

**THE INFLUENCE OF STRATEGIC INNOVATIONS ON THE
PERFORMANCE OF MOBILE TELECOMMUNICATION FIRMS IN
TANZANIA:
THE CASE OF VODACOM TANZANIA PLC.**

**BY
ABRAHAMAN DILUNGA**

**A Dissertation Submitted in Partial Fulfillment of the Requirements for the
Award of the Master's degree in Business Administration in Corporate
Management in Mzumbe University**

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled “**The Influence of Strategic Innovations on the Performance of Mobile Telecommunication Companies in Tanzania: The Case of Vodacom Tanzania Plc.**”, in the partial fulfillment of the requirements for the award of the degree of Master of Business Administration Corporate Management of Mzumbe University.

Major Supervisor

Internal Examiner

External Examiner

Accepted for Mzumbe University, Dar es Salaam Campus College

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DEDICATION

This work is dedicated to my dearly beloved Mother Miledy Burhan and my entire family and friends. For their unconditional love, encouragement and relentless efforts in making sure that I archive everything necessary concerning my academics

ABBREVIATIONS AND ACRONYMS

HR	Human Resource
ICT	Information and Communication Technology
MNO	Mobile Networks Operators
OECD	Master Business Administration
URT	United Republic of Tanzania
SPSS	Statistical Package for the Social Science

ABSTRACT

The study focused on assessing the impact of strategic innovations on the performance of telecommunication companies in Tanzania whereby, it examined the impact of product strategic innovations, process strategic innovations, marketing strategic innovation and technology strategic innovations and how they impact organizational performances. The methodology adopted in the study included utilization of a quantitative research approach to assess how strategic innovation had been important in influencing organizational performance considering Vodacom as the case of the study. A total of 120 respondents participated in the study. Researcher adopted both randomly and purposive sampling because the selected respondents possess the required knowledge and information in answering research questions of the study. Data collected through questionnaires and interviews were analyzed qualitatively and quantitatively through using SPSS where by the results were presented in Table form. The study's findings showed that, both four reviewed strategic innovations aspects had very positive impact on the organization's performance. The findings revealed that through products strategies the organization can improve its new products ideas, can crated new products and even can put different products on portfolios also marketing strategies had been found to be very important as they help the organization in determining new promotion and marketing channels, come out with different pricing strategies even cost reductions. Furthermore, the findings reveal that the organization process strategies can help an organization on improving its organization structure, training, and other operations aspects and lastly the technological aspects were found very useful especially to telecommunication companies like Vodacom.

The study recommends that, organizations need to consider these four very useful and if possible both of them need to be implemented together as they always depend on each other. The study recommends further the organization needs to have enough budget and a qualified team for the successful implementation of these strategies. Also due to the limitation of this study, the study recommended areas that need further research.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND TO THE STUDY

1.1 Introduction

Innovations within organizations in the face of strategic approaches is unquestionably an aspect of vital importance, especially in the current competitive century. Organizations through their think tanks have to be ahead of times and seasons so as to win new market horizons, explore new market niches and at the same time maintaining and retaining the existing market customers (Palmer & Kaplan 2015). This is best possible to be achieved through constant and continued strategic innovations in the organizations' dealings on general administration and management, as well as in product development and services provision to enable such organization to continue their existence within the lines of productions (Walker, 2004)

Considering the importance of telecommunication firms in the provision of communication services, the phenomenon has laid foundation on utilizing the instance of telecommunication companies to exploring the influence that strategic innovations has on their organizational performance. Therefore, this chapter presents the description of the study problem through the background to the problem, problem on which the research had been laid, the objective of the study, research questions, and rationale of the study, scope of the study and the organization of the study.

1.2 Background to the study

Since the early 2000s the business environment had changed, the environment had become very dynamic which entails the organizational changes. In order for the organization to be successful in these dynamic business environments, it needs constant innovations to adapt to the new environment. The innovations should not only be on products but also process, administration and even organizational structure (Hult, Hurley & Knight, 2004). According to Menoly (2005), the importance of innovations differs from one institution to another and it is affected by different factors. This, therefore, means that an organization success is ultimately pegged to its organizational a capability which in essence entails continuously exploring untapped areas and implementation of new ideas to new products, services, processes, and

organizational systems that in the long run impact positively on the stakeholders (Schmenner, 2013)

Strategic innovation had been found to be one of the very important aspects of organizational performance. Through the strategic innovation, there is an improvement in product development, marketing activities, organization process and operations, and even technological adoptions which in general improve the organizational competitive advantages. (Walker, 2004). The study by Gebauer, Worch, and Truffer (2012) reveal the positive relationship between strategic innovation and organization performances in terms of output and profitability. As most of the private organizations are in a very stiff competition environment the strategic innovations are one of the important strategies that can help institutions improve their competitive advantages over other institutions. (Tidd, Bessant and Pavitt, 2001).

Different organizations have been adopting different strategic innovations in order to improve their business operations and hence organizational performance. Also, these organizations find through strategic innovation there is a chance to improve organizations' product position, its marketing orientations, its technological adoptions, and even its operational process. (Markides, 1998). According to Palmer and Kaplan (2015), the important of strategic innovations are inevitable to any organization which is operating in stiff or competitive business environments.

According to Malen, et al., (2015), the motivating factors that stimulate strategic innovation in organizations is due to constant changes in demographics globally that lead to a combination of three variables that are who, what and how that strategic innovators need to consider. Innovation related to products, processes, markets and the organization as a whole. This entail new products, new processes of production, new sources of supply, new markets and new ways in which the businesses carry out their activities (OECD 2005).

Different companies on the same market and in the same location find that, apart from being competing themselves to acquire market share. They are being faced with another global competition from other companies with similar products and services from the globe. All of these companies are fighting to improve their business

operations hence organizational performances and at the end to maximize their shareholder's wealth and satisfy them while still looking at all performance dimensions (Neely et al., 2002). Now in order for the companies to survive under these environments, they need very effective and efficient strategic innovations. However, there is a challenge in continuously updating their performance measurement to match the changes in the market due to lack of resources and sufficient managerial expertise (ibid)

The importance of strategic innovations on organizational performance cannot be ignored despite the risk that is involved in formulation of these strategies. The study by OECD, (2017) categories the Strategic innovation in an organization in four different strategies which includes the processing strategies, product strategy, marketing strategies and also distribution strategies. Different studies have shown that strategic innovation is very important in long run for the business innovation and organization performances.

This study therefore, conceives the aspect of strategic innovations in respect of firms in the services provision sector, specifically the telecommunication firms by using the case of Vodacom Tanzania Plc. This is in light of how strategic innovations influences organizational performance in the dimensions of product and service strategy as well as marketing strategy so as to establish benchmarks on the vitality of strategic innovations into organizational performance improvements and sustainability.

1.3 Statement of the Problem

Telecommunication sector is one of the very competitive sectors and their companies are operating in a very stiff and competitive environment. The industry is under a very stringently regulated and dynamic market. In order for these companies to succeed on the market, they need continuous reviews and generations of new strategies that can make them compete successfully on the market. Upon review, performance of telecommunication firms lately have seen unstable performances as some of the companies have reported loss while other companies have reported profits (CCK, 2013).

Despite the fact that some companies are operating in a struggling business environment. For instance Airtel is noted of being undergoing losses for a considerable period of time. While Vodacom on the other side, has been making profits in last 4 years which owes to its robust constant review in its strategic operations in the market. The losses in Airtel were reduced to \$15.94 million last year from \$47.1 million in 2017, the telecommunication firm's financial reports have revealed. Despite the improved performance, the loss increased Airtel's accumulated losses in Tanzania to \$436.6 million.

Impressive performance results of Vodacom Tanzania Plc in the telecommunication industry in comparison to performance of other telecommunication companies like Airtel, has raised a number of concern amongst many stakeholders in the industry. Vodacom has been achieving significant prosperity in the market, while other companies have been struggling on their performances. Hence, this phenomenon prompts for utilization of efforts to learn the mechanisms and approaches through which the companies in the telecommunication firms adopt in in-cooperating strategic innovations. This is on how to win and survive the market competition as well as how it influences magnificent results in organizational performance by using Vodacom Tanzania Plc. as a case telecommunication company.

1.4 Objectives of the study

1.4.1 Main objective

- i. The main objective of the study was to examine the impacts of strategic innovations on the performance of Mobile Telecommunication firms in Tanzania, using the case of Vodacom Tanzania Plc.

1.4.2 Specific objectives

- i. To examine the influence of products/services strategic innovations on the organizational performance
- ii. To evaluate the influence of process strategic innovations on the organizational performance
- iii. To examine the influence of market strategic innovations on the organizational performance

- iv. To establish the effect of technological innovation on the organizational performance

1.4.3 Research Questions

- i. What is the influence of products/services strategic innovations on the organizational performance?
- ii. What is the influence of process strategic innovations on the organizational performance?
- iii. What is the influence of market strategic innovations on the organizational performance?
- iv. What is the influence of technological strategic innovation on the organizational performance?

1.5 Significance of the Study

Given advancements and improvements in information and communication technology, research on strategic innovations in quest of higher achievements in organizational performance is very important. Especially in this sector where there is a stiff competitive marketing situation. Thus the study will lay foundations to showing how and why organization need improve their operations from both marketing, operations, technological, products and even processes so as to remain competitive on the market. Which can be done through the strategic innovations to these organizations.

The private sector is important in current ever changing economic situations, this is because the situation is full of competition, and hence the organization needs to have very effective strategies so as they can survive in the market. The organization needs to compete globally and in order for them to survive they need to have high performance. (Zeithaml, 2008). Now the performance of the organizations mostly depend on the strategies of the enterprise, thus findings of this study will be useful to the organization as it will help to determine the kind of strategic innovation that are important to them.

Also the findings of this study will be of benefits to the management of the enterprise since the management have the full responsibility of formulating strategies and

ensuring they are implemented accordingly for the organizational performance. The findings of the study will help the management by providing information to help in determining the benefits of strategic innovation in improving the organizations performance as well as the how strategic innovation will give them an edge over their rivals

Furthermore, the findings of the study will be beneficial to other stakeholders and Government in making decision regarding enterprises development. The findings of the study will help potential investors in this sector to make wise decision regarding their investments decision based on the strategies that the company had and how it will affect the organizational performances. This will also help them to determine if they had to invest on the company so as they get a proper return on investment for their capital. Also the government from the finding of this study can develop policies that can be implemented so as to create favorable environment for businesses in this sector.

The study also will serve as the corner stone for the pursuit of other studies in the future because several other gaps may be generated to conduct other studies in the future. Moreover, the study will enable the completion of Master degree of corporate management of the Mzumbe University program under study since it is the requirement that needs to be fulfilled

1.6 Scope of the study

The study was based on telecommunication companies in Tanzania and more specifically Vodacom Tanzania Limited Vodacom has been selected cause of its performance compared to other companies. The study was based on feedback from staff and management at Vodacom. The details on strategic innovations was only taken into consideration. The study was also based in Dar es Salaam and not the rest of the country cause of the limitation as indicated above. The selection of the Dar es Salaam was influenced by the fact that Vodacom HQ is potential in this area and also majority of the Vodacom customers are also found in this region.

1.7 Limitations and Delimitations of the study

The research encountered a number of limitations while conducting the study. The budget of conducting the study was one of the limitations that had limited this study, this is because the researcher was faced with budgetary constraints. As a result, the researcher conducted the study on the specified study area and not entire Tanzania. In overcoming this limitation the researcher tried to find support from family and friends in order to ensure that the budget is don't affects the findings of this study.

Also the research faced a challenge with respect to timeline allocated to finish the study as it needed a lot of time in order to get the enough information from different respondents. Therefore, in order to ensure time limitation was avoided the researcher selected the sample and arranged the times schedule for each activity to be conducted.

This study focused on the impacts of strategic innovation on the organization's performance and was based on the data collected from Vodacom Tanzania Limited. Now based on the nature of the study, it requires Vodacom to provide some high classified data on their performances and marketing strategies. This somewhat had become a limitation to the collection of data of this study as some of the data was not easy to be collected. Also, limited generalization of findings as some of the respondents was not willing to give out some information fearing some personal and security issues. In ensuring this the researcher tried to maintain the high level of confidentiality to the respondents

Also the aspect of strategic innovation is somewhat a new area in most of the developing countries hence there are limited literature sources to explain all is needed in regard to the strategic innovation on organization performances considering organizations operating in Tanzania. Few literature which were available were limited to some areas which also hinder some important data that could have been effective in this study.

1.8 Organization of the study

The study is arranged in five chapters. Whereby, Chapter one describes the study problem and the gap. It consist of various sections including the background to the

problem, statement of the problem, research objectives and questions, significance of the study, scope of the study and the organization of the study. Chapter two presents the literature review of the study. The chapter comprise of several sections including the definition of key terms, theories guiding the study, empirical studies and the conceptual framework highlighting the variables and their influence. The third chapter provides the methodology of the study. Chapter four provides the findings of the study, analysis and discussion. The chapter presents various methods employed in the study such as study area, study design, research paradigm, sampling and sample size, data collection methods, data analysis, measurements of variables, and ethical issues. The last chapter presents the summary of the study, conclusion and recommendations of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides the review of literature by integrating views on other studies, identifying central issues in the field in question, building bridges between related topics, as well as summary on the major findings of the research problem in particular. It relates the study to the larger ongoing dialogue in the literature, filling gaps and extending previous studies in essence of providing framework for establishing the importance of the study. As well as a benchmark for comparing the results with other findings. It will be followed by the conceptual framework of the study which maps out actions plans to be carried in the study in effect to the realization of objectives of the study.

2.2 Definitions of Concepts

The following part elaborate the meaning of the key terms used on this study

2.3 Strategic innovation

According to Bitar (2003) Strategic innovation in as set of principles and frameworks that are developed for the future organization operations that will be used to improve business decision also used to measure organizational impacting in long time. The strategies are being created in order to improve organization competitive advantage. Also the strategic innovation are formulated so as to that to improve organization directions in terms of marketing financial operations and technological aspects.

According to Porter (1996), Strategic innovation involve all activities that an organization creates to differentiate itself from its competitors. Organization formulating strategic Innovations will have high competitive advantage compared to rest of the companies in similar industry. The studies by Porter (2006) finds that organization with effective strategic Innovations is likely to have good performance compared to their organizations have not adapted to this.

According to Millita (2012) Strategic innovations are guideline that an organization formulate in order to guide on its operations. Strategic Innovations in the way on how these strategies are being reviewed and improved time after time. Strategic innovation always on their formulation involves considering financial review, operations review marketing review and technical reviews.

According to Mwangi and Bwisa (2013), Strategic Innovation is determining strategies shape the approach to aims, methods and ways to enhance and improve the innovative potential of the firm. Strategic innovation involve how organizations use operation activity comparing to their competitors and ensuring that the organization performance is very high organization, ensuring organization use the resources effectively, also the sales performance is very high and there is high return on investment (Myers, 2012). The mentioned variable are very high in ensuring the performance of the organization is very high (Mosey, 2005).

2.4 Organizational performance

According to Senito (2017) the Organizational performance is the extent to which the output deviated from the targeted output. This mean what had been the results is compared to the intended results. According to Senito (2017) the performances can be measured considering three main areas that is financially performances which included returns, profits, loss or even investments, also the marketing performances which is measures by how the organization positions itself on the market and sells its products

Zhong (2014) defined organizational performance to include strategic planning, logistics, accounting, legal, and growth of organizations. The balanced score strategies had been gained a lot of attention recently by most of the institutions in ensuring they manage well their organization performances. The balance score had been important because can manger more than one variable of organization performances such as organization customer services, financial performance, CSR, employee performances and even operational performance.

According to Menory (2005) Organization performance refers to the situation that the organization as an entity whether public or private positively realizes the set goals and objectives to be achieved by the management in terms of expectations being met or

beyond (Menory, 2005). Performance of the organization vary depending on the pattern of ownership such that with the private sector organizations the focus is on the profit; while the measure on the public sector is service delivery for that matter. Therefore, performance is realized depending on the level of achievement of the organization as per the set goals in line with the parameters as per the ownership pattern.

2.4.1 Product Innovation and Performance

Product innovation involve all the aspects of products from the production process to when the product goes to the end user. All aspect from kind of raw material used to produce the product, how the product is being produced, and the quality of the product in the process on how the product is being produced (Wong, 2014). According to Wang et al., (2004) product innovation comes into existence through the creation of new ideas and therefore cannot be separated with process innovation. Product innovation generally involve all aspects of research and development of the product, designing technically the product, the feature of the product, marketing of the new product that has been introduced in the market and all the commercial activities that year I am out answers of the product (Alegre, 2006).

According to Lorenz and Lundvall, (2007) product innovation is very important to an organization as it shows the capability of an organization to have unique product that build brand loyalty to the customers. Customers are more attracted to the product with unique features and characteristics. Several studies have proved on the importance of product innovation and how it affects consumers buying behavior.

Strategies improve different strategies such as features of the product, packaging of the product, appearance of a product and even how the products are positioned on the market. All this together have very high impact on influencing consumers buying behavior. Through strategic innovation organization has chances to reviews product strategies time after time and make changes whenever it's needed. This makes an organization remaining competitive on the market as its products are always unique on the market

2.4.2 Process Innovation and Performance

According to Alegre, (2006) Process innovation is how the organization review its operational processes from production marketing distribution and other operational processes. According to Alegre (2006) Process innovation is very important an organization as all of the strategies need to rely on how they are being processed. The study by Ogbonna., (2013) mention that all the other strategies depends on organizational processes so by having problem on process innovation could result into poor performance on the rest of the strategies

Further studies by Malen (2015) mentioned that in order to improve process innovation the organization need clearly have full formation regarding the market, customers and even its competitors. Through product innovation organization can be meet its capability compared to the other organization but at the same time will create its competitive advantage when it comes to launch of new products and even in marketing activity

According to Valacich & Schneider, (2012), the organization mission and Vision are the key directives for effective process innovation. The mission and Vision always show the directions of an organization's so clear mission and Vision will create clear operation directives on which the process innovation will rely on.

2.4.3 Market Innovation and Performance

Marketing innovation strategies involve all the aspects marketing planning that an organization has to go through in improving awareness. Product promotion planning, awareness, product placement are some of the key marketing strategies that I involved in marketing strategic innovation. Almatrooshi, (2016) stated that market innovation is the use of marketing mix and selection with an aim of satisfying the customers' preferences. Organizations should give great importance to market innovation since it enables the organization to reach out to it's the customers at a faster and more efficiently (Rosli et al., 2013). Marketing innovation is important since it enables the organization to respond to the market opportunities that the organization should exploit and at the same time meet the customers'. According to Malen (2015) entrepreneurial

innovation is an important factor in market innovation that leads to growth of the economy.

As a results of high competition on the market, there is need for new ideas that can completely change any aspect of the value chain. This goes beyond just innovations in products and services but also marketing in). According to Ren et al., (2010) marketing innovation is a necessary tool for organizations to achieve a sustainable competitive advantage. Most businesses focus only on technological innovations that they complete neglect marketing innovations (Ogbonna, 2013). Marketing innovation will also consist of continuous and additional adjustments to current activities which enable small and medium enterprises differentiate their offerings with larger firms (ibid). Ultimately firms are considered to be more innovative when they engage in marketing innovation as part of their overall innovation strategy.

2.4.4 Technological innovations and organizational performances

Technology innovations is another strategies that an organization has to go through in order to improve its operations. Adoption of the new systems that facilitate and improve business operations is one of the technological innovations that fall under technological innovation strategies. With the development of information and communication technology the need for effective technological innovations is inevitable to an organization Valacich & Schneider, (2012). Currently a number of new systems such as ERP and automation machine are in the market so the organization need to make sure they adopt to this in order to remain competitive in the market

Adoption two new technology always result in to improve the operational performance of an organization (Weston, 2020). Most of the time new technology improved operational efficiency of an organization. The productions becomes very easier the process also are simplified and become more convenient and sometimes some of the operational costs a reduced. Technological innovation can help an organization to increase its production on a given time and then you see proof the income.

2.5 Theoretical review

The models adapted for this study had been presented in this part. The researcher adopted two model that is diffusion of innovation model and also the contingency Theory.

2.5.1 Diffusion of Innovation (DOI)

The diffusion of innovation model had been developed by Rogers in 1962. Diffusion of Innovations model tried to explain on how the product can go on-the-market and Gain attention from the customer. According to the model in order for the customers to adopt on the new innovation you need to be stimulated so as can be attracted to buy the product. According to the model the process of adoption is not simultaneously the customers need a time and go through certain process before they adapt new product. Different researchers have indicated that organization which has adapted to innovation area has more advantage compared to those which is adapted lately.

According to the model there are certain factors that always influence adoption of innovation. These factors heart different extent to which the influence innovation adoption. The factors includes Relative Advantage on which innovation when compared to the existing is seem to be better, Compatibility on which the innovation seem to compact with the one adopting, complexity this is how the adopter see the challenges on adoption, pilot testing on how innovation is pre-used on the market and also the extent to which the innovation s give our expected results.

Diffusion Theory had been limited some extent. Despite this limitation the useful of the diffusion Theory is inevitable and has been highly used in agricultural sector communication and even in criminal justice. This theory is very usefully to this study as it explain how innovation can be used by the managements on strategic developments.

2.5.2 The contingency theory

Contingency Theory is another theory adopted by the study. The theory was developed by Woodward in 1958. According to contingent Theory, the organization cannot be managed by single way. According to the theory the organization needed to develop different strategies so has to improve its operation management. The contingency

Theory further emphasize on the capability of the leaders and also the situation that the company has and its impact on organizational management.

According to contingency Theory the leadership can be based on task or relationship. The task is how the task are accomplished while for relationship is how this relationship between staffs and organization. Furthermore the contingency Theory was based on three main aspect that is the relationship between management and staffs also how was task accomplished and also the positions that each staff has on the organization. This theory is having some limitations to this study as it had not involve the impacts of innovations on the strategic managements and hence its impacts to the organizational performances.

2.6 Empirical review

There are different studies and literature that had explained the impacts the strategic innovations and organizational performance. The proceeding sections present the overview of different literatures by different scholars on strategic innovations and organizational performances

Comison and Lopez (2010) conducted study on the impact of product innovation and how it affect organizational performance. The findings' reviews show that effective product innovation to an organization improve its competitive advantage in competitive environment. According to the findings of this study, an organization develop idea of new products with unique features, then they produce the product and introduce the product to the market. The study further explained that the product with unique feature always attract customers, this create competitive advantage to an organization and hence improve its sales performance which direct impact organizational performance. However the study did not touch the aspects on the costs of innovation, what it takes in terms of resources, human labor and financial pre-requisites that at to be put into consideration.

The study by Ng-Kruelle, (2012) approached the matter on essence of innovation to organizational performance from the angle of interfaces of innovation where his study on 'Interfaces in Adoption of an Evolving Innovation' conducted in Australia in public institutions revealed that product innovation can improve the organization and also

create itself safe from competitors. Furthermore the study have also concluded that the product innovation is very important when it comes to organizational performance. The findings of this study is similar to the study by Buyus (2011), Bobrus (2003) and Malik (2009).

On the other hand, a study by Nkhoma, (2004) on the relationship between strategic management and organizational performances reveal that process innovation improves the internal functions of the organization. The study revealed that changing the organizations functions, technical designs and the manufacturing procedures goes together with a new research and development aspect (ibid). Similarly Green (2003) argues that for process innovation to be successful the organization has to improve its techniques and systems of production of goods and services. Therefore, process innovation can be described as the improved techniques, devices and knowledge that are used for the making better of goods and services by a particular organization.

According to Zhao & Zhangb (2015) assessing the impact of organizational innovation and its influence on Performance taking the case of financial institution in Japan. According to this study adapting to new technique and processes is part of process innovation that will improve the organization operational efficiency. The study further mentioned that with improved operational efficiency there is reduction in cost of production and also even distribution cost. The study precaution that process innovation need to be taken carefully us is very risky and also had impact on other organizational strategies. The study further mention that in order to have very effective process innovation organization need to have effective team with hi skills and knowledge. The information for the competitors are also very important in ensuring that the process innovation is effectively implemented in an organization.

A report by Xinhua (2012) on assessed the impact of innovation in performance of public institution in Kenya. The stud find there is a positive relationship between public institution in performance in Kenya and the product innovation. Varis and Littunen (2010) Find that organization that is well organized on his product innovation they have high chance of introducing new products on the market very successful compared to those which had no product strategies. According to this study small

businesses always fail as most of them they don't have product strategies and even innovation strategies in place compared to large institutions.

Study by Ngole (2014) on the impact of Strategic innovation and performance of telecommunication industries in Namibia find that strategic innovations are the engines for telecommunication companies performances. The study further mentioned that the telecommunication companies are ICT based so innovations are their importance and in their operations. Performance of an organization's always depend on how management's invest on Technologies. The study further mentioned that high proportion of the performances of the telecommunication companies are influenced by strategic innovations.

Another study conducted by Rukaiya (2012) on how Innovation affect the organization operational performance reveal the positive relationship between process innovation and operational performance. According to the findings this study through process innovation and an organization can improve its cost effectiveness utilization of raw materials and even operation accident. Furthermore the study find that through process innovation an organization can acquire new technology easier which will then improves operational efficiency.

Zhang (2014) assessed the impacts between information and communication technology innovations on organizational performance. The study emphasizes on how ICT innovations effect the performance of an organization. The study found through ICT innovation and organization can improve its process operations and even his distribution channels. It was further revealed that through ICT innovations an organization can simplify its distribution channels and making it easier. The transaction cost, operational cost and even management cost can also be improved through ICT adoption. So generally the ICT adoptions which is equal to strategic innovations had positive relationship with an organizational performance

2.7 Research gap

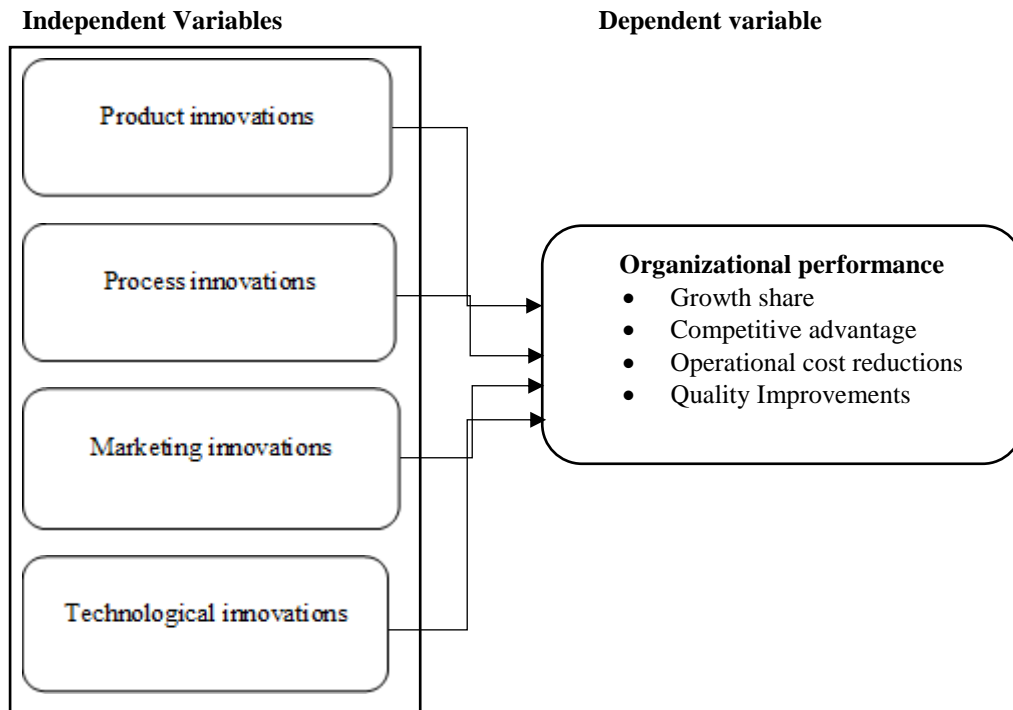
The empirical review of literature has shown how previous research has pitched well on the vitality of strategic innovations under the umbrella of strategic management in contribution to success of organizations in the market. In terms of autonomy in the

market through excelling well in the organization performance output. However, the researcher has identified the gap exists where little or no have been covered on the aspects of service industries such as the telecommunication companies on how they can effectively and successfully come up with innovative techniques to improve services provisioning, outreach and proper services positioning through strategic innovation considering that their customers are at the heart of everything they do. Instead, much has been written on the industries that produce physical tangible products. Therefore, the study will oversee how strategic innovations are adopted and engineered in the services provisioning sector like telecommunication industries and how such strategic innovations affect/influence organizational performance.

2.8 Conceptual framework

Mugenda and Mugenda (2003) defined conceptual framework as a theorized model which describes the relationship between variables under the study, these variable are dependent and independent variables of the research objectives and sometimes even intervening variable if any. Additionally, it consist of the developed principles that will show and guide the variables, the variable which will have significant relationship (Kombo and Tromp, 2006). Based on the formulated objectives and research hypothesis this study will be guided by the following conceptual framework. This conceptual framework shows four independent variable as they are relating to one dependent variables

Figure 2. 1: Conceptual Framework of the Study.



Source: Researcher’s construct after literature review, 2020

The study framework indicates four independent variables namely Products innovations, Process innovations, marketing innovations and Technological innovation as they relate to one dependent variable performance of an organizations. It is hypothesized that these variables affect the performance of the public institutions, and hence the public institutions as dependent variable.

Normally the products innovation is determined by different factors such as improve quality of the products, specialize on specific products, new products ideas and even new products If these factors are well then the performances of an organization will be high. According to the conceptual framework the Process innovation involve smooth work flow, new business methods, new systems, cost reductions, trainings and even introduction of new programs. Furthermore the study indicates that the marketing innovation involves using online tools of advertisements, research and developments, price offers and discounts, sufficiency access to information and even changing the way or marketing. These factors are said to be the independent variable and affects the organizational performances as which is the dependent variable.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology adopted in the study, the rationale behind the choice, selection of respondents to inform the study, data collection techniques and data analysis methods as well as test for validity and reliability of research instruments

3.2 Research approach

Research approach is the way of doing research. It is known as a research design that consists of the plans and procedures for carrying out research that ranges from the choice of broad assumption to details method of data collection and data analysis (Creswell J. , 2014).

Basing on the research problem, quantitative approach associated with positivist world view/philosophical world view was adopted in this study. The emphasis is to hold a deterministic relationship in which cause determines the effects. The researcher interest is to drive enough knowledge so as to understand the best indicators of an outcome (Ritchie, 2003)

Quantitative research was also preferred due to the use of a large representative sample as the aim of the researcher is to generalize findings from the sample. The strength of quantitative is aimed to facilitate a quick collection of the data from the large sample of a population. Also, availability of time, personal experience and the enjoyment of convenience of a researcher with quantitative method and tools had also contributed to the selection of an approach in question.

3.3 Research method

Survey research method was applied in the study to enable data to be gathered from a large sample of individuals drawn from the population. The intention of the researcher was to explain the cause and effect relationship of the study variable and generalize the finding that is to be drawn from the large sample of the population to be studied (Creswell J. , 2014). The researcher's interest to collect a wide range of information

using closed-ended questionnaire is also a contributor to the selection of the survey research method.

The researcher's intention on the survey research is also due to the need to learn about a large population by surveying the sample population. This is what is known as a normative or descriptive survey. Thus survey was conducted using closed-ended questionnaires to enable data to be easily collected from a large sample of a population

3.4 Area of the Study

The study area is the place where the study will be conducted and where the data will be collected. Selecting appropriate research area is very important as will have an influence on the data collected and hence research findings. The selection must be done so as the data collected can draw the picture for the entire population. This study selected Dar es Salaam as the study area of the study, Dar es Salaam was appropriate for this study as most of Vodacom operations are being done in this city. Also apart from Vodacom other MNO their operations are mainly based on this city so when needed it will be easier to get the data from them. The target population of this study included VODACOM Tanzania officials as the key respondents and their customers.

3.5 Sample size and sampling technique

3.5.1 Units of analysis

This entails the unit of analysis for the study whereas it comprises of the individuals as employees in the organizations selected for the study as the government independent agency.

3.5.2 Sample size

The sample size of the study was determined based on the total population of workers as per the department employee's number, whereby, by considering the margin of error of 5%, the sample size calculation formula was used to determine the representative sample of the population as computed from equation 3.1.

Equation 3. 1: Sample size calculation formula

$$n = N / (1 + N(e)^2)$$

Where n= Sample size

N= Population size

e= Level of significance/Margin of error

Therefore, given N=171 e= 5 %(0.05) hence n=120

Table 3. 1: Summary of the Sample Size distribution

No	Source of Data	Total respondents
1	Vodacom Managements officials	16
2	Vodacom ordinary staffs	100
3	Vodacom stakeholders	4
	Total	120

Source: Field data, (2020).

3.5.3 Sampling Technique

As elaborated by Mc-nabbi., (2000) sampling technique is the method or technique that is used to select the sample that had been involved on the study. The sampling techniques can be probabilistic or non-probability. Based on the nature of this study all the Vodacom Tanzania ordinary staffs were selected using stratified systematic while senior managements staffs and their stakeholders were selected using purposively sampling due to their how they understand the impacts of strategic innovations on organizational performance's.

3.6 Sources of Data Collection

Considering the research design that had been used under the present study the data had been collected from both primary and secondary source of data.

3.6.1 Primary Data

Primary data these are the data that had been collected for the aim of the study or these are the data that had been collected to fulfill the objective of the present study Saunders (2007). Normally primary data are collected direct to the respondent's and can be

collected through interview or through questionnaires. The questionnaire or interview normally can be structured or unstructured in nature.

3.6.2 Secondary Data

According to (Churchill and Brown, 2007) secondary data are the data that are being collected from other materials. These data had not been collected for the present study but as a result of reading different other material on the subject matter. The secondary can be found from the existing literatures or sometimes can be unpublished data. Under this study the secondary data involved those data collected from different Vodacom reports, published materials concerning factors affecting strategic innovations of Vodacom Tanzania and other online materials concerning the Vodacom Tanzania and strategic innovations

3.8 Data Collection Methods

This are the tools that the researcher had used on collecting the data for the study. Two kind of tools questionnaires and Interview guide had been used

3.8.1 Questionnaires

According to Mc-nabbi, (2000) this involve the structure or unstructured questions for data collections. The questionnaire can be either open or closed. Opened means unstructured and closed means of structure tools. Under unstructured, the respondent fills anything that feels it's correct while the structured is limited to certain choices. This study used both open and closed questions on its questionnaires. More specifically, the questionnaires aimed at checking how the on different strategic innovation from different dept. affect the operational performance of Vodacom. Questionnaire were used to all ordinary staffs and also institutional stakeholder/customers. This method were used because it enabled research collect large number of data at one time.

3.8.2 In-depth Interviews

Interview is another important method that had been used to collect information for this study. This is due to the nature of the information that was needed. The information regarding to strategic innovations implementation need a detailed explanation and hence the research collected using the in-depth interview. The

interview were done face to face and for those who had no time the researcher tried to conduct the phone interview. As the senior management's staffs are highly involved on strategic issues, the researcher did interview with all these officers. The interview was arranged based on time available per each official. The interview was not at respondents' houses as VODACOM operations were done from homes during the COVID-19 pandemic and the researcher asked for appointment of the target respondents and the interview with each respondent takes 30 minutes.

3.9 Data Analysis and presentation

Analysis of data was done through arranging and organizing raw data obtained from the field into a simple and understandable form, by using Microsoft Excel 2013 and IBM SPSS Statistics 25. Whereby, Descriptive statistics was also used as a basis for the purpose of obtaining further understanding in form of; average results and percentages of the data as well as correlation analysis. The collected data were presented using tables in a well-presented manner, to provide useful information to the intended audience of the study.

3.10 Ethical considerations

Researcher considered the issues of ethical in conducting the research concerning the impact of strategic innovations on organizational performances. Researcher had consulted the VODACOM managements in Dar es Salaam in collecting relevant information regarding the research study. Respondents were asked to provide accurate information on the subject and no bias was done in selecting respondents. The research objective was clearly explained to the respondents and Respondent agreed voluntarily to participate in the research by providing some crucial information on the academic paper. Consented

Also to guarantee the confidentiality the researcher asked for the data collection approval from the university and the approval was granted by Mzumbe University, the approval was also given to the respondents for their approval.

CHAPTER FOUR

ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

Chapter four of the study presents the results' analysis and discussion of the study findings. This chapter is presented with reference to the objective of the study, the study aimed at examining the impacts of strategic innovation on the performances of Mobile Telecommunication in Tanzania. More specifically the study examine the influence of products/service strategic innovations, process strategic innovations, market strategic innovations and also technological innovation on the organizational performance's. This chapter had been category zed into three sections, where by the first section presents the reliability and validity of the data collected, the characteristics of the respondents had been presented on second section of this chapter and the third chapter presented the findings as per research objectives.

4.2 Data validity and reliability

In ensuring the validity and reliability of the data collected the researcher checked for validity and reliability of the data and make sure that the data are complete, accurate and also consistent with the requirements by obtaining supervisor's approval on whether or not the questionnaires are in order as well as supplying first few pilot questionnaires to few respondents. As a result of the data provided clear information and results which were presented in table and graphs

4.2.1 Data Reliability

This is how the similar data collected by different researchers after analyses can results into similar results. The study ensured all the data collected are reliable by being careful during corrections so as to make sure they don't differ if lately used by another person. Also, this study adopted the Cronbach Alpha test for testing the reliability of the data collected. According to Joppe (2012) for reliability test by Cronbach alpha test need to adopt cut off point 0.70. According to the study above this cut off point means the data are more reliable. According to Joppe (2012) as the coefficient is

approaching 1 then the data are more reliable. The summary of the findings are presented in tabular form as shown in the table below.

Table 4. 1: Reliability test

Case Processing Summary			
		N	%
Cases	Valid	120	100.0
	Excluded ^a	0	.0
	Total	120	100.0
a. List wise deletion based on all variables in the procedure.			
Reliability Statistics			
Cronbach's Alpha		N of Items	
.871		16	

Source: Data analysis, (2020)

From the reliability Table 4.1 the analysis indicate the data resulted into Cronbach alpha test values of 0.871 which is above 0.7. According to George & Mallery, (2003) the score of 0.70 or higher in order shows a high level of consistency, this means if the data are used by another person there is possibility of 70% revealing similar results.

4.2.2 Data validity

Date validity is another important aspect that the researcher needs to consider while performing the study and data collections. In ensuring the collected data are valid for the present study the researcher reviewed all the questionnaires before being given to the respondents, thereafter the pilot study were conducted using formulated questionnaires and the researcher check how the respondents filled in the questionnaires, the researcher then check all unfilled questions and ask the respondents why they failed to fill in. those questions which were not clear were cleared and rechecked again with respondents if they are clear. After ensuring all the questions are clear and valid all the questionnaires were given to the selected respondents and then data were collected. Thereafter the data were coded back to the SPSS ready for data analysis.

4.3 Characteristics of the respondents

The respondents participated in the study where selected from Vodacom Tanzania, these respondents in one way or another involved in strategic decision of Vodafone and hence it was found to be in touch with study. The respondents included the Vodacom senior management officials, ordinary staff and also some of their stakeholders. The researcher check on the demographic characteristics of the respondents including their Education level, age, positions, their experience at Vodacom and even their genders. This was very important to understand the validity and reliability of the data collected

4.3.1 Age of the respondents

In order to check the constitution of the participated on the study by their age the researchers analyzed respondents on their age. The feedback from responses had been summarized on the Table 4.2

Table 4. 2: Summary of the responses feedback by Age

	Frequency	Percent	Cumulative Percent
25 to 39 years	71	71.0	71.0
Above 39 years	29	29.0	100.0
Total	100	100.0	

Source: Data analysis, (2020)

The data analysis revealed that 71 respondents which are equivalent to 68.0% are those with age ranging from 25 to 39 years, 71% of those responded to the questions were those aged between 41 to 50 yrs. The study further finds that the remaining respondents (29.0%) were aged above 39 years old. These respondents were distributed in this range as it separates youths from adults. The distribution of respondents based on this age was considered considering the age group of respondents. Furthermore these findings also imply that respondent with different age groups were given a chance to express their view regarding their strategic innovations of the company

The study by Nyundo (2012) on Mutuality trend in Africa, found that the more the individual are aged the more they become civilized and had high chance of providing right and true information

4.3.2 Gender of respondents

Gender was also very important to be analyzed at it shows how different kind of gender participated in the study. The following pie chart show that at least both kind of gender we are considered while selecting the respondents to participate in this study. The feedback from responses regarding this had been summarized on the Table 4.3

Table 4. 3: Summary of the responses feedback by gender

Respondents' gender distribution			
	Male	Female	Total
Frequency	66	54	120
Percentage (%)	55%	45%	100%

Source: Data analysis, 2020

Table 4.3 shows that, at least 55% of the respondents were male and the remaining 45% were constituted by female respondents. Despite having these proportions with more men compared to female but these findings show that both kind of gender we are given the chances to express their views regarding the subject matter.

Similarly the study by Millita (2012) examining the challenges facing women in managerial position the study finds that when it comes to managerial positions participation on strategic formulation women are affected group compared to males. With reference to this it was very import to have both gender participates on the study

4.3.3 Respondents working experience

The researcher checked the experience that the staffs had been working with the Vodacom. This was important as it shows how the staff are experienced with what they are facing or with what is evaluated on the study. The feedback from responses had been summarized in Table 4.4

Table 4. 4: Summary of the responses feedback on their experiences

	Respondents' work experience profile				Total
	Less than 2 years	2-5 Years	6-10 Years	Above 10 years	
Frequency	19	62	34	5	120
Percentage (%)	16%	52%	28%	4%	100%

Source: Data analysis, 2020

The summary of the findings as presented in Table 4.4 indicate that a number of the respondents equivalent to 52.0% which constitute high proportion of those who responded to the questions are those worked with the company for more than 2 years, the analysis reveal that these respondents had been working with the bank in between 2 -5 years. 28% of the respondents had been with the Vodacom in between 6 – 10years, 16% of the staffs had the experience of less than 2 years and 4% of the respondent had been with the company for more than 10 years as shown in the Table 4.4.

4.3.4 Respondents' education level

The strategic innovation is very critical in the organization performances, formulations of strategic innovation need qualified candidates. The study checked the composition of the respondent based on their education level. The feedback from responses had been summarized on the Table 4.5.

Table 4. 5: Summary respondents' education level

S/N	Education level category	Frequency	Percentage
1	Diploma	79	66%
2	Bachelor's Degree	31	26%
3	Master's Degree and above	10	8%
4	Total	120	100%

Source: Data analysis, 2020

The summary of the findings as presented on the Table 4.5 indicate that majority of the respondents are degree holders, the analysis reveal that 79 respondents equivalents to 66% are degree holders, 31 respondents equivalent to 26% are diploma holders and about 8% of the respondents accounting to 10 respondents had masters or higher level of educations. According to Schedule, (2010) on analysis the impacts of Human

resource practiced on organizational performance's reveal that staff who are highly educated are more efficient and productive compared to the staff with low education. Which implies that the respondents were in good position of understanding the aim of the study and answer the questions accordingly and satisfactorily.

4.4 Findings analysis and discussion as per study objectives

The findings in relation to the formulated research objective are summarized on the preceding part of this chapter. Referring back in the study specific objectives which aimed at examining the influence of products strategic innovations, process strategic innovations, market strategic innovations and also technological innovation on the organizational performance, the discussion proceeds as following

4.5 Influence of Product/services strategic innovations on organizational performance

The first objective of the study aimed at examining how the products/services strategic innovations had influence on the performance of an organizational performance's. In responding to this question the research considered the following variables related to Product/services strategies as presented in Table 4.6.

Table 4. 6: Sub-factors on product/services strategic innovations in effect of influencing organizational performance

Agree		Strongly agree		Indifferent		Disagree		Strongly disagree		Product strategic innovations sub-factors
(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	
53	44%	29	24%	12	10%	26	22%	0	0	New product /services launch initiatives
48	40%	36	30%	17	14%	19	16%	0	0	Product /services portfolio facilitation
40	33%	32	27%	18	15%	30	25%	0	0	Product/service es enhancement initiatives
25	21%	49	41%	17	14%	10	8%	19	16%	New product/ser vices ideas facilitation

Source: Data analysis, 2020

4.5.1 Launch of new product/services

New products innovation is the initial stage before the products life cycle, it is very important in the organizations strategic innovations. The study checked with respondents to give their views in regards how the launch of new products is important in the organizational performances, the analysis reveal that most of the respondents agreed on this as presented in Table 4.6. Thus summary of the findings as presented on Table 4.6 indicates that, high proportional of the feedback from respondents agreed that new products innovation is among strategic innovations that is important in organizational performances'. The analysis reveals that 82 respondents equivalent to 68 % of the respondents agree on this, 24% strongly agree on this, 44% just agreed on

this, 10% of respondents were indifferent with the finding and only 22% of the respondents disagreed on the argument.

4.5.2 Product/services portfolio

The study required the respondents to give their views if the product portfolio is another important aspect of strategic innovations that impacts organizational performances'. Most of the respondents agreed that the products innovation is another important aspect in organizational performance. The feedback from responses given have been summarized Table 4.6. Thus, the findings as presented indicates that only 16% of the respondents disagreed on this, the analysis further reveal that 14.0% of the respondents were indifferent with the findings, furthermore the analysis reveal that majority of the respondent's equivalent to 70.0% agreed with the findings where by 30% strongly agree and 40.0% just agreed with the findings.

4.5.3 Product/Service enhancements

The study further required the respondents to give their views if the Product enhancements is among the product strategic innovation and affect the organizational performances'. The analysis reveal most of the respondents agree on this, whereby the feedback from responses are summarized on Table 4.6. Results showed that high proportions of the responses feedback mentions that product enhancement is one of the important attribute of strategic innovations that had impacts on performance of an organizations'. The analysis reveals that 60% of respondents agreed on this that product enhancement is among the important aspects of strategic innovation on organization performances', 27 % strongly agree, 33% just agreed, 15% of the respondents neither agree nor dis-agreed on product enhancement and performances. Furthermore, only 25% disagreed with the argument.

4.5.4 New products ideas

The respondents provided their views also that new products ideas is one of the strategic innovation that affect the organization's performance. It was found out that high proportion of the respondents agreed on this as the feedback is presented in summary in Table 4.6. The summary of the findings indicates that, 24% of the respondents disagreed on this with 16% strongly disagreed and 8% just disagreed 14%

of the respondents neither agree nor dis-agreed on new product and performances. The analysis shows that high proportion of the feedback from respondents agreed, constituting 62% agreed that the products innovation is among important aspects of strategic innovation for organizational performances'. Whereby, out of these 62%, 41% strongly agreed on this and 21% just agreed on the argument

These findings imply that the new products idea is initial stage before the new product developments. The new products development start with idea development and generations before put it on actions. Then the company need ensure have perfect and good team to develop idea that will go in hand with the requirements on the market. During the interview, one of the respondents mention that

“We have very strong strategic planning team in our marketing and products innovations, their main duties included generating new ideas and requirements in the market as to what is required in the market then put it in action for implementations.”

4.5.5 Pearson correlation coefficients on the selected product/services strategic innovations sub-factors

Analysis through running a Pearson correlation test of association between variables was done in order to obtain statistical significance of the sub-factors under the product/services strategic innovation main aspect. Thus the coefficients helps to determine the strength of association between the variables which in turn can give a light on direction of resources allocation towards betterment in the aspect of product strategic innovations. The results on Pearson's correlation coefficients are presented in Table 4.7

Table 4. 7: Pearson correlation coefficients results on the selected sub-factors of product/service strategic innovations

Correlations			
		Substantial resources allocation in exploring new products/Services to launch	Strategizing on new product/service ideas innovations helps to promote a fast organization performance
Substantial resources allocation in exploring new products/Services to launch	Pearson Correlation	1	.753
	Sig. (2-tailed)		.000
	N	120	120
Strategizing on new product/service ideas innovations helps to promote a fast organization performance	Pearson Correlation	.753	1
	Sig. (2-tailed)	.000	
	N	120	120

Source: Data analysis, 2020

In reference to Table 4.7, two factors were selected to be put under the Pearson’s correlation coefficient test. Substantial resources allocation in exploring new products/Services to launch and Strategizing on new product/service ideas innovations helps to promote a fast organization performance. The former exhibited a Pearson’s correlation coefficient (r) of .753 in relation to the later one which falls in the range of $.5 < |r|$ indicating large /strong correlation between variables and with the statistical significance value of $p < .001$ as provide by Kent State University, (2020).

Also Pearson’s correlation results between the later and the former is the same therefore, in relation to the findings, the test indicates that there is a strong positive linear relationship between the two variables and a strong relationship in terms of strength as per the r value range given. Hence, the more there Substantial resources allocation in exploring new products/Services to launch then it implies that the more there will be implementation of Strategizing on new product/service ideas innovations helps to promote a fast organization performance.

4.6 Influence of process strategic innovations on the performance of the organization

The second objective of the study aimed at evaluating how the process strategic innovations had influence on the performance of the organization. In responding to this question the researcher considered the following variables related to process strategies as presented in Table 4.8.

Table 4. 8: Sub-factors on processes strategic innovations in effect of influencing organizational performance

Agree		Strongly agree		Indifferent		Disagree		Strongly disagree		Processes strategic innovations sub-factors
(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	
46	38%	38	32%	19	16%	17	14%	0	0	Smooth work-flow mechanization
38	32%	29	24%	22	18	31	26%	0	0	New business methods brainstorming
41	34%	36	30%	22	18%	21	18%	0	0	Cost reduction facilitation
34	28%	36	30%	22	18%	28	24%	0	0	Trainings provision
41	34%	31	26%	19	16%	29	24%	0	0	Change of organization structure

Source: Data analysis, 2020

4.6.1 Smooth work flow

Majority of respondents agreed that the Smooth workflow is one of the key aspects of process strategic innovation which is very important in organizational performance. Most of the respondents mentioned that the Smooth workflow enhance efficiencies in organization operations. When the researcher asked most of the respondents agreed that Smooth workflow is one of the important aspects of strategic innovation on organizational performances. The feedback from responses is as shown in Table 4.8 Thus the summary of the findings as presented on Table 4.8 indicates that majority of the respondents by 70.0% agreed that the improving work flow results into improve organizational performance. The study further reveal that out of these respondent's 32% strongly agree on this, 38% just agreed, 16% of the respondents neither agree nor dis-agreed on smooth work flow and performances and also 14% of the respondent's disagreed on this. As shown in the figure above. These findings imply that organization need have clear and smooth work flow so as to improve their operational performances.

4.6.2 New business methods

New business methods facilitation and initiation is one of the main reasons for the effective and efficient in business operations. The findings reveal that developing new business methods enhance organization from competing on the market effectively. The study discovered that almost all respondent mentioned that developing new business methods is one of the very important aspect of strategic innovation in organizational performances'. Most of respondents declared on this. When the respondents were asked majority of the respondents agree on this. The results are shown on Table 4.8 whereby, the summary of the findings indicates that high proportional of the feedback from respondents to agree with new business methods indicating 24% of responses which strongly agreed, and 32% of the responses which just agree, 18% of the respondents neither agree nor dis-agreed and 26% disagree on the matter in question.

4.6.3 Cost reductions

Furthermore the respondents were asked to mention if the cost reduction is also among important strategic innovations aspects that hinder organizational performances. The respondents mentioned that cost reduction is among the best cost reduction strategies that had shown positive impacts to organizational performances. These findings imply that there is need for this aspect to be taken carefully.

When the respondents were asked of the question the analysis reveal that 30% of the respondent strongly agree that the cost reductions is one of very important strategic innovation, 34% just agreed on this. The analysis further finds 18% of the respondents were neutral means there are not sure on where cost reductions is very important in organizational performances and also the findings reveal only 18% of the respondent disagree the importance of cost reduction as strategic innovations in organizational performances, as presented in Table 4.8

4.6.4 Trainings

Most of the respondents claimed that training to staffs is another very important strategic innovation aspect that most of the companies they not invest on. This seems to be much of concern among all the respondents. The respondents mentioned that training in most cases had been very important in improving the employees' performances'. When the respondents were asked about this majority of the respondents agree on this strongly.

Table 4.8 below summarizes the findings. Whereby, the summary of the findings as shows that 58% of respondents agreed, 30% strongly agreed, 28 % just agree, 18 % of the respondents neither agree nor dis-agreed. In addition, 24% disagreed as shown in the Table 4.6 above. On the discussion with one of the officer from VODACOM said:

“Training had been one of the very important aspects in organizational performance, in Vodacom training is among one of the aspects of strategic innovation of the company and we real implements and make sure it's successfully implemented”

4.6.5 Change of organization structure

The findings show that most of the respondents also mentioned that Change of organization structure is another important aspects of strategic innovation that is important in organizational performances'. The study asked the respondents to give their views in regards this and it was found high responses agreed on this. The feedback from responses are summarized on Table 4.8. The analysis thus revealed that most of the respondents agreed that performing the ration analysis affects the organizational performances. Whereby, 60% of respondents agreed, 26 % strongly agreed, 34 % just agree, 16 % of the respondents neither agree nor dis-agreed on change of organization structure and performances. In addition, 24% disagreed as shown in Table 4.8

4.6.6 Pearson's correlation coefficients on the selected sub-factors under the processes strategic innovations

A Pearson's correlation test was also run on some of the factors that were statistically fitting for undertaking a correlation analysis on them. The aim was to determine the extent of strength of association between such variables in reference to their relevant correlation coefficients. The results on Pearson's correlation coefficients are further presented in Table 4.9

Table 4. 9: Pearson correlation coefficients results on the selected sub-factors of processes strategic innovations

Correlations				
		Strategizing on mechanism to create smooth work processes	Cost reduction mechanisms innovations to promote organizational growth	Organizational structure changes which facilitate more co-workers relationships promotes capacity in innovation abilities
Strategizing on mechanism to create smooth work processes	Pearson Correlation	1	.793	.673
	Sig. (2-tailed)		.000	.000
	N	120	120	120
Cost reduction mechanisms innovations to promote organizational growth	Pearson Correlation	.793	1	.837
	Sig. (2-tailed)	.000		.000
	N	120	120	120
Organizational structure changes which facilitate more co-workers relationships promotes capacity in innovation abilities	Pearson Correlation	.673	.837	1
	Sig. (2-tailed)	.000	.000	
	N	120	120	120

Source: Data analysis, 2020

In reference to Table 4.9, three selected sub-factors under the training seminars and workshops factor namely; 1. Strategizing on mechanism to create smooth work processes, 2. Cost reduction mechanisms innovations to promote organizational growth and 3. Organizational structure changes which facilitate more co-workers relationships promotes capacity in innovation abilities were put under the Pearson's correlation test.

Correlation coefficient (r) result for the first and the second sub-factor was of .793 falling within the range of $.5 < |r| \dots\dots\dots$ indicating large / strong correlation between variables with statistical significance value of $p < .001$. Correlation coefficient (r) of the first sub-factor to the third was found to be of .673 which fall within the range of $.5 < |r| \dots\dots\dots$ indicating large / strong correlation between variables with statistical significance value of $p < .001$. This implies that, the more there Strategizing on mechanism to create smooth work processes there more there will be a robust strategies initiation on Cost reduction mechanisms innovations to promote organizational growth.

Correlation coefficient (r) between the second sub-factor to the first and to the third sub-factor were of .793 and .837 all falling within the range of $.5 < |r| \dots\dots\dots$ indicating large / strong correlation between variables with statistical significance value of $p < .001$ respectively. This implies that the more there Cost reduction mechanisms innovations to promote organizational growth, the more the implication that there is Strategizing on mechanism to create smooth work processes as well as more reliability in Organizational structure changes which facilitate more co-workers relationships promotes capacity in innovation abilities

4.7 Influence of marketing strategic innovations on the performance of the organization

The third objective of the study aimed at examining how the marketing strategic innovations had influence on the performance of an organizational performance. In responding to this question the research considered the following variables related to marketing strategies as presented in Table 4.10

Table 4. 10: Sub-factors on marketing strategic innovations in effect of influencing organizational performance

Agree		Strongly agree		Indifferent		Disagree		Strongly disagree		Marketing strategic innovations sub-factors
(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	
70	58%	22	18%	12	10%	12	10%	0	0	Pricing strategies
43	36%	34	28%	10	8%	33	28%	0	0	Promotional activities
32	27%	41	34%	20	17%	38	32%	0	0	Marketing orientation
43	36%	29	24%	24	20%	24	20%	0	0	Product offers

Source: Data collection, 2020

4.7.1 Pricing Strategies

One of the important strategic approach to win the market is pricing strategy, this involve all aspects of pricing including price reductions, offering or even discounting. Price strategy is one of the innovative strategy as it capture the attention of the consumers. When the respondents were asked about this majority of them agree on it. The analysis shows that 18% of the respondents agreed strongly with the argument, 58% of the respondents just agree, 10% of the respondents neither agree nor dis-agreed with the findings, and the rest of the respondents 14% disagree. Whereby, with this (10% disagree and 4% dis agree strongly) as the results' presentation in Table 4.10 show

The summary of the findings as presented thus indicates that even when the smuggler when asked more than 70% agree that the pricing strategies is one of the very important strategy in organizational performances'. The study by Millita, (2009) revealed that on way that influence much the customers buying behavior is through the pricing strategies.

4.7.2 Promotional activities

The researcher found out that as a result of pricing strategies, the company also need to invest much on promotion of their products, you can have very good pricing strategies but if there is no promotions regarding it, the impact will be good. So these two always need go simultaneous that whenever there is pricing strategies the promotions need be done so as to capture consumers' attentions. Furthermore the promotion activities can be conducted on different platform such as social media. The study asked the respondents to give their views in regards how promotions activities affects organizational performance. The feedback from responses have been presented in Table 4.10

The summary of the findings as presented on the Table 4.10 thus indicates that high proportion of the feedback from respondents constituting of 64% of all respondents, of which 28% strongly agree and 36% just agreed, 8% of the respondents neither agree nor dis-agreed on promotional activities and performances and only 28% of the respondents disagree with the important that promotions is one of the important innovative strategies for organizational performances'. During the interview with one of the Vodacom officer mentioned that

“Vodacom Tanzania is among the top ten companies in Tanzania that we had invested huge amount of money on promotion and marketing activities. This is because we understand and we know the important of promotion, through different promotions campaigned we had improved our teams performances’.

4.7.3 Marketing Orientations

Marketing orientation is one of the main activities that had significant important role in the organization performances. Through marketing strategies a lot of campaign can be developed and put in place. Most of the companies had tried to create very strong

marketing teams for their business operations. When the researcher asked the respondents to give their views of this high proportion of the responses were in positive side. The feedback from responses as summarized in Table 4.10 shows that. 61% of all respondents agree either strongly or just agree 27% agree and other 34% strongly agree, 17% of all respondents under the same group neither agree nor dis-agreed, and only 32% of the respondents agree on the findings either strongly dis agree or just disagree. The findings implying that the is high need for organization in competing market to ensure they have very good and strong marketing team for their business operation's.

4.7.4 Product offers

As a results of pricing strategies and promotion the issue of products offering also come in place. Price offering is very important in ensuring that the products move fast in the market, most of the organization use price discount as one of the best strategies to win customer in the market. High proportional of the responses from the respondents agreed on this. The feedback from responses as summarized in Table 4.10 shows that, about 60% of the respondents agree on this whereby, (24% strongly agree, 36% just agree). The findings further reveal that, only 20% of the respondents disagree strongly disagree, or just disagree. On discussion with one of the VODACOM official the staff mentioned

“We always provide price discount to most of our products and services, our market is full of competition we always check what our competitors had and from there we modify it to make it more competitive and attractive to the market”.

4.7.5 Pearson's correlation coefficients on the selected sub-factors under the marketing strategic innovations

Analysis through running a Pearson correlation test of association between variables was as well done in order to obtain statistical significance of the sub-factors under the marketing strategic innovation main aspect. Thus the coefficients helps to determine the strength of association between the variables which in turn can give a light on direction of resources allocation towards betterment in the aspect of marketing

strategic innovations. The results on Pearson’s correlation coefficients are presented in Table 4.11

Table 4. 11: Pearson correlation coefficients results on the selected sub-factors of marketing strategic innovations

Correlations			
		promotion on product/services to expand customers base	Marketing orientation strategies that are at the hearts of customers’ needs
promotion on product/services to expand customers base	Pearson Correlation	1	.753
	Sig. (2-tailed)		.000
	N	120	120
Marketing orientation strategies that are at the hearts of customers’ needs	Pearson Correlation	.753	1
	Sig. (2-tailed)	.000	
	N	120	120

Source: Data analysis, 2020

In reference to Table 4.11, two factors were selected to be put under the Pearson’s correlation coefficient test. Substantial resources allocation on promotion on product/services to expand customers’ base and Marketing orientation strategies that are at the hearts of customers’ needs helps to promote a fast organization performance. The former exhibited a Pearson’s correlation coefficient (r) of .753 in relation to the later one which falls in the range of $.5 < |r| \dots\dots\dots$ indicating large /strong correlation between variables and with the statistical significance value of $p < .001$ as provide by Kent State University, (2020).

Also Pearson’s correlation results between the later and the former is the same therefore, in relation to the findings, the test indicates that there is a strong positive linear relationship between the two variables and a strong relationship in terms of strength as per the r value range given. Hence, the more there Substantial resources allocation on promotion on product/services to expand customers base then it implies that the more there will be implementation of Marketing orientation strategies that are at the hearts of customers’ needs.

4.8 Influence of technological strategic innovations on the performance of the organization

The fourth objective of the study aimed at checking how technological strategic innovations had influence on the performance of an organizational performance. In responding to this question the research considered the following variables related to technological strategies as presented in Table 4.12

Table 4. 12: Sub-factors on technological strategic innovations in effect of influencing organizational performance

Agree		Strongly agree		Indifferent		Disagree		Strongly disagree		Marketing strategic innovations sub-factors
(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	(F)	(%)	
65	54%	53	44%	2	2%	0	0	0	0	Pricing strategies
42	35%	36	30%	24	20%	14	12%	4	3%	Promotional activities
29	24%	38	32%	17	14%	24	20%	12	10%	Marketing orientation

Source: Data analysis, 2020

4.8.1 Technological innovation

Technological development had been one of the very important aspect for any business development. The analysis reveal that none did not agree that technology is the important aspect in strategic innovation. The analysis shows that almost all respondents mention that one the very important strategic innovation in Telecommunication Company is through technological innovation. Out of these respondents, as presented in Table 4.12, 44% of the respondents agree strongly that technological innovation is important and 54% of the respondents just agree on his.

The analysis further reveal that only one respondents equivalent to 2.0% of the respondents were neutral.

4.8.2 Research and Developments

The analysis further revealed that research and development is the key important strategies that most of the successful companies invest on. Through researching, the company can understand what is required in the market and how to take it. Also through development the company can develop the products that is very unique and which can compete on the market. When the respondents were asked majority of the respondents agreed on this. The feedback from responses as summarized on Table 4.12

The summary of the findings thus shows that, 30% of the respondents strongly agree that the research and development is important strategic innovations, 35% of the respondents just agree. Thus, cumulatively 65% of respondents that agree that research and development are very important strategic innovations. 20% of the respondent neither agree nor dis-agreed on research and developments and performances, 12% of the respondents disagree with the findings, and 3% of the respondents strongly disagree.

4.8.3 Benchmarking

Most of the respondents argue that despite some challenges on setting benchmarking but the presence of benchmarking both internally and externally are one of the strategic innovations for improving the organization performances. It was found high proportion of the respondents agreed on benchmarking as technological innovations. The study required the respondents to give their views on this and most of them agreed that the benchmarking is important in organizational performances. The feedback from responses are shown in Table 4.12

The summary of the findings thus indicates that 32% of the respondents strongly agree, 24% of the respondents just agree. Therefore, cumulatively 56.0% believe that benchmarking as strategic innovation is important in organizational performances. 14% of the respondents were indifferent with the findings, while 20% disagree that benchmarking is important innovative strategies for organizational performances certainty, 10% strongly disagree

4.8.4: Pearson's correlation coefficients on the sub-factors under the technological strategic innovations

In the quest to determining the strength and direction between the sub-factors of the factor in question in terms of their liner relationship. Pearson's correlation analysis was done so as to aid in making discussion and determining implications of the resulted examination task as far as technological strategic innovations are concerned. Table 4.13 therefore, presents the findings in question

Table 4.13: Pearson correlation coefficients results on the sub-factors of technological strategic innovations

Correlations				
		Technological innovations are centered at better processes improvements	Research and development is a great stimulus of strategic innovations	Benchmarking through learning from the best players helps adopt new sophisticated technologies
Technological innovations are centered at better processes improvements	Pearson Correlation	1	.703	.526
	Sig. (2-tailed)		.000	.000
	N	120	120	120
Research and development is a great stimulus of strategic innovations	Pearson Correlation	.703	1	.190
	Sig. (2-tailed)	.000		.025
	N	120	120	120
Benchmarking through learning from the best players helps adopt new sophisticated technologies	Pearson Correlation	.526	.190	1
	Sig. (2-tailed)	.000	.025	
	N	120	120	120

Source: Data analysis, 2020

Pearson's correlation analysis was also run for the three sub-factors under the technological innovations factor. This is in reference to Table 4.13 whereby, the factors namely 1. Technological innovations are centered at better processes improvements, 2. Research and development is a great stimulus of strategic innovations and 3. Benchmarking through learning from the best players helps adopt new sophisticated technologies were put under the test. Correlation coefficients between the first to the second and third, sub-factors were found to be of .703, .526, and .621, all falling within the range of $.5 < |r|$ indicating large / strong correlation between variables with statistical significance value of $p < .001$ respectively.

This is with the implication that, the more there will not be a timely increase Technological innovations are centered at better processes improvements the more likely it will imply that Research and development as a great stimulus of strategic innovations will be reliably provided, the more likely Benchmarking through learning from the best players to help adopting new sophisticated technologies will be implemented.

Correlation coefficients between the second sub-factor to the first, and third sub-factors were found to be of .703, .388 falling with then range of $.5 < |r|$ indicating large/ strong correlation between variables with statistical significance value of $p < .001$ and the range of $.3 < |r| < .5$ indicating a medium / moderate correlation between variables with statistical significance value of $p < .001$ respectively. This is with the implication that as per the results/ responses, the more there will be research and development initiatives as a great stimulus of strategic innovations then it indicates there will also be a Benchmarking through learning from the best players which will help adopt new sophisticated technologies for furthering organizational development.

CHAPTER FIVE

DISCUSSION OF THE FINDINGS

5.1 Introduction

This part presents a conclusion of the study and provides the findings of the study based on the data analysis on the preceding chapter. The study examines the impacts of strategic innovation on the performance of Mobile Telecommunication in Tanzania, more specifically it is examining the influence of products/services strategic innovations, process strategic innovations, market strategic innovations and also technological as strategic innovation on the organizational performance's.

5.2 Discussion of the study as per research objectives and findings

5.2.1 Objective one

Objective one of the study aimed at checking how products/services strategic innovations influences the performance of an organization

The findings reveal several factors that are directly related to product strategic innovations that had been affecting organizational performance. The study finds Launch of New products being one of the strategic innovations that affecting organizational performances, this had been agreed by 68.0% of all respondents from the study. These findings are similar to the findings by the study by Porteous (2006) reveal similar results that new product is one of the important strategies for the organizational performances. These findings also imply that with the launch of new products is one of very important strategic innovation that the companies need to take into consideration.

Furthermore, the study finds that the product portfolio as the other organization's strategic innovation had impacts on the organizational performances. The analysis reveals that 70% of all respondents agreed either strongly or just agreed. These findings are similar to the study conducted in Kenya by Laur (2011) reveals that most companies use product portfolios to push out their products especially those products which seem to have challenges in sales. The study mention that sometimes the organization needs to use the product portfolio to push out some of the products which seem not to be effective on the market.

Furthermore, the study finds that New product ideas development is another important strategies that most of the companies they use to succeed on the market, this had been approved by 62% of the respondents (41% strongly agree and 21.0% just agreed. Also during the study, one of the respondents also mentioned that “*We have a very strong strategic planning team in our marketing and product innovations, their main duties included generating new ideas and requirements in the market as to what is required in the market then put it in action for implementations*”. These findings are similar to the study done by Donner (2005) in northern Rwanda, the study reveals that the new products are one of the very important stages in any product successfully. The study further reveals that even in the product life cycle the most important step is the new product idea generation. These findings are similar to the findings of this study.

In all these variable had been found to have a positive impact on the organization performances. The researcher performs a chi-square test to teach the relationship between these variables as the strategic innovations variables and their relationship with organizational performances, from the chi-square test the analysis reveal that they have both positive relationships with organizational performances. These findings imply that organization need carefully consider their products strategies as one of the very important strategies to compete on the market.

5.2.2 Objective two:

Objective two of the study aimed at evaluating the influence of process strategic innovations on the organizational performances.

Several factors relating to the process as strategic innovations that seems to impacts organizational performance. . The study find that Smooth workflow is one of the important strategic innovations that seem to impacts organizational performance. This had been concluded by the majority of the respondents who had accepted this constituting about 70.0% of the findings? Also the study by Millita (2012), sought to identify the impacts of strategic management on operational performances’ in developing countries found among the important aspects of strategic managements are improving workflows which result in improve organizational performances’. The

study further mentions that improving the workflow sometimes help the organization improve the areas where it underperformed

The findings also reveal that new business methods are a very important factor as strategic innovation that seems to highly impact organizational performances. The analysis revealed that 56% of the respondents which constitute the majority of the respondents agreed on this. These findings imply that there is a need for different organizations to come out with different new business methods that will enhance them to perfume well on the market and in business environments.

The findings of the study also revealed that Cost reductions is very important strategic innovation that affects the organizational performances. The respondents mentioned that large firms most of the time use cost reductions strategies in order to make them compete and survive on the market. This makes most of the organizations secure what they have and always it's being done during the period with the financial crisis. Also while revising the study by Amstronst (2012), sought to identify the cost reduction on consumers' preferences finds that through cost reduction there is a high chance for the organization to serve what they have in the financial crisis. The study further indicated that the cost reduction strategy needs to be done very carefully as sometimes it can impact the business operations and as a result affects the organizational performances.

The training was also found to be another important factor that affects strategic innovation that affects the organizational performances, this is because through training new knowledge and skills are given to the staffs and even those areas which were having the problem are improved among staffs. This the view is in similar to the study in 2005 in Kenya to measure the corporate performances' of telecom companies which shows that most of the corporate companies had invested a lot of funds in training both in-house and outside training. The study by Mileni (2012) also revealed similar results that most of the corporate organization in Africa are having the challenge in training despite the importance of training on them.

Lastly, Change of organization structure was found to be another strategic innovation that was found to have a very impact on the organizational performance. The respondent mentioned that sometimes the change in organizational performance help to smooth and improve the operations of the organizations. The analysis had shown that 60% of the respondent agreed on this. These findings imply that through the Change of organization structure it's easy for the organization to improve its operation. But also the findings imply that most of the organizations despite the facts that are aware of the importance of Change of organization structure they are implementing it. Also according to Ortega (2003), Change of organization structure is critical for helping the organization improve its operation efficiency, for getting new ways and procedure of work and even for measuring your performances'.

The above findings had also been approved and concluded by the chi-square test which showed all the variables of the process innovations had positive relationship with organizational performance.

5.2.3 Objective three

Objective three of the study aimed at examining the influence of market strategic innovations on the organizational performances

The respondent's also mentioned that the Pricing Strategies highly affect the organization's performances as one of the important strategic innovation aspects. The respondents mention that through the price strategies the organization can improve sales and marketing acquisitions and hence organizational performances. This had been supported by 76% of all respondents. The pricing strategies of the organization is one of the important strategies and can be taken in different forms form pricing discount, pricing cut, increase price, etc. The study by Milita (2009) revealed that on the way that influence much the customers buying behavior is through the pricing strategies.

Furthermore, the study reveals that Promotional activities are another strategic innovation that affects organizational performances. The findings of the study indicates 64% of the respondents agreed on this. This is the highest proportion of the

study. These findings are similar to the finding by Menod (2019) while revising a study by Jenoh, (2008), finds that promotions are one of the powerful tools to capture customers' and end-users attention. During the interview with one of the Vodacom officers mentioned that *“Vodacom Tanzania is among the top ten companies in Tanzania that we had invested a huge amount of money on promotion and marketing activities. This is because we understand and we know the importance of promotion, through different promotions campaigned we had improved our team's performances”*.

Marketing Orientations also was found to be another marketing strategic innovation that seems to have high impacts on organizational performances. The analysis reveals that 61.1% of the respondents agreed on this. These studies are also similar to those by Menon (2009) mentions that one of the important aspects of organizational performance is good and efficient marketing strategies.

The study also finds that the target marketing mix being another marketing strategic innovations that are affecting organizational performances. The findings reveal that 61% of the respondents agreed on this. These findings are similar to the findings by Arendse, Karlinsky, Killian, & Payne, (2006) also Bodin & Koukpaizan, (2008). According to them, any institutions need consider either of the marketing mix variable of it to succeed in the market, they further mention that these variables can be considered as pairs or the institution can decide to move with one variable based on its marketing budget, but in general, they mention that the marketing mix variable is very important in winning the market. Also, the study by Porteous (2006) reveal similar results that most of the companies in developing countries are based on the first four Ps of the marketing variables that are Price, Promotions, Products, and distribution in winning the market.

These finding also had been confirmed by the chi-square test which measured the relationship between these variables and organizational performances. From the chi-square test the analysis shows all the four variable had a positive relationship

5.2.4 Objective four

Objective four of the study establish the effect of technological innovation on the organizational performances.

The findings reveal that there are several factors related to technological strategic innovation and their impacts on organizational performance. Technological innovation was found to be one of the reasons for improved organizational performances. The findings reveal that Vodacom had set at least 40% of its annual budget on Technological innovations and development, this is the largest proportion considering the expenditure of the company. The telecommunication companies like Vodacom are the source and initiator of ICT development in any state so they need to invest high in technological innovation.

A study by Ndunge (2012), Mabrouk (2016), Ngowi (2017) on different studies on how ICT impacts organization performance mentioned the importance of technological innovation in organizational performances. The studies also mention that any organization in order to compete on the market need to invest much in technology and ensure it's up to date with the ICT developments. These studies are similar to the findings of the study.

Furthermore, the study reveals that Research and Developments is another technological strategic innovations that seems to affects organizational performance. The analysis revealed that 65% of the respondents agree on this 30.0% strongly agree and 35.0% just agreed. The study by Minon (2013) reveal similar findings that one of the important way to improve organization performance is through research and developments. Most of the companies before coming out with new products development strategies they do research and find the need on the market. Furthermore the study mention that 60% of the companies surveyed in their studies which are performing very well in the market had invested also in researching and developments.

Lastly, the findings reveal also Benchmarking is other strategic innovations that affects the organizational performances. The study by Makila (2013) in Kenya also find that in most of the developed countries most of the companies are setting benchmarking to improve their business operation and also their position with references to the competitors.

CHAPTER SIX

SUMMARY CONCLUSIONS AND POLICY IMPLICATIONS

6.1 Introduction

This is the last chapter of the study, it summarizes the finding of the study, and it provide the conclusion based on the findings as guided by the study objectives and also provide the recommendations based on the findings of the study. Both the summary of the study, conclusion and recommendation had been provided based on the finding and research objective which guided the study.

6.2 Summaries of the findings

Generally, the study examine the impacts of strategic innovation on the performances of Mobile Telecommunication in Tanzania, more specifically it examining the influence of products strategic innovations, process strategic innovations, market strategic innovations and also technological as strategic innovation on the organizational performance's.

The findings reveal that the products strategies as one of the organization strategic innovation had very important on the organizational performances. The findings reveal that though the products strategies the company can develop new ideas for the new products, then the company can produce a new product and place on the markets, and furthermore the company can create different product portfolios for their production in the market and hence improve the performance of their products in the markets. The study had proved that though the product innovation there is a high chance for the organization to improve its performances and improve its competitive advantages.

Also, the findings reveal that the process innovation as one of the organizational strategic innovation had an impact on organizational performance. Several aspects of process innovation had that had been found to be important in improving organizational performances include the change of the organizational structure, cost reductions, training to the staffs, new business methods, and even improving the work flows. These factors had been found to have impacts on the operations of the organization and hence improve the organizational performances.

Furthermore, it is busy to find that there is technological strategic innovation that also is very important in organizational performances. The study finds that technology is the key to the performance of any institutions especially telecommunication companies like Vodacom. On technological innovation also it had linked with organization benchmarking and also research and development. These strategies go together as they all need to be improved in technology. The study further finds that technology as strategic innovation especially in telecommunication companies needs to be taken seriously and also companies need to invest more in it.

The study also find other strategies related to marketing as important strategic innovation that is very important in organizational performances. The analysis revealed the following strategies related to marketing to have impacts on the organizational performance, these strategies include promotion strategies pricing strategies, marketing orientation, discounting and offering, and even the target marketing strategies. These strategies are very important in improving the organization performances and a lot the company needs to have a strong marketing team to implement marketing strategic innovations.

6.3 Conclusion of the study

The study concludes that strategic innovation are key for any business operation and hence organizational performances. Strategic Innovation enables companies to offer what the customers' needs by improving the quality of the products, improve their business operation, adapt to new technology and position itself to competitive advantages. The study finds that through the process the organization can improve its organization performance as the process innovation influences the performance of the organization in terms of changing its organizational structure, cost reductions, training, and new business methods, The study further notes that process innovation accrued several advantages to the businesses such smooth workflow and improved the quality of products and services.

The study further concludes that innovations in marketing have a strong positive association with organizational performances. This is due to the fact that customer needs and preferences keep on changing in order to adapt to the changes. The study

notes that the marketing strategies can be in different forms such as using different online tools and social media, changing marketing strategies after some time, identifying new market opportunities, providing offers to the market, doing researches on the needs of the customers among other marketing activities. Some have used pricing strategies in their marketing to compete with their rivals in the market.

Also, the study concluded that another important strategic innovation that affects organizational performances includes technological innovation. The study further finds that technological innovation can be in different forms such as investing in technology, creating benchmarking for the products, and even doing research and development for improving the organization's performance. All these strategies had been found to be important in organizational performances

6.4 Recommendations of the study

This part provide the study implications and recommendations as a results of the study findings. The study findings had been based on the formulated research objective together with the study developed hypothesis. All the recommendations provided were based on the findings as per data collections;

From the finding of the study it is recommended that telecommunication companies should try to increase investments on the pricing as one of the strategic innovation for their organizational wellbeing. With the pricing strategies, the can companies will be able to decide on how to sell or position themselves on the market. The pricing strategies can help the company to decide on offer to give out, or discount to be given out or even the price for the products to be given outs.

Furthermore, the study recommends the telecommunication companies should invest more on the process innovations as it help to improve the operational performance of the company, through the process innovation the company can improve its organizational structure can help to improve the cost of its operations, conducts more training, come out with new business methods which will help to improve their operations, and even improve their workflow. The study further recommends that the process innovation is very important and need to be taken very seriously as the mistake

in the process innovation can impact all other kinds of strategic innovation and hence affect the organizational performances very easier.

Furthermore, the study recommends that organizational management need consider engaging on organizational innovation strategies as its one of the competitive advantages since findings indicate that it was only moderately used. The study finds through innovations the companies can enjoy improved teamwork, easy information flow which will improve operational performances.

The findings of the study further find the importance of the product innovations. The study findings the product innovations help to improve organizational performance. The company needs to invest much in product innovation as is one of the ways to improve organization performance. One of the ways to improve the product innovations strategies is through investing in the staff by providing the rewards and motivation to the employees so as they can come out with new products idea. Also, the new product idea is another aspect of the product's strategic innovations. Most of the companies and business had proved that with new products the performance is very good. Hence this study recommends investing in product innovation needs to be taken into considerations by different organizations to improve their performances.

As the study found that some businesses did business researches on the need of the customers and others engaged in pricing strategies which substantially improved their overall performance. And at the same time, it had been proved that some of the organization which did not go through researching and developments had proved poor organizational performances. It is thus recommended that organization need to take into serious and strategic marketing with different strategies which can enable them to outperform their competitors and maintain their market share as well as their competitive edge

Lastly, the study recommends that the organization, especially like telecommunication companies, need to invest highly in the technology as one of the strategic innovations. The technology to telecommunication companies is the key to their daily operations. It is recommended that their budget needs at least 50% to be on technological

innovations. This is very important as telecommunication companies are the key and source of the technological development to other companies and organizations.

In General, the study recommends that the organization needs to invest in the four strategic innovations so as to increase its competitive advantages. The four strategic innovations, products, processes, marketing, and technological need to go together so as to improve the business operations. Lagging behind one of these strategies is not recommended as they can cause some operations to lag behind

6.5 Area for further research

As indicated on previous one of the study that this study had been limited to some extents, and also based on the findings of the study, the study recommended areas which was found to have further investigations. The following areas are recommended to be taken into consideration since it needs further study.

Under this study, it was found that process and marketing as strategic innovation had impacts on organization performances, now further research need be done on how the implementation of these two affects the organization performances.

Further studies also can be conducted on checking how the challenges on new the technology adopted by different organizations and the substitute to it's as technology innovation needs a lot of investments.

Further, the study should be done also considering other kinds of the organization on how the strategic innovation impacts on the organization performances

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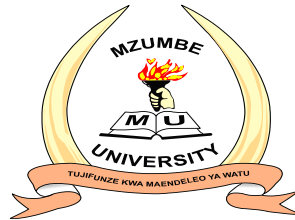
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APPENDICES

Appendix 1: Questionnaires for Vodacom Tanzania Plc. employees



**MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)**

E-Mail: drps@mzumbe.ac.tz
Tel: +255 023 2931212
Fax: +255 023 2931213
Cell: +255 0754694029
Website: www.mzumbe.ac.tz

P.O. Box 63
Mzumbe
TANZANIA

Dear Sir/Madam

I am a Masters' Degree student (Masters of Business Administration-Corporate Management) from Mzumbe University, carrying out a research on "*The Influence of Strategic Innovations on the Performance of Mobile Telecommunication Firms in Tanzania: A Case of Vodacom Tanzania Plc.*". This questionnaire is purposeful designed to obtain information to inform the study, the results whose information will be of useful mutual benefits to us all. I will be greatly honored for your cooperation and participation in truthfully answering the questions. I hereby assure you that all information provided in this questionnaire will be confidentially treated. Thank you for your valuable anticipated cooperation.

Yours sincerely,

.....
Abrahaman Dilunga

A: Background Information

1. What is the profession of your work specialization?....., Respondent's Gender Fem Male
2. What is your highest level of education achievement as far as your profession is concerned? Kindly tick (√) in the respective answers provided

1	Diploma level	
2	Bachelor's Degree level	
4	Master's Degree	

3. Kindly answer the question below by ticking (√) on the appropriate relevant answer.

For how long have you been serving in the office?

1-10 years	10-20 years	20-30 years	30-40 years	40-60 years

B: Aspects on strategic innovations and their influence on organizational performance

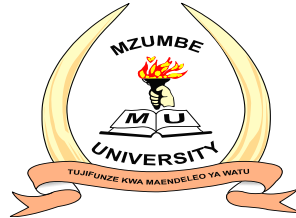
4. Kindly indicate the extent to which you agree or disagree on a scale of 1-5, on the extent to which various aspects of strategic innovations influence organizational performance by ticking (√) on the relevant category. Scale ‘1’ indicates- Strongly agree, ‘2’- Agree, ‘3’- Indifferent, ‘4’- Disagree, ‘5’- Strongly disagree.

S/N	Strategic innovation aspects and their influencing factors	Five points likert scale				
	A: Product/Service strategic innovations	1	2	3	4	5
1	Substantial resources allocation in exploring new products/Services to launch works best to determine organizational performance					
2	Facilitating wide range of product/service varieties to form a portfolio of products promotes better organizational performance					
3	Product/service enhancement features facilitate user-friendliness of the product hence better penetration in the market					
4	Strategizing on new product/service ideas innovations helps to promote a fast organization performance in terms of competition					
S/N	B: Process strategies innovations	1	2	3	4	5
1	Strategizing on mechanism to create smooth work processes flow promotes fast growth of the organization					
2	Innovations through deploying new less resources consuming business operation methods determines the pace of organization’s growth					
3	Cost reduction mechanisms innovations promotes organizational growth through preserving the value for money					
4	Substantial resources allocation on human resources training helps to build innovations capacity needed for growth of organizations					
5	Organizational structure changes which facilitate more co-workers relationships promotes capacity in innovation abilities					
S/N	C: Strategic marketing innovations	1	2	3	4	5
1	Competitive pricing strategies like discounts on products promotes success of the product in the market					
2	Strategies like promotion on product/services expands customers base hence increases competitive strength					

3	Marketing orientation strategies that are at the hearts of customers' needs facilitates proper product/service positioning					
4	Strategizing on better offers that go along with product/services offered increases product's autonomy in the market					
S/N	Technological Strategic Innovations	1	2	3	4	5
1	Technological innovations are centered at better processes improvements as well as operation process for stimulating organizational performance					
2	Research and development is a great stimulus of strategic innovations towards technological innovations					
3	Benchmarking through learning from the best players helps adopt new sophisticated technologies for promoting esteemed performance					

Thank you for your esteemed cooperation!

Appendix II: Interview guide questions with Vodacom Tanzania Plc. Management employees



**MZUMBE UNIVERSITY
(CHUO KIKUU MZUMBE)**

E-Mail: drps@mzumbe.ac.tz
Tel: +255 023 2931212
Fax: +255 023 2931213
Cell: +255 0754694029
Website: www.mzumbe.ac.tz

P.O. Box 63
Mzumbe
TANZANIA

Interview questions guide

Title: Influence of Strategic Innovations on the Performance of Mobile Telecommunication Firms In Tanzania: A Case of Vodacom Tanzania Plc.

Researcher: Abrahaman Dilunga (Masters of Business Administration-Corporate Management)

Questions for management personnel

1. What do you understand about the concept of strategic innovations and how can you relate its importance to organizational performance?
2. What are the aspects of strategic innovations that appear to be of great potentials to your organization's business?
3. How do you structure your organization to be easily adaptable to the now new world of endless innovations in the overall models of business operations?
4. What are the major contributions that strategic innovations have brought/ contributed to your organization especially in the event of winning the market competitiveness
5. What are the challenges faced by the requirements to adopt to new strategic innovation and how are the challenges addressed