Corporate level strategic analysis and choice as a measure of achieving performance in organizations: (a survey of dangote groups of companies/conglomerates) quotod on Nigeria stock exchange market

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Key words
Corporate level strategic analysis, Business level strategic analysis, Strategic choice, Boston Consulting Group (BCG) matrix, Corporate portfolio analysis, Organizational growth factors, Strategic evaluation, environmental assessment, strategy, Competitive analysis, corporate strategic planning, multi-product firms, multi-business firms.

Abstract

The objective of the research is to establish the factors that are responsible to organizational growth level in Dangote group of companies. These factors ranges from market share growth, sales volume growth (turnover), profitability, competitive advantage and share capital size amongst others. Corporate level strategic analysis and choice was adopted with specific emphasis on Boston Consulting Group (BCG) matrix – portfolio analysis. Four (4) companies from Dangote conglomerate quoted on the Nigerian Stock Exchange market namely; Dangote Cement Plc, Dangote Flour Plc, Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc were surveyed with a population size of 5060. The sample size survey was 371. 209 respondents from Dangote Cement Company Plc, 75 respondents from Dangote Flour Mill Plc, 48 respondents from Dangote Sugar Refinery Company Plc and 39 respondents from National Salt Company Plc using judgmental and convenience sampling technique. The Quasi-experimental survey technique especially the cross-sectional design method was adopted. The Friedman Ranking test was carried out in testing the formulated hypothesis.

The test of the result revealed that there is a relationship between organizational factors such as market share growth, sales volume growth (turnover), profitability growth, effective strategy application, competitive advantage and share capital size and organizational growth in the Dangote Cement Company Plc and Dangote Flour Mills Plc with a 0.425 and 0.360 strength of association respectively and the hypothesis was rejected while for Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc, that was not the case and the hypothesis was accepted that organizational factors such as market share, sales volume (turnover), profitability growth, effective strategy application, competitive advantage and share capital growth does not influence organizational growth hence their hypothesis were accepted at 0.023 and 0.003 respectively. Based an the above it was recommended that organizations that desire to be stars needs to invest aggressively in (R&D) research and development to stay in the leading edge of technological know how. This requires having the expertise and capability to advance the state of technological know how and translate the advances into innovative new products. This should be a necessity in the challenging globalized world.

Secondly, all the organizational factors considered as been pillars of organizational growth (e.g. market share, sales volume, (turnover) growth, profitability, effective strategy application, competitive advantage and share capita size amongst others should be evaluated consistently to establish areas of strengths and weaknesses associated with it that can stand as a barrier to stamped growth enhancement.

Thirdly, comprehensive environmental assessment and strategic evaluation using SWOT analysis, CD-Pestleg, Boston consulting group analysis should be adopted for overall environmental scanning to facilitate proper monitoring of the organizational environment inorder to derive areas of opportunities, strengths, weaknesses and threats that can affect organizational growth level.

Fourthly, quality assurance managers should be employed by organizations to monitor/evaluate the type of strategic options adopted by companies if superior growth level is to be attained.

1.0 Introduction

Strategic analysis and choice largely involves making subjective decisions based on objective information. According to Kazmi (2011), the process of strategic choice is essentially a decision-making process. Decision-making consists of setting objectives, generating alternatives, choosing one or more alternatives that will help the organization achieve its objectives in the best possible manner, and finally, implementing the chosen alternative. To make a choice from among alternative, a decision maker has to set certain criteria in which to accept or reject alternatives. These criteria are the selection factors. They act as guides to decision making and considerably simplify the process of selection which would otherwise be a very difficult task. Thompson and Strickland (2010) maintains that, strategic choice could be defined as the decision to select from among the grand strategies considered, the strategy which will best meet the enterprise's objectives. The decision involves focusing on a few alternatives, considering the selection factors (i.e. the objectives factors which are based on analytical techniques and a hard facts or data used to facilitate a strategic choice. These would be termed as rational, normative or prescriptive factors and subjective factors which are based on one's personal judgment and collective or descriptive factors). Furthermore, we evaluate the alternatives against these criteria and make the actual choice.

Before any strategic choice is adopted, managers needs to carryout strategic analysis. Alfred Chandler (1962) defined strategy as: "The determination of the basic long-term goals and objectives of an enterprise and the adoption of the courses of action and the allocation of resources necessary for carrying out these goals".

Kenneth Andrews (1965) a Harvard Business School Professor responsible for developing the subject of business policy and its dissemination through the case study method defines strategy as "The pattern of objectives, purpose, goals and the major policies and plans for achieving these goals stated in such a way so as to define what business the company is in or is to be and the kind of company it is or is to be".

Igor Ansoff (1965) explain the concept of strategy as, "the common thread among the organization's activities and product markets … that defines the essential nature of business that the organization was or planned to be in future".

William Glueck (1972) defines strategy precisely as; "a unified comprehensive and integrated plan designed to assure that the basic objectives of the enterprises are achieved".

Henry Mintzberg (1987) defines strategy as; "a pattern in a stream of decisions and actions". Mintzberg distinguishes between "Intended strategies and emergent strategies". Intended strategies refers to the plans that manages develop, white emergent strategies are the actions that actually take place over a period of time. In this manner, an organization may start with a deliberate design of strategy and end up with another form of strategy that is actually realized.

Michael Porter (1996) has made invaluable contributions to the development of the concept of strategy. He opines that the core of general management is strategy, which he elaborates are; “developing and communicating the company’s unique position, making trade-offs, and forging fit among activities, strategic position is based on customers’ needs, customers accessibility, or the variety of a company’s products and services. A company’s unique position relates to choosing activities that are different from those of the rivals, or to performing similar activities in different ways. However, a sustainable strategic position requires a trade-off when the activities that a firm performs are incompatible. Creation of fit among the different activities is done to ensure that they relate to each other.

Strategic analysis according to Kazmi (2011) is a dynamic area of strategic management where new tools and techniques are continually being developed, often replacing some of the older techniques. There are myriad tools and techniques available to perform strategic analysis such as popular technique of SWOT analysis for instance can be used with the help of a software that provides templates for listing the strengths, weaknesses, opportunities and threats and evaluating them. Others include; environmental appraisal techniques of forecasting, organizational appraisals, scenario-writings. Organizational appraisals according to Fred David (2003) is done by internal, comparative and comprehensive analyses using techniques such as financial and non-financial analysis, value chain analysis, benchmarking and balanced scorecard.

Kazmi (2011) maintains that strategic analysis can be done at two levels; the corporate and business levels. The corporate-level strategic analysis focuses on techniques for analyzing businesses under the same corporate umbrella. For example Dangote group of companies/conglomerates such as Dangote Cement Plc, Dangote Sugar Plc, Dangote Salts, Dangote Mecroni/Spaghetti, Dangote Haulage, Dangote Fertilizer, Dangote Oil and Gas. Other conglomerate can be Globacom Telecommunications Plc Conoil Plc and Sterling Bank owned by Otunba Mike Adenuga in Nigeria. The strategic analysis here will concentrate at evaluating the relative market share position and industry growth rate over a period of time to determine which portfolio derives greater worth of market share and growth level such that much performance level will be attained. This analysis can also focus on determining which factors are mostly responsible for organizational growth in Dangote group of companies in terms of ranking.

The Business level strategic analysis focuses on individual businesses under the corporate umbrella from the perspective of the industry to which each of those businesses belong and on the unique competitive situations they face in their respective industries.

Corporate-level strategic analysis treats a corporate entity as constituting of portfolio of businesses under a corporate umbrella. The analysis focuses on the questions of what a corporate entity should do regarding the several businesses in its portfolio. The strategic alternatives here are basically the corporate strategies of stability, expansion, retrenchment and combination strategies.

It is pertinent to note that corporate level strategic analysis is relevant to the case of a diversified corporation having several businesses and subsidiaries E.g. Nigerian National Petroleum Corporation (NNPC) subsidiaries in Nigeria drilling and marketing oil products is a good example. For companies that are single business entities, a business-level strategic analysis is sufficient which it central theme is competition. The arena of analysis is therefore the markets and industries where the organizations compete. The analysis here focuses on the question of what means should the organization adopt with regard to the business that it does. These means are the strategic alternative, of cost leadership, differentiation and focus.

Our concern here in this survey is the corporate level strategic analysis of Dangote group of companies in operation between 2008-2013. The corporate portfolio analysis for this study may use Boston Consulting Group (BCG) matrix in diagnosing the Dangote group of companies/conglomerate to establish their level of market share attainment and growth levels. This will also establish which factors are mostly responsible for growth in Dangote group of companies/conglomerate.

2.0 Statement of the Problem

The main problem this research survey seeks to address is that despite various corporate-level strategic initiatives adopted and applied for viable management by Dangote Group of companies/conglomerates between 2008-2013, there seems to be decline in performance experienced in other industries/subsidiaries. These strategies applied using Boston Consulting Group (BCG) matrix-strategic analysis ranges from stability, expansion strategies through concentration, integration, diversification, cooperation, and internalization strategies, diversification, the retrenchment strategies of turnaround, divestment and liquidation and finally the combination strategies. This research seeks to establish why there is low market share in some industries/subsidiary companies and slow growth rate in others, low turnover, low profits, low competitive advantage amongst others using Boston Consulting Group (BCG) matrix-strategic analysis. Hence the concern is to examine the most relevant factors responsible for organizational growth in Dangote conglomerate quoted on Nigeria Stock Exchange Markets.

1.0. Objectives of the Study

i. To examine the factors responsible for organizational growth in Dangote group of companies/conglomerate quoted on the Nigerian Stock Exchange Market.

1.0. Research Question

i. To what extent has organizational factors enhanced the growth level in the Dangote group of companies/conglomerate quoted on Stock Exchange Market?

1.0. Research Hypothesis

Ho_1: There are no factors responsible for organizational growth in Dangote group of companies/conglomerate quoted on the Nigerian Stock Exchange Market.

6.0. Review of Related Literature

The concept of corporate-level strategic analysis: As noted by Kazmi (2011) and David Fred (2003) corporate level strategic analysis treats corporate entity as consisting a portfolio of businesses under a corporate umbrella. The analysis focuses on the question of what should a corporate entity do regarding the several businesses that are there in its portfolio.

The strategic alternatives here are basically the grand strategies of stability, expansion, retrenchment, and combination strategies. Thompson and Strickland (2009) noted that, corporate level strategic analysis is relevant to the case of a diversified corporation which has several businesses. The corporate portfolio analysis constitutes the major chunk of the analysis done at the corporate level. The most outstanding technique considered in corporate level strategic analysis for this research is the Boston Consulting Group (BCG) matrix or product portfolio matrix.

The corporate portfolio analysis according to Kazmi (2011) is a set of techniques that evolved during the mid – 1960s and soon became a management fad. During the 1970's, a tendency to discredit these techniques arose when it was realized that the assumptions did not always hold good. However, currently accepted that these techniques are useful, not as purely prescriptive, but as an important and decisive part of a set of criteria – normative as well as descriptive – that assist strategists in exercising a strategic choice.

He maintained that, corporate portfolio analysis also known as portfolio analysis could be defined as a set of techniques that help strategists in taking strategic decisions with regard to individuals products or businesses in a firms portfolio. It is primarily used for competitive analysis and corporate strategic planning in multi-product and multi business firms. They may also be used in less diversified firms; if these consist of a main business and other minor complementary interests. The main advantages in adopting a portfolio approach in a multi product, multi-business firm is that resources could be channelized at the corporate level to those businesses that possess the greatest potential. For instance, a diversified company may decide to divert resources from a cash-rich business to the more prospective ones which hold the promise of a faster growth so that the company can achieve its corporate level objectives in an optimal manner.

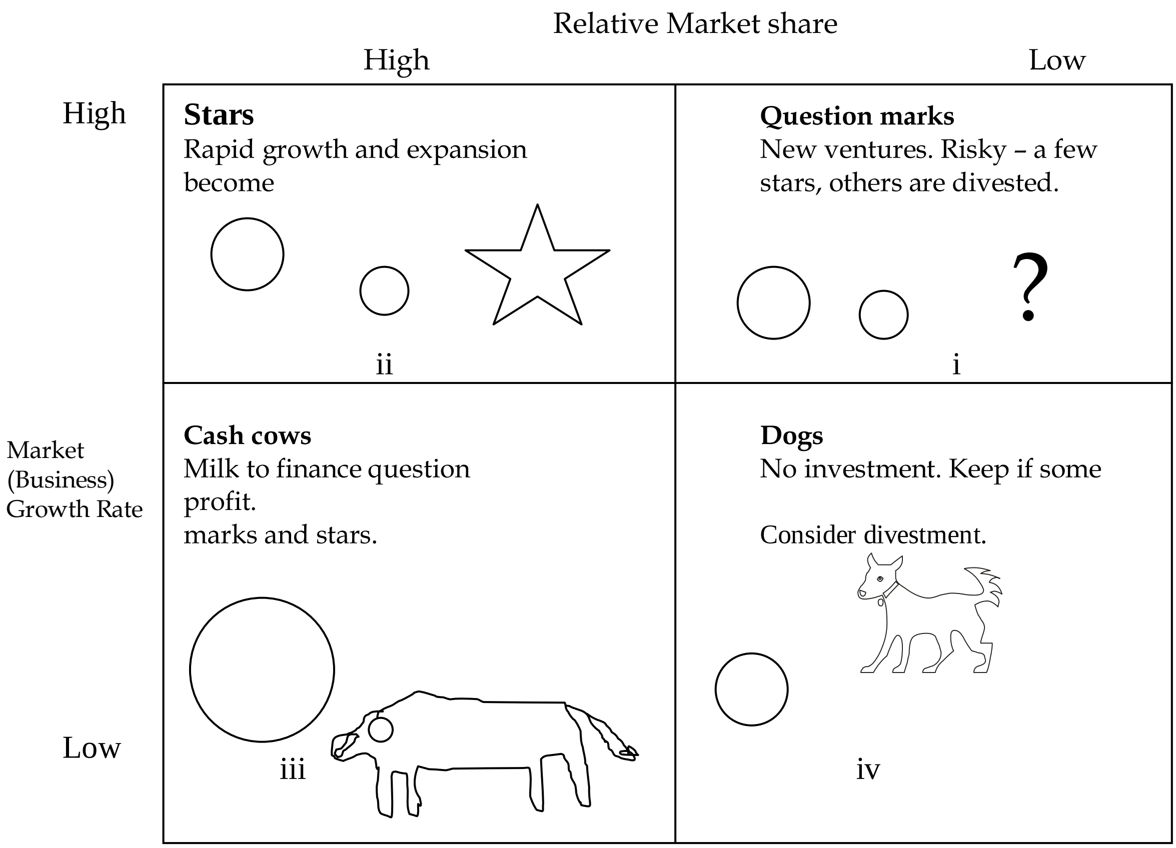
Daft (2008) maintained that individual investors often wish to diversify in an investment portfolio with some high-risk stocks, some low-risk stocks, some growth stocks and perhaps a few income bonds. In much the same way, corporations like to have a balanced mix of business divisions called Strategic Business Units (SBUS). An SBU has a unique business mission, product line, competitors, and market relative to other SBUS in the corporation. Executive in charge of the entire corporation generally define the grand strategy and then brings together a portfolio of strategic business units to carry it out.

Portfolio strategy pertains to the mix of business units and product lines that fit together in a logical way to provide synergy and competitive advantage for the corporation. Managers don't like to become too dependent on one business. The Dangote Cement division/subsidiary is keeping the corporation sales and profit strong. The unit provides a steady revenue stream as compared to other divisions.

There are a number of techniques that could be considered as corporate portfolio analysis techniques. Among them area; Boston Consulting Group (BCG) Matrix or Product Portfolio, General Electric's Nine cell, Hofer's product – Market Evaluation, Directional Policy and the Strategic Position and Action Evaluation Matrices (SPACE) matrix.

The research survey embarked upon intends to adopt, the Boston Consulting Group (BCG) matrix for analysis. The Boston Consulting Group (BCG) matrix: - According to Fred R. David (2003) provides a graphic representation for an organizations to examine the different businesses in its portfolio on the basis of their relative market shares and industry growth rate. Griffins (1997) and Bateman and Snell (1999) maintains that the BCG matrix provides a framework for evaluating the relative performance of businesses in which diversified organization operates. It also prescribes the preferred distribution of cash and other resources among these businesses. The BCG matrix uses two (2) factors to evaluate an organization's set of businesses: the growth rate of a particular market and the organizations share of that market. The matrix according to Ekinaselu and Oyende (2009) suggests that fast growing markets in which an organization has the highest market share are more attractive business opportunities than slow-growing markets in which an organization has small market share. Dividing market growth and market share into two (2) categories (low and high) creates the simple matrix as shown in exhibit below.

The BCG Matrix



The BCG matrix classifies the types of businesses that a diversified organization can engage in as stars, cash-cows, Question marks and Dogs.

a. **Stars**: Quadrant II businesses (often called stars) represent the high growth – high market share businesses which may or may not be self sufficient in terms of cash-flows. They correspond closely to the growth phase of the product life cycle. They represent the organization's best long-run opportunities for growth and profitability. Divisions with a high relative market share and a high industry growth rate should receive substantial investment to maintain or strengthen their dominant positions.
Forward, backward and Horizontal integration; market penetration; market development, product development; and joint ventures are appropriate strategies for these divisions to consider.
In the current Nigerian context, there are businesses which could be considered as "stars" business. For instance, Cement manufacturing, petrochemicals, oil marketing telecommunications, fast foods, ceramic tiles, General electric Plc, Hewlett-Packard Plc, Coca-Cola Plc, Nigeria Breweries Plc, Gunnies Nigeria Plc amongst others are some of the industries which have a very high growth rate.

b. **Question marks:** Divisions in quadrant 1 are businesses with high industry growth but low market share position. They are also known as the "problem children". The question mark business is risky: It could become a star, or it could fail. The corporation can invest the cash earned from cash cows in question marks with the goal of nurturing them into future stars. Generally, these firms cash needs are high and their cash generation is low. The future performance of these businesses is uncertain. These businesses are called question marks because the organization must decide whether to strengthen them by pursuing an intensive strategy (market penetration, market development, or product development) or to sell them. Example here may include; Dangote Macroni/spaghetti, decorative paints are some examples of question marks.

The BCG matrix suggests that organizations should carefully invest in question marks. If their performance does not live up to expectations, question marks should be reclassified as Dogs and divested.

c. **Cash cows:** Division positioned in quadrant III have a high relative market share but compete in a low-growth industry. Called cash cows because they generate cash in excess of their needs, they are often milked. Many of today's cash-cows were yesterday's stars. Cash-cows divisions should be managed to maintain their strong position for as long as possible.

Product development or concentric diversification may be attractive strategies for strong cash-cows. However, as a cash-cow division becomes weak, retrenchment or divestiture can become more appropriates. Examples in Nigeria can be Leventis stores, UTC Stores. Note that because heavy investment to advertising and plant expansion are no longer required, the corporation earns a positive cashflows. It can milked the cashflow to invest in other, riskier businesses.

d. **The Dogs:** Quadrant IV of the organization have low relative market share position and compete in slow-or-no-market-growth industry. These are called Dogs in the firms portfolio. They neither generate or require large amount of cash. Dog is a poor performer. In terms of product life cycle (plc), the Dogs are usually products in late maturity or a declining stage. The experience curve for the company shows that it faces cost disadvantage owing to a low market share. The Dogs provide little profit for the corporation and may be targeted for divestment or liquidations if turnaround is not possible.

Because of their weak internal and external position, these businesses are often liquidated, divested, or trimmed down through retrenchment. When a division first becomes a Dog, retrenchment can be the best strategy to pursue because many Dogs have bounced backed after strenuous asset and cost reduction, to become viable, profitable divisions. Example of such companies include, photocopiers businesses, leasing, cotton textiles, railway transportation business are some of the products and services that have become "dogs" for quite a few companies. This is because of their low growth, and weak competitive position in business.

The major benefit of BCG matrix according to Fred David (2003) is that it draws attention to the cashflow, investment characteristics and needs of an organization various divisions. The divisions of many firms evolve over time: Dogs become Question Marks, Question Marks become stars, stars become cash cows, and cashcows become Dogs in an ongoing counter clockwise motion.

Less frequently, stars become question marks, question marks become Dogs, Dogs become cashcows and cashcows become stars (in a clockwise motion). In some organizations, no cyclical motion is apparent. Overtime organizations should strive to achieve a portfolio of division that are stars.

The BCG matrix, like all analytical techniques, has some limitations, for example, viewing every business as either star, cashcow, Dog or Question Mark is an oversimplification. Many business fall right in the middle of the BCG matrix and thus are not easily classified.

Furthermore, the BCG matrix does not reflect whether or not various divisions or their industries are growing overtime; that is, the matrix has not various divisions or their industries are growing over time, that is, the matrix has no temporal qualities, but rather it is a snapshot of an organization at a given point in time.

Finally, other variables besides relative market share position and industry growth rate in sales, such as size of the market and competitive advantage, are important in making decisions about various divisions.

1.1. Research Methodology

For this study, the researcher employed a cross-sectional design of the quasi experimental design which is a type of survey research design. The quasi experimental method concerns research studies that are almost but not quits real experiments (Gravette and Wallnaw, 2000:16). The design is believed to be most suitable since there are no real experiments carried out with human beings who are the study subjects in this case. The design suitability is seen in the fact that it involves taking a sample of elements from a population of interest which is measured at a single point in time (Baridam, 2001:57).

The population for this study comprises of four (4) quoted companies on the Nigeria Stock Exchange Market from Dangote Group of Companies with staff population as follows; Dangote Cement Plc 2854, Dangote Sugar Refinery Plc 652, Dangote Flour Mills Plc 1028 and National Salt Company of Nigeria Plc 526 as at December 2013. This altogether makes a total population size of 5060.

The selection of the companies bordered on factors such as size, age, scope of operations to pave way for sound portfolio analysis and establish how the application of strategies have added growth in terms of market share, sales volume, consistent profit attainment, share capital size amongst others. The choice of the four (4) companies was both judgmental and convenient since the companies are from different line of operations and have been in existence for a duration of more than 5 years. Primary source of data collection especially questionnaire will be administered to obtain viable information on the subject matter of factors that enhance industrial growth in a given portfolio of Dangote group of companies quoted on stock exchange market in Nigeria.

To scientifically generate a sample size, the Taro Yamane's (1964) formula was applied. According to Baridam, this formula can be used for a homogenous population like the one in this research. The formula is stated below;

$$n = \frac{N}{1 + N(e)^2}$$

Where

n = Sample size

e = Level of significance

N = Population size

1 = Constant value.

A total population size of 5060 was used to calculate the sample size of four (4) organizations in the study at 0.05 level of significance as shown below;

$$n = \frac{5060}{1 + 5060(0.05)^2}$$

$$n = \frac{5060}{1 + 5060(0.0025)}$$

$$n = \frac{5060}{1 + 12.56}$$

$$n = \frac{5060}{}$$

$$n = \frac{}{13.65}$$

$n = 370.695$

$n = \underline{371}$

From the total sample size, the individual company's sample size was calculated. The formula applied was Bowley's population allocation formula (1964) in Nzelibe (1999:201) as shown below;

$$nh = \frac{nNh}{N}$$

Where

nh = the number of units allocated to each company

n = the total sample size

Nh = the number of employees in each company

N = the population size.

Following the Bowley Allocation formula, the individual company sample size is derived as follows;

S/No	Name of Company	Company population	Total sample size
1	Dangote Cement Company Plc	2854	209
2	Dangote Flour Mills Company Plc	1028	75
3	Dangote Sugar Refinery Company Plc	652	48
4	National Salt Company of Nigeria Plc	526	39
	Total	5060	371

Source: Company's Records and Field Survey, (2012).

For Dangote Cement Company Plc $nh_1 = \frac{371 \times 2854}{5060}$

$= 209.25 = 209$

For Dangote Flour Mills Company Plc $nh_2 = \frac{371 \times 1028}{5060}$

$= 75.37 = 75$

For Dangote Sugar Refinery Company Plc $nh_3 = \frac{371 \times 652}{5060}$

$= 47.8 = 48$

For National Salt Company of Nigeria Plc $nh_4 = \frac{371 \times 526}{5060}$

$= 38.56 = 39.$

Likert rating scale questions will be used to solicit for responses from employees of the four (4) companies specifically to rank factors that contribute mostly to the growth of the organizations.

Friedman Rank test will be use to carryout the test on these factors. The formula is stated below:

$$Xr^2 = \frac{12}{NK(K+1)} \sum_{j=i}^{k} (Rj)^2 - 3n(K+1)$$

Where N = Number of rows

K = Number of columns

Rj = Sum of ranks in jth column

$\sum_{j=i}^{k} Rj^2$ = Directs one to sum the squares of the sums of ranks over all K conditions.

Xr^2 = The sign for the Friedman Rank test.

1.1. Data Presentation and Analysis

This section deals with the descriptive statistics, that is, the presentation of tables and figures and test of hypothesis.

Table 4.1: Category of Staff

Category of organization	**Dangote Cement Company Plc**		**Dangote Flour Mills Company Plc**		**Dangote Sugar Refinery Company Plc**		**National Salt Company of Nigeria Plc**	
Category of Staff	Number of staff	%	Number of Staff	%	Number of Staff	%	Number of Staff	%
Management	84	40%	30	40%	20	42%	14	36%
Non management	125	60%	45	60%	28	58%	25	64%
Total	209	100%	75	100%	48	100%	39	100%

Source: Field Survey, 2013.

Table 4.1 reveals that in both Dangote Cement Company Plc and Dangote Flour Mills Company Plc sampled management staff constitute a proportion of 40% in both companies and non-management staff sampled constitute a proportion of 60% in both companies. For the Dangote Sugar Refinery Company Plc 20 of the employee constituting 42% represent the management group while 28 employee constituting 58% represent the non-management cadre of the company. For the National Salt Company of Nigeria Plc 14 employees (36%) represent the management group while 64% which stands for 25 employees represents the non-management group.

Table 5.1: Response Rate from the Organizations

Category of organization	**Copies of questionnaire returned**	**Copies of questionnaire actually used**	**Response Rate (%)**
Dangote Cement Company Plc	209	209	100%
Dangote Flour Mills Company Plc	75	75	100%
Dangote Sugar Refinery Company Plc	48	48	100%
National Salt Company of Nigeria Plc	39	35	89.7
Total	371	367	-

Source: Study Sample.

Table 5.1 shows that the number of questionnaire returned from the 4 categories of organizations, the number actually used and the response rate. The table shows that all copies of the questionnaire returned from both Dangote Cement Company Plc, Dangote Flour Mills Company Plc, and Dangote Sugar Refinery Company Plc were used for analysis. That was not the case with the National Salt Company of Nigeria Plc because only 35 copies of the questionnaire could be used out of 39 returned. It should be observed, however, that the average response rate of 99% used for the study is still high.

Table 6.1: Employees Opinion on whether factor such as Growth in Market share, sales volume (Turnover), profitability, effective strategy application, Competitive advantage and share capital size determines company's growth level.

Category of organization	**Dangote Cement Company Plc**		**Dangote Flour Mills Company Plc**		**Dangote Sugar Refinery Company Plc**		**National Salt Company of Nigeria Plc**	
Response option	Mean Response	Rate	Mean Response	Rate	Mean Response	Rate	Mean Response	Rate
Strongly Agree	92	44%	30	40%	21	44%	14	40%
Agree	98	47%	31	41%	22	46%	16	46%

Undecided	9	4.3%	6	8%	5	10%	3	9%
Disagree	5	2.4%	4	5.3%	-	-	2	6%
Strongly Disagree	5	2.4%	4	5.3%	-	-	-	-
Total	209	100%	75	100%	48	100%	35	100%

Source: Field Survey, 2013.

In considering whether growth in market share, sales volume, profit level, effective strategy application, competitive advantage and share capital size amongst others determines company's growth level, it can be seen from table above. For Dangote Cement Company Plc, 92 employees representing 44% strongly agreed while 98 employees standing for 47% agreed to the notion. Only 4.3% representing 9 employees were undecided. 5 employees representing 2.4% disagree while 5 employees representing 2.4% strongly disagreed.

From the Dangote Flour Mills Plc, 40% (30 respondents) strongly agreed while 41% (31 respondents) agreed. 4 respondents representing 8% were undecided while 5.3% disagreed and 5.3% strongly disagreed.

For Dangote Sugar Company Plc, however, 21 respondents representing 44% strongly agreed. While 22 respondents representing 46% agreed. While 5 respondents standing for 10% were undecided. No respondents appeared in both "Disagree" and "strongly disagree" response options.

From the National Salt Company of Nigeria Plc, 16 respondents representing 46% agreed, while 14 respondents standing for 40% strongly agreed. While 3 respondents representing 9% were undecided. However, 6% representing 2 respondents Disagreed.

Table 7.1: Factors that Determines Growth level in Dangote Cement Company Plc

S/No	Apportioned Ranks Factors Determining Growth in organizations	1	2	3	4	5	6
1	Market share growth	7	6	5	6	8	4
2	Sales volume growth (Turnover)	5	8	7	9	6	12
3	Profitability growth	6	5	6	4	2	8
4	Effective strategy application	4	3	-	2	3	7
5	Competitive advantage	8	3	12	1	4	-
6	Share capital size	10	-	22	8	1	5
	Total	40	25	56	30	22	36

Source: Field Survey, 2013.

Table 8.1: Factors that Determines Growth level in Dangote Flour Mills Company Plc

S/No	Apportioned Ranks Factors Determining Growth in organizations	1	2	3	4	5	6
1	Market share growth	2	3	3	4	2	-
2	Sales volume growth (Turnover)	2	3	2	4	2	3
3	Profitability growth	2	3	5	1	2	2
4	Effective strategy application	-	-	1	-	3	1
5	Competitive advantage	-	5	1	2	1	2
6	Share capital size	4	-	4	4	-	2
	Total	10	14	16	15	10	10

Source: Field Survey, 2013.

Table 9.1: Factors that Determines Growth level in Dangote Sugar Refinery Company Plc

S/No	Apportioned Ranks Factors Determining Growth in organizations	1	2	3	4	5	6

1	Market share growth	2	2	3	2	2	1
2	Sales volume growth (Turnover)	3	1	2	2	3	2
3	Profitability growth	1	1	-	2	2	1
4	Effective strategy application	-	2	2	-	1	1
5	Competitive advantage	2	1	1	-	-	-
6	Share capital size	1	1	2	-	1	1
	Total	9	8	10	6	9	6

Source: Field Survey, 2013.

Table 10.1: Factors that Determines Growth level in National Salt Company of Nigeria Plc

S/No	Apportioned Ranks **Factors Determining Growth in organizations**	1	2	3	4	5	6
1	Market share growth	1	2	1	2	1	-
2	Sales volume growth (Turnover)	1	2	3	2	1	3
3	Profitability growth	2	-	2	1	1	2
4	Effective strategy application	-	1	-	2	-	1
5	Competitive advantage	-	1	-	-	-	-
6	Share capital size	1	-	1	-	-	-
	Total	5	6	6	7	3	8

Source: Field Survey, 2013.

Table 11.1: Percentage Distribution of factors determining growth rate level in Dangote Cement Company Plc

S/No	Apportioned Ranks **Factors Determining Growth in organizations**	1	2	3	4	5	6
1	Market share growth	17.5%	24%	8.9%	20%	36.3%	11.1%
2	Sales volume growth (Turnover)	12.5%	32%	12.5%	30%	13.6%	33.3%
3	Profitability growth	15%	20%	10.7%	7.1%	9.09%	22.2%
4	Effective strategy application	10%	12%	-	6.66%	13.6%	19.4%
5	Competitive advantage	20%	12%	21.4%	3.33%	18.1%	-
6	Share capital size	25%	-	39.2%	26.6%	9.09%	13.8%
	Total	100%	100%	100%	100%	100%	100%

Source: Field Survey, 2013.

Table 12.1: Percentage Distribution of Factor determining Growth rate level in Dangote Flour Mills Company Plc

S/No	Apportioned Ranks **Factors Determining Growth in organizations**	1	2	3	4	5	6
1	Market share growth	20%	21.4%	18.7%	26.6%	20	-
2	Sales volume growth (Turnover)	20%	21.4%	12.5%	26.6%	20%	30%
3	Profitability growth	20%	21.4%	31.2%	6.6%	20%	20%
4	Effective strategy application	-	-	6.2%	-	30%	10%
5	Competitive advantage	-	35.7%	6.2%	13.3%	10%	20%
6	Share capital size	10%	-	25%	26.2%	-	20%
	Total	100%	100%	100%	100%	100%	100%

Source: Field Survey, 2013.

Table 13.1: Percentage Distribution of factors determining growth rate level in Dangote Sugar Refinery Company Plc

S/No	Apportioned Ranks **Factors Determining Growth in organizations**	1	2	3	4	5	6
1	Market share growth	22.2%	35%	30%	33.3%	22.2%	16.6%
2	Sales volume growth (Turnover)	33.3%	12.5%	20%	33.3%	33.3%	33.3%
3	Profitability growth	11.1%	12.5%	-	33.3%	22.2%	16.6%
4	Effective strategy application	-	25%	20%	-	11.1%	16.1%
5	Competitive advantage	22.2%	12.5%	10%	-	-	-
6	Share capital size	11.1%	12.5%	20%	-	11.1%	16.6%
	Total	100%	100%	100%	100%	100%	100%

Source: Field Survey, 2013.

Table 14.1: Percentage Distribution of factors determining growth rate level in National Salt Company of Nigeria Plc

S/No	Apportioned Ranks **Factors Determining Growth in organizations**	1	2	3	4	5	6
1	Market share growth	20%	33.3%	16.6%	28.5%	33.3%	2.5%
2	Sales volume growth (Turnover)	20%	33.3%	50%	28.5%	33.3%	37.5%
3	Profitability growth	40%	-	33.3%	14.2%	33.3%	25%
4	Effective strategy application	-	16.6%	-	28.5%	-	12.5%
5	Competitive advantage	-	16.6%	-	-	-	-
6	Share capital size	20%	-	16.6%	-	-	-
	Total	100%	100%	100%	100%	100%	100%

Source: Field Survey, 2013.

Tables 7.1, 8.1, 9.1 and 10.1 reveal the ranking of the factors that determines growth level in the four (4) categories of organizations studied. That is, Dangote companies quoted on the Nigerian Stock Exchange Market (Dangote Cement Company Plc, Dangote Flour Mills Company Plc, Dangote Sugar Refinery Company Plc and National Salt Company Plc). In Tables 10, 11, 12 and 13, the different ranks were converted into percentages.

Table 11.1, a corresponding Table to 7.1, is the converted ranks for the Dangote Cement Company Plc, showing the percentage distribution of the different ranks. Going through the table, it can be seen that sales volume growth (Turnover) has the highest ranking 33.3%%. It is followed by profitability growth level with 22.2% and then effective strategy application with 19.4%.

In this same vein, Table 12.1, showing the percentage distribution of growth factors of organizations in Dangote Flour Mills Company Plc, reveals the converted rankings from Table 8.1. In that table it is also seen that sales volume growth (Turnover) level has the highest ranking of 30%, factors such as profitability growth level, competitive advantage and share capital size followed with a ranking of 20% each. This is revealing that combination of factors would account to growth of portfolio.

From Table 13.1, showing percentage distribution of growth factors of portfolio in Dangote Sugar Refinery Company Plc, it is equally seen that sales volume growth (Turnover) takes a lead with 33.3% followed by combination of factors such as market share growth, profitability growth, effective strategy application and share capital size which records a ranking of 16.6% each.

For Table 14.3, it shows the percentage distribution of growth factors of organizations in National Salt Company of Nigeria Plc ranking levels. It is equally seen that sales volume growth (Turnover) level takes a lead with 37.5%. This is followed by a combination of factors such as market share growth, profitability growth which records a ranking of 25% each. The next in the order is effective strategy application with 12.5%. This is practically revealing that even though sales volume growth (Turnover) as a factors is ranked highest in all the companies, other factors such as profitability growth, effective, strategy application, market share growth, share capital size and effective competitive advantage could be a combination of factors that can be considered as accounting for growth of the portfolio of companies.

1.1. Test of Hypothesis

H_1: There are no factors responsible for organizational growth in Dangote group of companies/conglomerate. Tables 7.1, 8.1, 9.1, and 10.1 were used in testing the hypothesis. The Friedman Rank test was applied in the test of hypothesis.

Name of Company	**Factors**	**N**	**Mean rank**	**Chi-square**	**df**	**p**	**decision**
	Market share growth	6	3.83				
	Sales Volume growth (turnover)	6	4.58				
Dangote Cement Company Plc	Profitability growth	6	3.25				
	Effective strategy application	6	2.33	4.928	5	0.425	Rejected
	Competitive advantage	6	3.25				
	Share capital size	6	3.75				
Name of Company	**Factors**	**N**	**Mean rank**	**Chi-square**	**df**	**p**	**decision**
	Market share growth	6	3.67				
	Sales Volume growth (turnover)	6	4.33				
Dangote Flour Mills Company Plc	Profitability growth	6	4.00				
	Effective strategy application	6	2.25	5.481	5	0.360	rejected
	Competitive advantage	6	3.00				
	Share capital size	6	3.75				
Name of Company	**Factors**	**N**	**Mean rank**	**Chi-square**	**df**	**p**	**decision**
	Market share growth	6	4.83				
	Sales Volume growth (turnover)	6	4.92				
Dangote Sugar Refinery Company Plc	Profitability growth	6	3.17				

	Effective strategy application	6	3.08	13.092	5	0.023	accepted
	Competitive advantage	6	2.17				
	Share capital size	6	2.83				
Name of Company	**Factors**	**N**	**Mean rank**	**Chi-square**	**df**	**p**	**decision**
	Market share growth	6	4.58				
	Sales Volume growth (turnover)	6	5.25				
National Salt Company of Nigeria Plc	Profitability growth	6	4.17				
	Effective strategy application	6	2.75	17.730	5	0.003	accepted
	Competitive advantage	6	1.92				
	Share capital size	6	2.33				

The result reveal that there is a relationship between organizational factors such as market share growth, sales volume growth (turnover), profitability growth, effective strategy application, competitive advantage and share capital size and organizational growth in the Dangote Cement Company Plc and Dangote Flour Mills Plc with a 0.425 and 0.360 strength of association respectively hence the hypothesis were rejected.

In the Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc, that was not the case since they accepted that organizational factors such as market share growth, sales volume growth (turnover), profitability growth, effective strategy application, competitive advantage and share capital size does not influence organizational growth hence the hypothesis were accepted at 0.023 and 0.003 respectively.

6.1. Discussion of Findings

Hypothesis Ho$_1$:

The first hypothesis sought to find out whether where there factors responsible for organizational growth in Dangote group of companies/conglomerate. The null hypothesis was rejected in Dangote Cement Company Plc and Dangote Flour Mills Company Plc but accepted in Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc. The acceptance of the null hypothesis in Dangote Sugar Refinery Company Plc and National Salt Company of Nigeria Plc means that organizational factors even though they exist, does not influence the organizational growth in these companies.

The rejection of the null hypothesis in Dangote Cement Plc and Dangote Flour Mills Plc revealed that, there are factors responsible for growth of organization. These include market share, sales volume (turnover), profitability, effective strategy application, competitive advantage and share capital size.

The Implication of this rejection is that in the Dangote Cement Company Plc and Dangote Flour Mills Company Plc these factors are seen to be influencing growth level to a reasonable extent thus accounting for the companies growth level in general. This agrees with Griffins (1997), Kazmi Azhar (2011) and David Fred (2003) views who maintains that strategic alternatives (e.g. stability, expansion, retrenchment and combination of strategies), rate of growth in sales in an industry, relative market share amongst others determines the attractiveness and profitability position of a business of a company.

Therefore the presence of these factors will enhances tremendous success of the firms in all ramifications and should not be compromised.

For the Dangote Sugar Refinery Company Plc and National Salt company of Nigeria Plc however, the factors are seen no to be influencing growth in a positive direction since the hypothesis was accepted. This by implication is revealing that the executive management of the company will explore all the necessary strategies to discover other relevant factors that can influence growth in a positive manner. This agrees with David Fred (2003) who maintains that attention should be focused to cashflow of companies, investment characteristics and the needs of any organization's various divisions as important factors necessitating growth.

The general implication for the above scenario is that, organizations needs to acquire and train employees who will be skillful in promotional activities of marketing the products of the firms (i.e. Advertising, Sales promotion, personal selling and publicity and public relations). This will facilitate the increase/improvement in market share of companies sales volume growth (turnover), profitability growth, amongst others. This agrees with the view of Kotler (2000) who maintains that modern marketing calls for more than developing a good product, pricing it attractively and making it accessible. Companies must also communicate with present and potential stakeholders, and the general public. Every company is inevitably cast into the role of communicator and promoter. For most companies, the question is not whether to communicate but rather what to say, to whom and how often. This marketing communication mix consist of five (5) major modes of communication namely; Advertising, sales promotion, public relations and publicity, personal selling and direct marketing. All these if properly applied will enhance market share of the firm, growth in sales volume and profitability of the company for the enhancement of competitive advantage, Aaker (1992).

Thompson and Strickland (1990) in their respective research maintains that (6) essential factors for creating Sustainable Competitive Advantage (SCA) are;
(a) Skills, Assets and capabilities, (b) Where you compete, (c) Who you compete against, (d) Cost competitiveness (e) Quality production and service, (f) Speed (g) Innovation.

This scenario demands that human resources department of the companies recruit and select based on established requirements, plan to attract candidates that have requisite skills, Assets, capabilities. Their personnel should be able to know their competitors and develop strategies. Identify their bases of competition (i.e. the key success factors (KSFS) for strategic groups in the market (Aaker, 1992, Porter, 1980). The importance of key success factors to the organization is that, its absence can create a substantial weakness to the organization. Secondly, they serve as a base of advantage thereby creating superiority to competitors due to assets and skills organization possess.

- Cost competitiveness means that your costs are kept low enough so that you can realize profit and price your products (goods and services) at levels that are attractive to consumers.
- Quality is the excellence of your products, including its attractiveness, lack of defects, reliability and long-term dependability.

  According to Bateman and Snell (2000) organization can achieve world class service quality/excellence by;

i. By providing basic service (ii) Been reliable (iii) Listen to customers (iv) Listen to employees (v) Solve problems (vi) Surprise customers (vii) Be fair.

- Speed – This exhibits fast and timely execution, response and delivery of results.
- Innovation – This is the introduction of new goods and services (i.e. introduction of new products).

All these put together will enhance competitive advantage.

From the above scenarios it can be deduced that a combination of factors in any given organization can result to organizational growth (i.e. market share, sales volume growth (turnover), profitability, effective strategy application, competitive advantage and share capital size) amongst others.

Even though sales volume growth (turnover) was ranked highest in all organizations as the paramount factor responsible for growth, it will not be right to say that it is the only factor. Other factors too are necessary for any meaningful growth of organization to be attained.

7.1. Conclusion and Recommendations

Corporate level strategic analysis and choice is an integral part of organizations management especially used for competitive analysis and corporate strategic planning in multi-product and multi-business firms. It assist strategist in exercising a strategic choice. Through this analysis factors responsible for organizational growth will be derived, and established. The following suggestion may be considered as been meaningful and critical for enhancing organizational growth and success.

a. Organization that want to maintain a leadership position in any given industry can strengthen their long-term competitive positions with strategies keyed to aggressive offense, aggressive defense or muscling smaller rivals into a follow-the-leader role.
b. Organizations that desire to be stars need to invest aggressively in Research and Development (R&D) to stay in the leading edge of technological know-how. This requires having the expertise and capability to advance the state of technological know-how and translate the advances into innovative new products is a necessity in the challenging globalized world.
c. Organizations that are classed as **question marks**, **Dogs, cash cows** needs proper diagnosis and evaluation in the context of the environmental challenges faced by them in order to know the right strategies needed for application to facilitate revitalization. For example **question marks** that aspires to obtain dominant market share, may select expansion strategies, otherwise retrenchment strategy may be more realistic. Organizations that are classed as **Dogs** because of their weak internal and external positions may seek for strategy such as liquidation, divestment or can be trimmed down through retrenchment. For organizations classed as **cash cows**, they need to adopt product development, concentric diversification may be attractive strategies for strong **cash cows**. However, as a cash-cow becomes weak, retrenchment or divestiture can become more appropriate.
d. Comprehensive Environmental Assessment and strategic evaluation using SWOT Analysis (i.e. strengths, weaknesses, opportunities and threats), CD – PESTLEG Analysis (by analyzing, competition, demographic, political, economic, social, technological, legal, environmental and global) factors etc should be used for overall environmental scanning. These techniques amongst others be employed by the organization to monitor that environment and to gather data to derive information about the opportunities and threats that affect the business in respect of growth status.
e. Strategic choice and application depending on the scenario faced by organizations (whether stars, cash-cows, question marks and Dogs) should be a pertinent parameter of consideration in corporate level strategic analysis and choice if superior performance is to be attained by organization. This can be attained through corporate portfolio analysis which employes set of techniques for competitive analysis and corporate strategic planning in multi-product or multi-business firms hence ailing organizations/firms can be easily detected and viable measures will be devised.

f. Consistent corporate level strategic analysis and choice at least bimanually is a sure way of facilitating organizational growth.
g. All the organizational factors considered as been pillars of organizational growth (e.g. market share, sales volume (turnover) growth, profitability, effective strategy application, competitive advantage and share capital size amongst others should be evaluated consistently to establish areas of strengths and weaknesses/associated with it that may stand as a barrier to stamped growth enhancement.
h. Quality assurance managers be employed by organization to monitor, evaluate the type of strategic options adopted by firms/organizations, if superior growth level is to be attained.

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