and religion</td>
<td>11</td>
<td>11.1%</td>
<td>95.5%</td>
</tr>
<tr>
<td>Cross cultural issue</td>
<td>5</td>
<td>4.5%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

As can be observed from Table 8, 33.3% of respondents stated that lifestyle of the people largely determines the way forward of organizational operations. TCHG having its prime objective as customer first, mostly decide base on the changing lifestyle of the people. We in the service industry see what pertains in the society and act accordingly. People are also moved by attitudes and beliefs and that represents 28.8% of the respondents. Education is another serious factor representing 22.2% with ethics and religion showing 11.1%. These are
factors beyond the control TCHG however, we in the TCHG put up our best to sustain them and work towards them.

Table 9: Analysis of Technological Factors that Impact TCHG Gh Ltd

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rate change</td>
<td>34</td>
<td>33.3%</td>
<td>33.3%</td>
</tr>
<tr>
<td>Use of outsourcing</td>
<td>9</td>
<td>8.9%</td>
<td>42.2%</td>
</tr>
<tr>
<td>Research and development</td>
<td>14</td>
<td>13.3%</td>
<td>55.5%</td>
</tr>
<tr>
<td>Knowledge management system</td>
<td>18</td>
<td>17.8%</td>
<td>73.3%</td>
</tr>
<tr>
<td>Network Coverage</td>
<td>27</td>
<td>26.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

According to Table 9, even though 26.7% shows networking in the general management and operations of TCHG however, there is 33.3% who really want to feel the change at TCHG. This shows that either few people are introduced to this networking system or there is not enough equipment to support it. This clearly shows that business units are not aligning with each other to foster growth. 13.3% speaking on research and development clearly shows not much of the staff of TCHG can boast of being technically inclined.

Table 10: Analysis of Legal Factors that Impact TCHG Gh Ltd

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxation</td>
<td>23</td>
<td>22.2%</td>
<td>22.2%</td>
</tr>
<tr>
<td>Employment</td>
<td>14</td>
<td>13.3%</td>
<td>35.5%</td>
</tr>
<tr>
<td>Import and Export</td>
<td>23</td>
<td>22.2%</td>
<td>57.7%</td>
</tr>
<tr>
<td>Regulatory bodies</td>
<td>34</td>
<td>33.4%</td>
<td>91.1%</td>
</tr>
<tr>
<td>Compliance</td>
<td>9</td>
<td>8.9%</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field Data, 2017

Most of the issues here were previously discussed in other tables. Taxation has always been a major problem to investors and the 22.2% result showing here is no different. An import and export duties of 22.2% is not different from the previous indication of dues and taxes. 33.4% representing regulatory bodies shows how serious these institutions are working towards the industry operators. The cumbersome nature of regulations and steps to import and export goods to support of our operations, makes it difficult for us to serve our clients as expected and eventually affecting our performance.
Table 11: Analysis of Environmental Factors that Impact TCHG Gh Ltd

<table>
<thead>
<tr>
<th>Item</th>
<th>Frequency</th>
<th>Percentage</th>
<th>Cumulative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Infrastructure</td>
<td>14</td>
<td>13.3%</td>
<td>13.3%</td>
</tr>
<tr>
<td>Climatic condition</td>
<td>11</td>
<td>11.1%</td>
<td>24.4%</td>
</tr>
<tr>
<td>Energy availability</td>
<td>14</td>
<td>13.3%</td>
<td>37.7%</td>
</tr>
<tr>
<td>Social Implication</td>
<td>27</td>
<td>26.7%</td>
<td>64.4%</td>
</tr>
<tr>
<td>Disposal of material</td>
<td>36</td>
<td>35.6%</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>102</strong></td>
<td><strong>100%</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Source: Field data, 2017

As per the figures in Table 11, 35.6% of the respondents indicated that waste disposal is a major problem in this country. We in the TCHG do not support filtered environment because we provide healthcare to the masses. One would wish TCHG support filtered environment since that cause more people to fall so as to increase our market share but we do not forget that staff of TCHG live in the same environment and may endanger their lives if they support that. 26.7% representing social implication explain how polarized the environment is and how quick issues can travel and eventually affect operation of an organization. We in the TCHG are much aware of that and always work towards achieving results within such environment. Two key areas of interest are energy availability and infrastructure, both representing 13.3% each. Healthcare provision can rarely survive without constant electricity but the case in Ghana seems quite disturbing with constant power cuts. This seriously affects our delivery and so need to spend so much on plant to keep our going and that comes with additional cost to TCHG.

4.6 Analysis Using the Mckinsey 7s model

Results of Mckinsey 7s Model Performance Evaluation

![Existence of McKinsey 7s model](image)

Figure 1: Existence of McKinsey 7s model

Source: Field Data, 2017

A whooping response of 66% indicates clearly that there is the existence of Mckinsey 7s model at TCH. However, a huge response of 30% representing neutral is an indication that units or departments are not aligning.
This figure gives an interesting picture: 42% neutral, 36% representing yes, and 22% representing no. This simply indicates that majority of staff are not aware of any strategic implementation policy currently at TCH and this calls for serious sensitization of corporate policies to all staff irrespective of one's position. This is a clear case of non-alignment of units at TCH. That is, one can suggest non-existence of shared values or weak systems to promote the common goal of TCH.

As per the figure, 57% agree there is the structure for strategy implementation. However, a total of 41% respondents representing no tells how seriously the institution is managed. Channel of communication, systems, shared values and corporate culture could be the major cause showing another case of non-alignment.
The figure above is not much different from the previous one. Even though 54% responded yes to the existence of organizational structure, however, 38% also responded no to the same case indicating that there is still more room for improvement. Formal structures could be in place but as to whether they influence the management’s operation is another issue. They could be there by name but non active in practice.

59% of the respondents agreed that the leadership style of TCH is good. However, to have 34% disagree is a serious issue and call for more questions. It could be the case of situational management style, reactive in nature instead of being proactive.
As per the figure above a whooping number of 45% showcase their disagreement to the existing systems supporting any good strategy implementation. 13% of them responded no which indicates a total of 58% showing their ill knowledge about systems supporting strategic implementation of any good policy. This also shows that there is much to be done on how things are done in the present TCH.

Judging from the figure above one can easily deduced that employee skill is necessary towards successful implementation and growth of organizational policies. 22% showing neutral may indicate however that some people still do not see the necessity of required skill operation and that such people need to be developed.
With issue of peculiar leadership style total of 55% said there is no special leadership style except the direct top-down approach system whereby structures could be seen functioning, however in practice it is a one-man show.

5.1 Summary and Conclusion

One can conclude that The Community Hospital (TCHG) needs huge amount of hard work to grow, and this will not be far from other operators from the industry, get earning and expand. This is possible by collective efforts of government and employees of TCHG as well as other operators in the industry. The restructuring and investment strategy are keys to further success; however it is the governance, transparency and accountability as the major traits of the organizational culture would add the sustainability of TCHG’s growth.

5.2 The restructuring plan for TCHG

The findings from the analyses of primary data suggest that TCHG requires overall restructuring of the organization design mainly: planning, staffing, controlling and monitoring. The planning and internal business processes as well as the staffing function would bring changes in the human capital attraction, training and development and as well retaining the right talents. The monitoring function would enable the induction of regulatory, reporting and control mechanisms in place which are currently absent. This would ultimately bring governance, transparency and accountability to the organization and make the decision making focused and un-biased. The major aim of this restructuring plan is to make the organization’s image more transparent, introduce professionalism in the working culture of the company and increase the profitability of the company.

Therefore, one would suggest three levels of change need to be introduced: strategic, transformational and incremental. Transformational level changes would bring the changes at the top level including leadership. The strategic changes would include the policies and strategies of the company and incremental changes would be brought to the core operations. The incremental
changes would be implemented in a phase manner and not a big bang introduction because phased manner of implementing changes would reduce the organizational inertia in the form of employee’s resistance against the change.

Figure 5.1 Restructuring plan for The Community Hospital (TCHG)

Profitability Focus
- New investment strategy and policies
- Asset allocations and ROI targets
- Market research and global intelligence

Organization Learning Focus
- Human capital development
- Training and assessment
- Zero tolerance for transgressors
- Outsourcing global expertise

Leadership Focus
- Corporate strategy
- Policy issues with other competitors and regulators
- Corporate social responsibility

Sustainable Growth of TCHG

Monitoring and Control Focus
- Mechanisms for governance and accountability
- Transparency and information disclosure
- Decision making and reporting

Adapted based on the analyses of findings

Figure 5.2 Expected Management Structure of TCHG (After Study)

Executive Board
To lay down strategic Plans
Set principles for risk Management
Set TCH investment mandate
Set TCH CEO job description
TCH Committees
Advise

TCH CEO
To lay down policies
Delegate mandates
Delegate work tasks through job descriptions

TCH Control and Compliance
monitoring Risk and compliance reporting

TCH Leadership Group
Implement policies through guidelines
Delegate work tasks
Monitor, follow up and report

Source: TCHG Annual Report, 2015

5.3 Organizational Structure for Management and Compliance at TCHG (Before Study)

Source: TCHG Annual Report, 2015
5.3 Recommendations

Based on the findings from the data the following recommendations are to support the needed change and policy implementation of The Community Hospital and other industry operators.

1. That The Community Hospital (TCHG) requires a complete overhauling (restructuring plan) to promote its global image and expand.
2. That monitoring functions should include induction of regulatory, reporting and control mechanism.
3. Three levels of change should be introduced to include strategic, transformational and incremental so as to promote transparency.
4. That operational system should be made professional to include global talents at all levels.
5. That complete professional management team should be introduced to manage the day to day operations of TCHG and it should be separate from ownership.
6. That staff function/job description should be made clearer and specific to enhance efficiency.

References