STRATEGY TOOLS IN USE: NEW EMPIRICAL INSIGHTS FROM THE STRATEGY-AS-PRACTICE PERSPECTIVE

Albana Berisha Qehaja[*]

Enver Kutllovci[**]

Abstract. *This paper examines the usage of strategy tools from the strategy-as-practice perspective. In general, there is a lack of empirical evidence regarding the use of strategy tools, particularly in transition economies. The comprehensive and up-to-date research is mainly concerned with the extent of their use and classification. Thus, academics have already highlighted the need to review their role, importance, and use. Accordingly, this research seeks to bridge the current gap between theoretical constructs and empirical proof of the use of strategy tools in enterprises. The study design used for this research is cross-sectional and data were obtained from 314 enterprises in the Republic of Kosova, using standardized survey-based questionnaires. The purpose of this study is to assess the extent to which strategy tools are used in Kosovan enterprises. It also aims to distinguish their use according to educational background of managers/owners, enterprise size and across different sectors. The results of this study reveal that Kosovan enterprises have a low usage rate of strategy tools. More precisely, the two most used strategy tools are SWOT analysis and vision and mission statements. This paper provides some important insights into strategy tools usage in the Republic of Kosova, as a transition economy. While it provides a better understanding and awareness of strategy tools usage, there are other possible study areas that could offer significant value in future research.*

Keywords*: strategy-as-practice, strategy tools, educational background, Kosovan enterprises, transition economy*

1. INTRODUCTION

The organization should keep tracking constantly the internal and external events and developments to make appropriate adjustments as necessary. This is one of the core beliefs of the strategic management process, as claimed by David and David (2017). As highlighted by Planellas (2013), the speed of change pushes organizations to realize permanent, internal, and constantly updated strategic management processes.

Leaders, managers, and powerful coalitions should observe their organizations objectively and use rational analytical tools

[*] Albana Berisha Qehaja, PhD, Teaching Assistant, University of Prishtina, Faculty of Economics, Department of Management and Informatics, "Agim Ramadani" n.n. 10000 Prishtinë, Republic of Kosova, Mobile: +38349117002, E-mail: albana.berisha@ uni-pr.edu

[**] Enver Kutllovci, PhD, Full professor, University of Prishtina, Faculty of Economics, Department of Management and Informatics, "Agim Ramadani" n.n. 10000 Prishtinë, Republic of Kosova, Mobile: +38344250742, E-mail: enver.kutllovci@ uni-pr.edu

to identify suitable goals, objectives, and visions and, then formulate strategies for macro change and design organizational structures and procedures for their implementation, and then to use appropriate monitoring techniques to ensure movement in the future (Stacey, 2012).

There are many definitions of strategy tools but we will refer to the definition given by Stenfors *et al*. (2007, 931) as the most used one. They have defined a strategy tool: "*as a generic name for any method, model, technique, tool, framework, methodology or approach used to provide decision support*." Similar definitions have been given by Ramanujam *et al*. (1986); Clark and Scott (1999); Gunn and Williams (2007).

Generally, there is a scarcity of empirical evidence for strategy tools usage. On the other hand, as cited by Berisha Qehaja *et al*. (2017a), there have been numerous calls from academics to review their role and importance (Clark, 1997; Frost, 2003; Barney & Clark, 2007; Gunn & Williams, 2007; Jarzabkowski *et al*., 2012; Tassabehji & Isherwood, 2014). Laamanen (2017) has recently called for additional research on strategy tools. Furthermore, several authors introduced a new approach known as "*strategy-as-practice*" into the literature (Whittington, 1996, 2006, 2012; Jarzabkowski, 2004, 2005; Johnson, 2007; Carter *et al*., 2008; Jarzabkowski & Spee, 2009; Golsorkhi *et al*., 2010; Vaara & Whittington, 2012, as cited by Berisha Qehaja *et al*., 2017a, 2017b). They also have called for empirical research regarding the strategy perspective as practice. Hereupon, this research helps to bridge the current gap between theoretical constructs and empirical proof of the use of strategy tools in enterprises.

Accordingly, several burning questions arise. Do Kosovan enterprises use strategy

tools? Is there a difference in strategy tools usage among various types of enterprises' sizes and sectors? Is there any difference in usage depending on managers'/owners' educational backgrounds? Drawing upon the literature on strategy tools, the objectives of this study are as follows:

- To evaluate to what extent strategy tools are used in Kosovan enterprises;

- To find out whether there is a difference in the use of strategy tools between small, medium and large enterprises;

- To find out whether there is a difference in the use of strategy tools between trade, production, and service sectors;

- To find out whether the use of strategy tools differs depending on managers'/ owners' educational background.

To answer the posed questions and to achieve the set goals, different hypotheses were developed and subjected to empirical tests based on data collected from 314 enterprises in the Republic of Kosova (hereinafter referred to as Kosova).

The paper adds to the existing scientific literature, particularly with regard to the strategic management field. It is likely to affect the usage increase of strategy tools from decision-makers. It also distinguishes the use of strategy tools according to educational background, different sizes of enterprises, and different sectors in Kosova, as a transitional economy.

This paper is divided into five sections. A brief introduction to the paper is given in the first section. The proper literature review on strategic management process, strategy-as-practice, strategy tools, and the Kosovan enterprises' context is included in the second section. Then, the hypotheses

are presented. In addition, section three outlines the study's research methods. The statistical results and discussion are presented in sections four and five. The closing remarks and limitations are given in the final section.

2. LITERATURE REVIEW

2.1. Strategic management process

In accordance with Tassabehji and Isherwood (2014), strategic management literature presents a variety of diverse viewpoints and interpretations, with growing attempts to describe what is the strategy and where it comes from – confidential discussions that are frequently unfathomable and inappropriate to practicians. The term strategy has been derived from the Greek word *strategos*, which relates to the soldierly general and incorporates the *stratos* (the army) and the *ago* (to lead) (David & David, 2017). Articles on contemporary strategic management often point to the roots of Chinese general Sun Tzu's Art of War, which is believed to be written around 2500 years ago (Stacey & Mowles, 2016).

The strategy has to do with planning resources deployment in order to accomplish certain goals (Kotler *et al.*, 2015). A strategy is all about ideas, choices, and acts that make it possible for an organization to thrive (Dess *et al.*, 2014). It is the act of fitting an enterprise and its surrounding (Porter, 1991). For Dess *et al.* (2014) strategy is all about being different. In other words, the strategy is the core of the strategic management scope (Phillips & Moutinho, 2018). David and David (2017) compare firms to organisms because they need to be "adept at adapting" or they won't survive. They continue that to survive. All organizations need to cleverly identify and

adapt themselves to change, in this way, the goal of the process of strategic management is to empower organizations to successfully respond to change in the long term.

Generally, in the strategic management literature, we can find various definitions of this process. David (2011, p.6) and David and David (2017, 33) define strategic management process as: "*the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives.*" Whereas Hitt *et al*. (2009, 6), define the strategic management process as: "*the full set of commitments, decisions, and actions required for a firm to achieve strategic competitiveness and earn above-average returns.*" As per Dess *et al*. (2014, 7), it consists of: "*the analyses, decisions, and actions an organization undertakes in order to create and sustain competitive advantages.*" Besides these definitions, Stonehouse and Pemberton (2002) highlight that strategic management includes concepts and frames, reinforced with different tools and procedures to support senior executives with their strategic analysis, planning, and execution.

2.2. Strategy tools

Historically, the strategic management key value was to aid organizations to prepare superior strategies by using a more organized realistic and rational approach to decision-making (David & David, 2017). Laamanen (2017) thinks that, in relation to theoretical methods and frames set by scholars and consultants, countless papers offered vivid examples of how various organizations have adopted long-range planning and what types of strategy tools and approaches were used by them. As cited by Gică (2011), progress towards strategic orientation and strategic management through

specific tools needs to be made more sophisticated once the company develops, so that it ensures its survival and long-term success (Ward, 1988; Stone, 1999; Hitt & Irleand, 2000; Wolf, 2000; Analoui & Karami, 2003).

The tools offered to managers at the strategic level are diversified and derive from various disciplines (Stenfors *et al*., 2007). They should enable better organizational outcomes and results prior to acting (Stacey, 2012). Kotler *et al*. (2015) emphasize that if decision-makers want to be nearer to the success of a strategy, they must first consider a wide selection of viewpoints through the use of strategy tools. Moreover, Stonehouse and Pemberton (2002) point out that an academic discipline's competence is frequently measured by the degree to which its theories and techniques are implemented in day-to-day practice. As well, Gunn and Williams (2007) point out that the strategy tools' usage in organizations, while yet essential to the creation and implementation of strategies, should be seen from a practice-based perspective. According to Stacey (2012, 40): "*over the last hundred years business-school researchers and management consultants have developed a plethora of what are called tools and techniques to be used by leaders and managers to carry out the activities.*" Jarzabkowski and Kaplan (2015) estimate that this list is excessively lengthy to be counted. Whilst Clark (1997) stresses that so far we cannot find a whole list of strategy tools. Nevertheless, according to several authors (Prescott & Grant, 1988; Webster *et al*., 1989; Clark, 1997; Vaitkevičius, 2006; Lisiński & Šaruckij, 2006; Stacey, 2012; Wright *et al*., 2013; Vuorinen *et al*., 2017, as cited by Berisha Qehaja & Ismajli, 2018), there have been many efforts to categorize strategy tools and techniques.

As stated by Stacey (2012, 52): "*the tools and techniques are prescribed in the belief that they will enable leaders and managers to choose an improved future for their organizations and to control movement towards that future*". Their aim is to provide companies with noteworthy improvements and benefits (Pasanen, 2011). Thus, David and David (2017) argue that the businesses that have systems that use strategic planning concepts, tools, and methods, typically surpass their industry's long-term financial performance. Otherwise, Stacey and Mowles (2016, 194) emphasize that: "*systemic tools and techniques are often used on special occasions such as strategy 'away-days' or when large numbers are involved in highly visible problems*".

Despite this, several academics think that strategy tools usage brings many benefits to enterprises. Some of them are summarized in the following section of the paper. They are considered useful for a variety of activities that lead to improved overall enterprise performance such as: *solving practical problems*; *analysing an organization and its environment*; *helping in decision-making, providing diversity through the creation of views*; *can be adapted to multiple strategic task*s; *facilitating the social mediation between the participants of the strategy*; *setting goals for large, diverse organizations and establishing a basis for determining the relative value of different business portfolios*; *are important communication tools, their analytical role has to be taken into account* (Ramanujam *et al*., 1986; Webster *et al*., 1989; Clark, 1997; Frost, 2003; Stenfors *et al.,* 2007; Gunn & Williams, 2007; Knott, 2008; Afonina & Chalupsky, 2012; Wright *et al*., 2013); *can be used for competitive analysis* (Prescott & Grant, 1988), *facilitating the strategic management process* (Dincer *et*

al., 2006), *increasing efficiency* (Pasanen, 2011), *understanding competitive advantage over rivals* (Wright *et al*., 2013), *improving the overall enterprise performance* (Rigby, 1994; Iseri-Say *et al*., 2008; Gică & Balint, 2012; Afonina, 2015; Rigby & Bilodeau, 2015) and *creating competitive advantage* (Stenfors *et al*., 2007; Afonina & Chalupský, 2013; Wright *et al*., 2013; Afonina, 2015).

There is a lack of empirical evidence about strategy tools usage (Clark, 1997; Gunn & Williams, 2007; Aldehayyat & Anchor, 2009). Most of the earlier researches have been performed in developed countries and a few in emerging countries (Elbanna, 2008). Tools to support customer satisfaction are at the forefront across high-developed economies, while tools to support optimization processes throughout enterprises are at the forefront in former transitional countries. This proves that enterprises of former transition countries have not yet completed the restructuring to become highly competitive (Nedelko *et al*., 2015).

2.3. Strategy-as-practice approach

Järventie-Thesleff *et al*. (2014, 3) think that: "*Strategy-as-practice is a fairly new theoretical approach to the study of strategic management that draws on the practice turn in social theory and strategy research*". Although, Jarzabkowski (2005) points out that *strategy-as-practice* is a fragment of a wider inurement that has been transformed over the past 20 years into the contemporary social theory and management sciences. According to Whittington (1996), this new approach offered by the practice perspective is a concern for the effectiveness of strategists and not only organizations. Three main elements of this approach for strategy contexture were

later identified as a practice by Whittington (2006): *practices*, activities that include strategic development; *practitioners*, actors that take over the strategy work and *practitioners' practices*.

The *strategy-as-practice* provides a promising conceptual tool for deeper research into micro-foundations of institutions, drawing attention to the activities of individuals (Jarzabkowski, 2005) and the tools, methodologies and materials they use in their daily actions and interactions (Spee & Jarzabkowski, 2009, 2011; Jarzabkowski *et al*., 2013). This approach seeks to direct greater attention to micro-level activities and practices on a daily basis through which strategies are being implemented in organizations (Järventie-Thesleff *et al*., 2014; Egels-Zandén & Rosén, 2015).

2.4. Kosovan enterprises context

As highlighted by Riinvest (2014, 12): *"Even 15 years after the war, Kosovo's economy still continues to rely on unsustainable sources of growth, such as import of goods, government expenditures, and remittances*." The Kosova's Ministry of Trade and Industry (2015, 70) emphasizes that: "*Kosovo is still in the transition phase in which entrepreneurship and small business creation is expected to play an important role on the road to a modern economy, free market and thus towards development and economic growth*."

Several years' studies, carried out by various institutes in Kosova, shed light on the fact that Kosovan enterprises do not have satisfactory performance (Riinvest, 2013, 2014; BSC, 2011, 2013; MTI, 2011a, 2011b, 2013). Mostly, they are run by owners/managers with secondary school background and most of them have a copying approach "*me too*", which limits their job creation capacity (MTI, 2011a, 2013). On

the other hand, more than 50% of the population of Kosova is under the age of 25 and 70% is under the age of 35. Thus, it can be stated that Kosova has a relatively new and increasing workforce, but which needs education and training to fulfil the market demands (MTI, 2011b). According to Berisha Qehaja *et al.* (2017, 52): "*These statistical facts are promising with regard to the potential of Kosovans to develop new learning processes and practices in Kosovan enterprises.*"

Peci *et al.* (2012) emphasize that the barriers imposed on institutions and other obstacles shaped by the environment of business continue to be faced by SMEs in Kosova, including the lack of quality education, the lack of experience and poor knowledge related to technologies usage. The UNDP (2012) report also points out how Kosova might mobilize the more indirect benefits of private sector growth – such as reinforced education systems, revenue redistribution, and investments in environmental sustainability. Moreover, there are many lessons to be learned if Kosova's labour market is to be strengthened and draining cycles of dependency broken. A culture of nepotism, low value placed on learning among hirers, and a narrow opportunity window is eroding youth commitment to learning as a route to personal advancement.

Therefore, it should be noted that it is worrying that Kosovan enterprises perceive the biggest barriers coming from the external environment rather than the internal one. A national level survey conducted by Riinvest (2014, 31) indicates that: "'*high cost of finance' topped the list of perceived barriers in 2009 with a score of 84.2, followed by 'corruption' (82), 'unavailability of state subsidies' (82.3), 'unfair competition' (80.2), and 'non-functioning judiciary*

system' (77.8). The findings also reveal that these five barriers lead the list of perceived barriers in the current period as well, albeit with a slightly lower intensity scores."

According to the research findings on the barriers of doing business in Kosova (Riinvest, 2013), *skills and education of current employees* are ranked as the 22nd barrier, while *the lack of educated and skillful employees* has been ranked as the 17th barrier according to the research findings on the barriers of doing business in Kosova (Riinvest, 2014). Even the results of the research conducted at 800 small and medium-sized enterprises (MTI, 2011a) for other barriers show that below 10% of respondents' responses mentioned as major obstacles the following: *lack of qualified staff* and *lack of managerial staff*.

To sum up, there is a lack of empirical evidence about the use of strategy tools in transition countries, even though there are several studies that address this aspect in other countries. According to Berisha Qehaja and Ismajli (2018), the results of many empirical studies highlight the fact that large companies use more strategy tools than medium and small ones (Stonehouse & Pemberton, 2002; Elbanna, 2007; Aldehayyat & Anchor, 2009; Aldehayyat et al., 2011; Pasanen, 2011; Kalkan & Bozkurt, 2013; Rigby & Bilodeau, 2015). Whereas many studies did not find any significant difference in the usage of strategy tools, among production, trade and service enterprises (Glaister & Falshaw, 1999; Stonehouse & Pemberton, 2002; Aldehayyat & Anchor, 2009; Elbanna, 2007). On the contrary, Kalkan and Bozkurt (2013) found significant differences between sectors in the strategy tools usage.

Jarzabkowski *et al.* (2012) found that management education has a strong impact

on the workplace practice of business schools' alumni regarding strategy tools usage. Gunn and Williams (2007) found that there is a strong relationship between the respondents' educational background and the use of strategy tools, whilst Tassabehji and Isherwood (2014) indicated that educational background was an important factor, but not a unique one related to the use of strategy tools. Moreover, the study results of Aldehayyat and Anchor (2009) showed that company managers were aware of available strategy tools, but did not use necessarily all of them. Furthermore, Legge *et al*. (2007) think that learning management in schools offers mainly individual career benefits, with a limited transfer of knowledge and skills on the job.

Consequently, based on previous discussions the following hypotheses were formulated:

- *Hypothesis 1*. There is a significant difference between small, medium and large enterprises in the use of strategy tools.

- *Hypothesis 2*. There is no significant difference between trade, production and service sectors in the use of strategy tools.

- *Hypothesis 3*. There is a significant difference in the use of strategy tools based on the educational background of managers/owners.

3. RESEARCH METHODS

The research design for this study was cross-sectional and data were gathered based on a survey strategy using structured questionnaires. Surveys are popular strategies (Hox & Boeije, 2005) which are mainly used in business research (Ghauri & Grønhaug, 2005). As Cooper and Schlinder (2014, 295) highlight: "*the questionnaire is the most common data collection instrument in business research*" and the survey strategy makes the greatest use of questionnaires in business and management research (Saunders *et al*., 2009).

We used the Kosova Tax Administration database to select the sample through the random method. Given the strong disparity among small and medium-sized enterprises, we used a stratified sampling method, setting the enterprise size as the stratum. The survey for this study was carried out in the three-month period (Nov 2016-Jan 2017). The software for analysing the data was the statistical program – SPSS, widely used in social science.

According to Saunders *et al*. (2009), researchers are satisfied with estimating the characteristics of the population at 95% certainty, with the tolerated variance of 3 to 5% from the true value, in most business and management research. The size of the population was 1,685 enterprises. We decided to use a 95% confidence level and an error margin of 3.33%, which resulted in 573 enterprises. Questionnaires were returned from 314, out of 573 enterprises, representing the population of the research. Thus, the total response rate resulted in 55.58%, while the active response rate resulted in 61.14%. The respondents were the owners/managers of Kosovan enterprises, who were engaged in the strategic level of the business. Baruch (1999) highlighted that a response rate of 35% is rational for most research studies, concerning top managers. Therefore, the resulted rate is considered satisfactory, and the sample is statistically representative based on the number of enterprises registered in Kosova. Due to refusals, the error margin rose from 3.33 to 5%, with a confidence level of 95 percent.

3.1. Constructs and measures

Strategy tools. In the questionnaire, several questions to assess the extent of respondents' knowledge of strategy tools have been included. Whilst to examine the extent of respondents' knowledge on strategy tools, the measure criterion used was adapted from Jarzabkowski *et al.* (2012). Therefore, respondents had the chance to select: 1=*they've never heard of it*, 2=*they've heard of it but don't use it*, 3=*they've used it before but don't use it now* and 4=*they're using it now*.

The first four strategy tools are selected from the results of the empirical literature review. The rest of the tools have been selected based on prior research results. The more a strategy tool was included in researches, the higher it is listed in the questionnaire. See the following table.

Table 1: Strategy tools included in the study

1. SWOT analysis	Afonina, 2015; Stonehouse and Pemberton, 2005; Jarzabkowski et al., 2012; Glaister et al., 2009; Vaitkevičius, 2007; Frost, 2003; Clark, 1997; Dincer et al., 2006; Stenfors et al., 2007; Gunn and Williams, 2007; O'Brien, 2009; Afonina and Chalupský, 2013; Tassabehji and Isherwood, 2014; Pasanen, 2011; Aldehayyat and Anchor, 2009; Kalkan and Bozkurt, 2013; Aldehayyat, Al Khattab and Anchor, 2011; Rajasekar and Al Raee, 2014; Glaister and Falshaw, 1999; Tapinos, 2005; Elbanna, 2007; Kume and Leskaj, 2009; Gică and Balint, 2012.
2. "What if" analysis	Glaister et al., 2009; Dincer et al., 2006; Kalkan and Bozkurt, 2013; Aldehayyat et al., 2011; Rajasekar and Al Raee, 2014; Glaister and Falshaw, 1999; Ghamdi, 2005.
3. Vision and mission statements	Vaitkevičius, 2007; Frost, 2003; Rigby and Bilodeau, 2015; Clark, 1997; Tassabehji and Isherwood, 2014; Pasanen, 2011; Kalkan and Bozkurt, 2013; Nedelko et al., 2015.
4. Porter's five forces analysis	Afonina, 2015; Stonehouse and Pemberton, 2005; Jarzabkowski et al., 2012; Vaitkevičius, 2007; Clark, 1997; Glaister et al., 2009; Dincer et al., 2006; Gunn and Williams, 2007; O'Brien, 2009; Afonina and Chalupský, 2013; Tassabehji and Isherwood, 2014; Aldehayyat and Anchor, 2009; Aldehayyat et al., 2011; Rajasekar and Al Raee, 2014; Kume and Leskaj, 2009.
5. Value chain analysis	Afonina, 2015; Jarzabkowski et al., 2012; Glaister et al., 2009; Clark, 1997; Dincer et al., 2006; Stenfors et al., 2007; Gunn and Williams, 2007; O'Brien, 2009; Afonina and Chalupský, 2013; Tassabehji and Isherwood, 2014; Aldehayyat and Anchor, 2009; Kalkan and Bozkurt, 2013; Aldehayyat et al., 2011; Rajasekar and Al Raee, 2014; Kume and Leskaj, 2009.
6. BCG Matrix	Afonina, 2015; Jarzabkowski et al., 2012; Glaister et al., 2009; Clark, 1997; Dincer et al., 2006; O'Brien, 2009; Afonina and Chalupský, 2013; Tassabehji and Isherwood, 2014; Aldehayyat and Anchor, 2009; Kalkan and Bozkurt, 2013; Aldehayyat et al., 2011; Rajasekar and Al Raee, 2014; Elbanna, 2007.
7. GE Matrix	Afonina, 2015; Jarzabkowski et al., 2012; Glaister et al., 2009; Clark, 1997; Dincer et al., 2006; Gunn and Williams, 2007; O'Brien, 2009; Afonina and Chalupský, 2013; Aldehayyat and Anchor, 2009; Kalkan and Bozkurt, 2013; Aldehayyat et al., 2011; Rajasekar and Al Raee, 2014; Elbanna, 2007.
8. Balanced Scorecard	Afonina, 2015; Jarzabkowski et al., 2012; Rigby and Bilodeau, 2015; Stenfors et al., 2007; Gunn and Williams, 2007; O'Brien, 2009; Pasanen, 2011; Kalkan and Bozkurt, 2013.

Source: Authors

Enterprise size. The Republic of Kosova categorizes enterprises according to the number of employees[1]; It should be noted that this criterion is the only one used in Kosova for classification. This classification is consistent with that of the European Union in terms of the number of employees. For the purposes of this study, the size of the enterprise has been measured as the natural logarithm of the total number of workers. This variable was similarly measured in previous studies.

Sector. Most studies include the sector variable at least as an essential characteristic of the sample. For the purposes of this study, three main sectors are included as follows: trade, production and service. It is measured using the dummy variable.

The sector as a variable is present, as the enterprise size, in most previous research, at least as a structural feature of the sample. This study involves three main sectors in Kosova (trade, production and service sector).

Educational background. This construct is measured based on the rank scale as it is an ordinal variable and is usually categorized as follows: primary, secondary, bachelor, master and doctorate level.

The hypotheses H_1, H_2, and H_3 are tested using the Kruskal-Wallis H non-parametric test. As noted :by Cooper and Schlinder (2014, 460): "*The Kruskal-Wallis test is appropriate for data that are collected on an ordinal scale or for interval data that do not meet F-test assumptions, that cannot be transformed, or that for another reason prove to be unsuitable for a parametric test. Kruskal-Wallis is a one-way analysis of variance by ranks. It* *assumes random selection and independence of samples and an underlying continuous distribution.*"

The tests are applied in two ways: first, it has been tested whether there is a significant variance regarding the use of eight strategy tools as a cluster, and secondly, it has been tested whether there are differences in the use of each tool separately according to the enterprise size and sectors respectively and according to managers'/owners' educational background.

4. EMPIRICAL DATA AND ANALYSIS

Considering the total enterprises included in this study (n=314), 79.9% (n=251) were small enterprises, 16.6% (n=52) were medium enterprises and only 3.5% (n=11) were large-sized enterprises. Furthermore, 30.6% (n=96) were from the production sector, 30.6% (n=96) were from the trade sector and 38.8% (n=122) from the service sector. As per respondents, 25.5% (n=80) were owners, 19.1% (n=60) were CEO, 38.8% (n=122) were top managers and the rest of them 16.6% (n=52) were middle managers. Their educational background was as follows: 26.4% (n=83) were with secondary school background, 54.1% (n=170) with bachelor degree, 18.2% (n=57) with Master degree and only 1.3% (n=4) with doctoral degree.

As mentioned earlier, the measurement criterion to examine the knowledge level of respondents on strategy tools was taken from Jarzabkowski *et al.* (2012). The results are shown in the following figure.

---

[1] 10-49 employees – a small enterprise, 50-249 employees –a medium-sized enterprise and over 250 employees –a large enterprise.
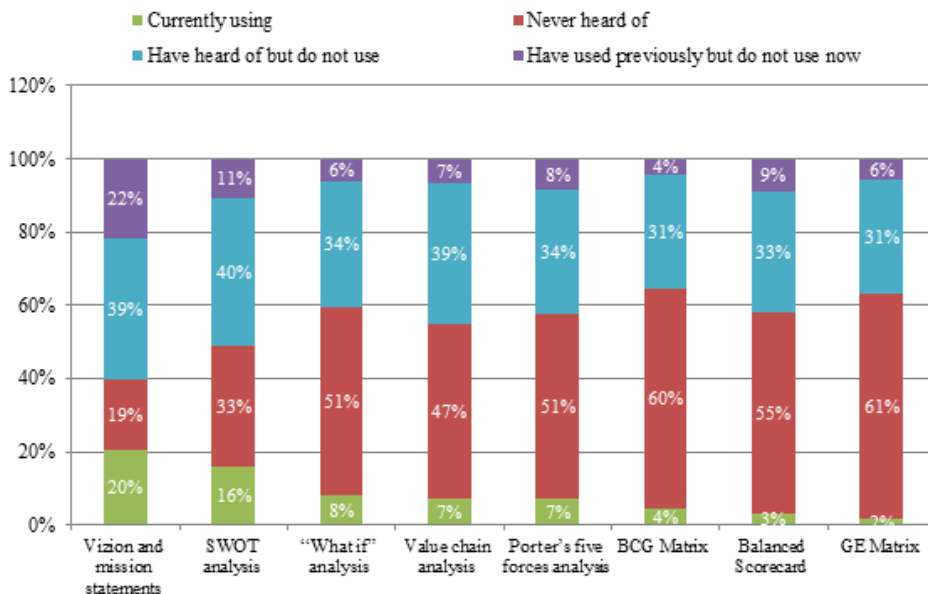
Figure 1: The usage/knowledge rate of strategy tools in Kosovan enterprises

Since the focus of our study are the strategy tools, enterprises that use strategy tools are considered those enterprises that use at least one of the eight tools listed earlier. Results show that out of the total surveyed enterprises (*n*=314), 35.67% (*n*=112) of them use at least one out of eight strategy tools, while 64.33% (*n*=202) don't use any of them. The empirical results show that Kosovan enterprises do not have a satisfactory usage of strategy tools. The two most used tools are the following: vision and mission statements (20.4%) and SWOT analysis (15.9%). All other tools have been used in less than 10% of the surveyed enterprises.

The following table shows the non-parametric correlation matrix for strategy tools usage, based on the Bootstrapping method. According to MacKinnon, Lockwood, and Williams (2004), the bias-corrected bootstrap provides the most accurate confidence limits and the greatest statistical power, and if resampling methods are feasible, it is considered the method of choice. The table presents the correlations between the used strategy tools by Kosovan enterprises. As we can see, all strategy tools used in Kosovan enterprises have a significant and positive correlation among themselves, excluding the balanced scorecard with the vision and mission statements, where no significant correlation is indicated.

Table 2: Correlations of the used strategy tools

Strategy tool	1	2	3	4	5	6	7	8
1. SWOT analysis	1.000							
2. "*What if*" analysis	0.311**	1.000						
3. Vision and mission statements	0.385**	0.307**	1.000					
4. Porter's five forces analysis	0.290**	0.280**	0.233**	1.000				
5. Value chain analysis	0.312**	0.270**	0.252**	0.162**	1.000			
6. BCG Matrix	0.328**	0.327**	0.235**	0.243**	0.354**	1.000		
7. GE Matrix	0.223**	0.239**	0.125*	0.264**	0.452**	0.589**	1.000	
8. Balanced Scorecard	0.218**	0.275**	0.088	0.163**	0.436**	0.488**	0.701**	1.000

*.   Correlation is significant at the 0.05 level (2-tailed).

**.   Correlation is significant at the 0.01 level (2-tailed).

To test whether there are differences in the use of strategy tools between enterprises of different sizes, first, the comparison of strategy tools usage is provided in the following figure.
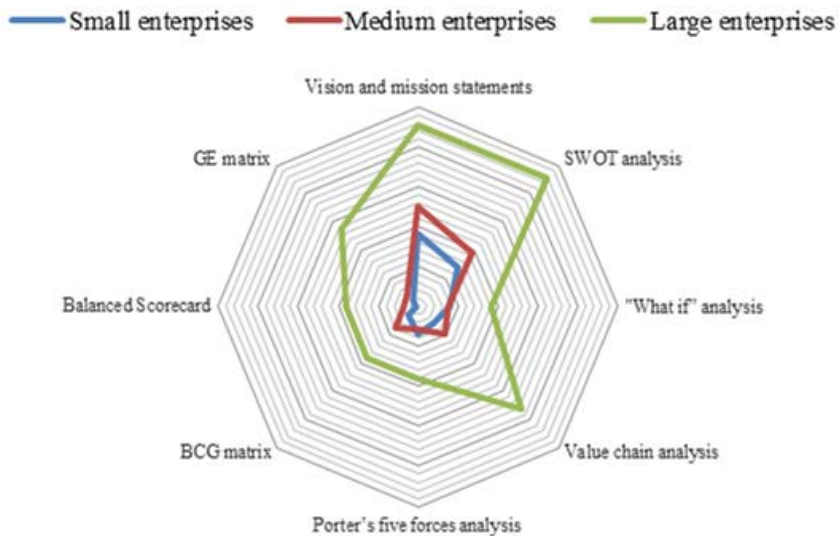

Figure 2: Strategy tools usage by enterprise size

As shown in the previous figure, large enterprises use all types of strategy tools, which is more than SMEs. However, the differences between small and medium-sized enterprises are relatively small. Medium-sized enterprises use slightly more strategy tools than the small ones, apart from the "*what if*" analysis and Porter's five forces analysis.

To see if there is any statistical difference in strategy tools' use among different sized enterprises, only the enterprises that use strategy tools were tested, and the significance criterion was set at $\alpha = 0.05$. The first alternative and null hypotheses are presented as follows:

H_1: *There is a significant difference between small, medium and large enterprises in the use of strategy tools.*

H_0: *There is no significant difference between small, medium and large enterprises in the use of strategy tools.*

The Kruskal-Wallis H test results are given in the following table.

Table 3: Strategy tools usage by enterprise size

Test Statistics[a,b]

	Small enterprises	Medium enterprises	Large enterprises
Chi-Square	0.552	0.030	3.873
Df	1	1	1
Asymp. Sig.	0.458	0.862	0.049*

a. Kruskal Wallis Test

b. Grouping Variable: Strategy tools

*$p < 0.05$

The findings of the Kruskal-Wallis H test indicate a statistically significant difference in the use of strategy tools, between SMEs and large enterprises ($\chi^2(1, N=314) = 3.873$, $p = 0.049$). Nevertheless, there is no significant difference between small enterprises ($p = 0.458$) and medium-sized ones ($p = 0.862$). The following table presents the results of the differences in the use of each tool, separately by enterprise size.

Table 4: The use of each strategy tool by enterprise size

Test Statistics[a,b]

	SWOT analysis	"*What if*" analysis	Vision and mission statements	Porter's five forces analysis	Value chain analysis	BCG matrix	GE Matrix	Balanced scorecard
Chi-Square	8.298	1.471	5.580	2.244	15.147	7.069	23.214	21.862
df	2	2	2	2	2	2	2	2
Asymp. Sig.	0.016*	0.479	0.061	0.326	0.001**	0.029*	0.000***	0.000***

a. Kruskal Wallis Test

b. Grouping Variable: Enterprise size

*$p < 0.05$; **$p < 0.01$; ***$p < 0.000$

In five, out of eight strategy tools, there is a significant difference in their usage, according to the enterprise size, namely: *SWOT analysis* ($\chi^2 = 8,298$, $p = 0.016$), *value chain analysis* ($\chi^2 = 15,147$, $p = 0.001$), *BCG matrix* ($\chi^2 = 7.069$, $p = 0.029$), *GE matrix* ($\chi^2 = 23.214$, $p = 0.000$) and *balanced scorecard* ($\chi^2 = 21.862$, $p = 0.000$). Whilst there are no significant differences in the three of them: *"what if" analysis*, *vision and mission statements*, and *Porter's five forces analysis* ($p > 0.05$).

Therefore, we conclude that the first hypothesis is partly supported, since there is a significant difference in the use of strategy tools in large enterprises, compared to SMEs, but there is no significant difference in the use of strategy tools among small and medium-sized enterprises. Consequently, the following question arises: Do large enterprises influence strategy tools usage rate? To answer this question, simple linear regression calculations are presented to predict the effect of strategy tools usage in large enterprises.

The correlation coefficient $R = 0.111$ shows that there is a weak correlation between the use of strategy tools and large enterprises. However, a significant regression equation has been found ($F(1, 312) = 3.909$, $p < 0.049$), with the adjusted R^2 from 0.012. The Durbin-Watson values (1.820) have been determined within the accepted rate of 1.5–2.5, indicating that there is no significant autocorrelation in the residuals. Also, the two factors that show collinearity statistics in the coefficients table are within accepted limits (TOL>0.1; VIF<10). Therefore, we can conclude that 1.2% of the variance in the use of strategy tools is affected by large enterprises. Otherwise, we say that for an additional employee, the strategy tools usage increases on average by 0.29 units. The detailed results are presented in Table 5.

Table 5. Simple linear regression: Model summary, ANOVA and coefficients

Model summary[b]

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | Durbin-Watson |
					R Square Change	F Change	df1	df2	Sig. F Change	
1	0.111[a]	0.012	0.009	0.478	0.012	3.909	1	312	0.049	1.820

a. Predictors: (Constant), Large enterprises

b. Dependent variable: Strategy tools

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.892	1	0.892	3.909	0.049[b]
	Residual	71.159	312	0.228		
	Total	72.051	313			

a. Dependent variable: Strategy tools

b. Predictors: (Constant), Large enterprises

Coefficients[a]

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | | Collinearity Statistics | |
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.074	0.289		3.712	0.000		
	Large enterprises	0.290	0.147	0.111	1.977	0.049	1.000	1.000

a. Dependent variable: Strategy tools

The second alternative hypothesis and the null hypothesis are as follows:

H₂: There is no significant difference between trade, production and service sectors in the use of strategy tools.

H₀: There is a significant difference between trade, production and service sectors in the use of strategy tools.

To test whether there are differences between enterprises in different sectors related to the use of strategy tools, a comparison of the strategy tools used by sectors is provided in the following figure.
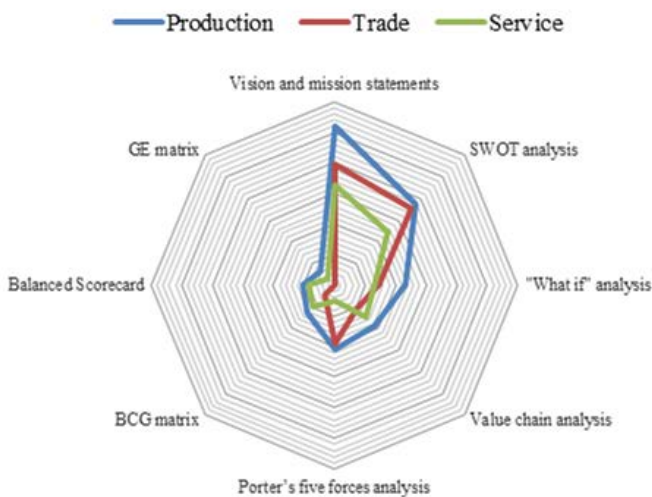

Figure 3: Strategy tools usage by sectors

Based on the figure above, it is noted that production enterprises use all types of strategy tools a little more than trade and service enterprises, while there are relatively small differences between trade and service enterprises. As pointed out earlier, only the enterprises that have used strategy tools are tested to see if there is a statistically significant difference between sectors, and the significance criterion is set at $\alpha = 0.05$.

Table 6: Strategy tools usage classified by sectors

Test Statistics[a,b]

	Production	Trade	Service
Chi-Square	0.201	1.772	0.920
Df	1	1	1
Asymp. Sig.	0.654	0.183	0.337

a. Kruskal Wallis Test

b. Grouping Variable: Strategy tools

*p < 0.05

The Kruskal-Wallis H test results indicate that there is no statistically significant difference among production, trade and service enterprises in the use of strategy tools ($p > 0.05$). The following table presents the results of the differences in the use of each tool, separately by sectors.

Table 7: The use of each strategy tool classified by sectors

Test Statistics[a,b]

	SWOT analysis	"*What if*" analysis	Vision and mission statements	Porter's five forces analysis	Value chain analysis	BCG matrix	GE Matrix	Balanced scorecard
Chi-Square	1.995	1.871	3.102	6.392	1.224	2.049	2.985	4.748
Df	2	2	2	2	2	2	2	2
Asymp. Sig.	0.369	0.392	0.212	0.041*	0.542	0.359	0.225	0.093

a. Kruskal Wallis Test

b. Grouping Variable: Sector

*$p < 0.05$

Out of the total of eight strategy tools, only Porter's five forces analysis has proved to have a significant difference among the sectors ($\chi^2 = 6.392$, $p = 0.041$). While for other tools, there is no significant difference in their usage by enterprises in various sectors ($p > 0.05$). Based on the results presented earlier, we conclude that the second hypothesis is supported, as there is no significant difference in the strategy tools usage in production, trade and service enterprises. Therefore, H_a is rejected.

The third alternative and null hypotheses are presented as follows:

H_3: *There is a significant difference in the use of strategy tools based on the educational background of managers/owners.*

H_0: *There is no significant difference in the use of strategy tools based on the educational background of managers/owners.*

The comparison of the usage of the strategy tools based on the educational background of managers/owners is presented below. The doctoral level is excluded from the analysis, because there were only four cases.
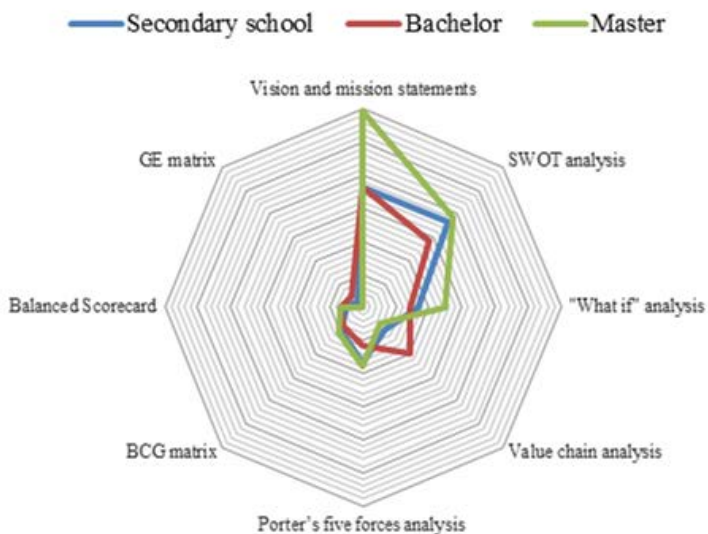
Figure 4: Strategy tools usage according to managers'/owners' educational background

As demonstrated by the above figure, it has been determined that managers/owners with Master's degree education use relatively more strategy tools than those with secondary and bachelor degree, excluding *value chain analysis*, *GE matrix*, and *balanced scorecard*, where no difference is noted. Generally, there are no significant differences among managers/owners with secondary and bachelor degree, regarding the use of strategy tools. Although in the figure presented earlier, there were differences in strategy tools usage, especially by managers/owners with *Master level* educational background. The results of the applied test indicate that there is no significant difference in the strategy tools usage classified by managers'/owners' educational background.

Table 8: Strategy tools usage classified by managers'/owners' educational background

Test Statistics[a,b]

	Secondary school	*Bachelor*	*Master*
Chi-Square	0.408	3.250	2.992
Df	1	1	1
Asymp. Sig.	0.523	0.071	0.084

a. Kruskal Wallis Test

b. Grouping Variable: Strategy tools

The following table presents the results of the differences in the use of each tool separately, according to managers'/owners' educational background.

Table 9: The use of each strategy tool according to managers'/owners' educational background

Test Statistics[a,b]

	SWOT analysis	*"What if"* analysis	Vision and mission statements	Porter's five forces analysis	Value chain analysis	BCG matrix	GE Matrix	Balanced scorecard
Chi-Square	1.160	1.510	3.883	0.845	3.722	0.154	1.603	0.241
Df	2	2	2	2	2	2	2	2
Asymp. Sig.	0.560	0.470	0.144	0.655	0.156	0.926	0.449	0.886

a. Kruskal Wallis Test

b. Grouping Variable: Educational background

Based on the results presented earlier, we conclude that the third hypothesis is not supported, while, there is no significant difference in the strategy tools usage according to managers'/owners' educational background. Therefore, H_0 cannot be rejected.

5. RESULTS AND DISCUSSION

This section discusses empirical findings and compares them with previous empirical studies' results across the world. Generally, there is a lack of empirical evidence on the use of strategy tools in transition countries. Consequently, the results of this study can hardly be compared with those of transition countries. However, in the following sections, we will discuss the results, according to the hypotheses flow.

Our results show that out of the total surveyed enterprises (*n*=314), 35.67% (*n*=112) of them use at least one out of eight strategy tools, while 64.33% (*n*=202) do not use any of them. Moreover, our empirical results show that Kosovan enterprises do not have a satisfactory usage of strategy tools. The two most used tools are the following: vision and mission statements (20.4%) and SWOT analysis (15.9%). All other tools are be used in less than 10% of the surveyed enterprises. Compared with

previous studies' results, it appears that Kosovan enterprises use them very little. The usage of SWOT analysis across some countries is summarized in the following paragraph.

Nearly 72% of Czech enterprises (Afonina & Chalupský, 2013), around 70% of British enterprises (Gunn & Williams, 2007) and 49.5% of Romanian SMEs use it as a strategy tool (Gică & Balint, 2012). In Finland, around 75% of SMEs said they were using the vision and mission statements (Pasanen, 2011). In addition, the SWOT analysis has proven to be the most widely used tool in the world, regardless of the country's development level (see Berisha Qehaja *et al*., 2017a, 2017b). Even the vision and mission statements have proven to be in the synopsis of the ten most frequently used tools worldwide, regardless of the country's development level (the fifth of ten tools). These tools were also among the six most widely used tools worldwide, regardless of the enterprise size.

As mentioned earlier, all other tools are used in less than 10% of Kosovan enterprises. Also, similar results emerged in the following studies: *"What if" analysis* (Rajasekar & Al Raee, 2014), *value chain analysis* (Stonehouse & Pemberton, 2002; Aldehayyat & Anchor, 2009),

Porter's five forces analysis (Stonehouse & Pemberton, 2002; Dincer *et al*., 2006; Gunn & Williams, 2007; Rajasekar & Al Raee, 2014), *BCG matrix* (Stonehouse & Pemberton, 2002; Gică & Balint, 2012), *balanced scorecard* (Pasanen, 2011; Gică & Balint, 2012) and *GE matrix* (Stonehouse & Pemberton, 2002; Gică & Balint, 2012).

According to Rigby and Bilodeau (2015), in 2014, large firms used 8.1 tools compared to mid-sized firms using 7.6 tools (up from 6.8 in 2012) and smaller firms using 5.3 tools on average. As claimed by Afonina (2015), Czech enterprises used on average 14 strategy tools. Whereas, if we consider all the surveyed enterprises, it can be stated that a Kosovan enterprise uses on average less than one tool (0.68). But if we consider only enterprises that declared that they use strategy tools, it turns out that a Kosovan enterprise uses on average two strategy tools (1.91). These results are consistent with the results of Romanian enterprises that use on average one or two strategy tools (Gică & Balint, 2012), while according to Kume and Leskaj (2009), there are four strategy tools used as the most commonly ones in Albanian enterprises.

Regarding the strategy tools usage classified by the position of respondents, it is discovered that strategy tools were mostly used by top managers 37.5% (*n*=42), while the percentage of use by other positions is roughly around 20.8%. This finding is consistent with the results of Jarzabkowski *et al*. (2012), where top managers (senior) managed to use more strategy tools than lower-level managers.

We found a statistically significant difference between SMEs and large enterprises in the use of strategy tools. Notwithstanding, we found no significant difference between small and medium-sized ones. It should also be noted that large

enterprises have an influence on increasing the strategy tools rate. Such findings reflect the results of many empirical studies that also highlight the fact that large companies use more strategy tools than others (Stonehouse & Pemberton, 2002; Elbanna, 2007; Aldehayyat & Anchor, 2009; Aldehayyat *et al*., 2011; Pasanen, 2011; Kalkan & Bozkurt, 2013; Rigby & Bilodeau, 2015, as cited by Berisha Qehaja & Ismajli, 2018).

We didn't find any statistically significant differences in the usage of strategy tools, among production, trade and service enterprises. Similar findings have also emerged from the researches undertaken by Glaister and Falshaw (1999), Stonehouse and Pemberton (2002) – in Great Britain, Aldehayyat, and Anchor (2009) – in Jordan and Elbanna (2007) – in Egypt. On the other hand, in Turkish enterprises significant differences between sectors have been determined (Kalkan & Bozkurt, 2013).

Although the fourth figure shows differences in strategy tools usage, especially by managers/owners with a *Master level* educational background, the results of the applied test indicate that there is no significant difference in the strategy tools usage when classified by the educational background of Kosovan managers/owners. This finding does not match the results of the study carried out by Jarzabkowski *et al*. (2012). These authors have presented evidence from a large-scale survey including 1,407 alumni from business schools. The findings of this study indicated that management education has a strong impact on the workplace practice of business schools' alumni. The study results, also, do not match the findings of Gunn and Williams (2007) who highlighted that a strong relationship exists between the respondents' educational background and the use of strategy tools.

Whereas the study results of Tassabehji and Isherwood (2014) indicated that educational background was an important factor, but not a unique one related to the use of strategy tools. The research findings of Aldehayyat and Anchor (2009) showed that company managers were aware of available tools, but didn't use necessarily all of them. Authors explained this phenomenon through the high level of education of Jordanian managers and the fact that many have gained an education in developed countries such as the United States and the United Kingdom. On the other hand, Legge *et al*. (2007) argued otherwise. According to them, learning management in schools offers mainly individual career benefits, with a limited transfer of knowledge and skills on the job.

However, the discrepancy between the results of this study and the results of previous studies related to the influence of educational background on strategy tools usage reveals that knowledge gained through educational background may not be sufficient or may not be of added value by higher levels of education. Or, it may be that Kosovan senior managers lack adequate education or skills.

6. CONCLUSIONS

The results of this study reveal that Kosovan enterprises use averagely one to two strategy tool/s. It is recommended for the enterprises to use more than a single strategy tool in their strategic decision-making processes because different tools may pose more viable alternatives (Gunn & Williams, 2007). Currently, the region has gone a step further than Kosova in applying new knowledge economy and especially in strategy tools usage. Therefore, we must adapt their successful practices in our enterprises.

Comparing our findings with those of the worldwide level, it is noticed that Kosovan enterprises have a low rate usage of strategy tools. The results of Kosovan enterprises are consistent only with those in Romanian enterprises (Gică & Balint, 2012). Even in Albania more strategy tools (four) are used than in Kosova (one-two). Therefore, Kosovan enterprises should recruit human resources (HRs), who have knowledge of strategy tools usage and/or train HRs to use them, as, according to many authors mentioned earlier, they bring many benefits to enterprises.

We found a significant difference in the use of strategy tools in large enterprises compared to small and medium-sized enterprises but no significant difference in the use of strategy tools among small and medium-sized enterprises. Also, we found that 1.2% of the variance in the use of strategy tools is affected by large enterprises.

Out of the total of eight strategy tools, only Porter's five forces analysis has shown to have a significant difference according to sectors. No statistically significant difference is found in the strategy tools usage classified by managers'/owners' educational background.

We believe that the findings of this study will enhance the value of strategic management's academics and practitioners. Also, we hope to raise awareness of strategy tools' usage importance, in the way to maximize the enterprises' full potential and to reduce the cases of entrepreneurial failures. Although this study offers an increased understanding and awareness of the strategy tools usage, it has some limitations. Consequently, there are a number of other important areas for future research that may be of interest:

Diverse types of strategy tools were built to assist managers during strategic decision-making (Ramanujam *et al.*, 1986; Clark & Scott, 1999; Gunn & Williams, 2007; Stenfors *et al.*, 2007; Afonina & Chalupsky, 2012). This study does not focus much on how strategy tools are used, in particular in strategic decision-making, so it is suggested that this aspect is further extended in the future.

- Several empirical studies focused on the satisfaction level of strategy tools in various enterprises (Ghamdi, 2005; Gunn & Williams, 2007; Aldehayyat & Anchor, 2009; Rigby & Bilodeau, 2013, as cited by Berisha Qehaja *et al.*, 2017b). This study does not expand on this aspect, so it is suggested that such a research is to be conducted in the future.

- Finally, this study is cross-sectional and it can be further deepened by creating longitudinal research design. It is therefore proposed that further research on this topic is to be undertaken in other developing countries.

REFERENCES

1. Afonina A. (2015). Strategic management tools and techniques and organizational performance: Findings from the Czech Republic. *Journal of Competitiveness, 7*(3), 19-36. doi: https://doi.org/10.7441/joc.2015.03.02.

2. Afonina, A., Chalupský, V. (2012). The current strategic management tools and techniques: The evidence from Czech Republic. *Economics and Management*, *17*(4), 1535-1544. doi: https://doi.org/10.5755/j01.em.17.4.3026.

3. Afonina, A., Chalupský, V. (2013). Investigation of strategic management tools and techniques. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, *61*(4), 833-840. doi: https://doi.org/10.11118/actaun201361040833.

4. Aldehayyat, J. S., Anchor, J. R. (2009). Strategic planning tools and techniques in Jordan: awareness and use. *Strategic Change*, *17*(7-8), 281-293. doi: https://doi.org/10.1002/jsc.833.

5. Aldehayyat, J. S., Al Khattab, A. A., Anchor, J. R. (2011). The use of strategic planning tools and techniques by hotels in Jordan. *Management Research Review,"34*(4), 477-490, doi: https://doi.org/10.1108/01409171111117898.

6. Barney, J. B., Clark, D. N. (2007). *Resource-based theory: Creating and sustaining competitive advantage*, Oxford: Oxford University Press.

7. Baruch, Y. (1999). Response rate in academic studies–A comparative analysis. *Human Relations*, *52*(4), 421-438. doi: https://doi.org/10.1177/001872679905200401.

8. Berisha Qehaja, A., Ismajli H. (2018). Financial analysis as a strategic tool: The case of SMEs in the Republic of Kosova. *Business: Theory and Practice, 19*, 186-194. doi: https://doi.org/10.3846/btp.2018.19

9. Berisha Qehaja, A., Kutllovci E., Havolli, Y. (2017). Learning Organization Survey: A study in Kosovan enterprises. *Zbornik*, *15*(1), 51-64. doi: https://doi.org/10.22598/zefzg.2017.1.51.

10. Berisha Qehaja, A., Kutllovci, E., Shiroka Pula, J. (2017a). Strategic Management Tools and Techniques Usage: A Qualitative Review. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*,

65(2), 585-600. doi: https://doi.org/10.11118/actaun201765020585.

11. Berisha Qehaja, A., Kutllovci, E., Shiroka Pula, J. (2017b). Strategic management tools and techniques: a comparative analysis of empirical studies. *Croatian Economic Survey*, *19*(1), 67-99. doi: https://doi.org/10.15179/ces.19.1.3.

12. BSC Kosovo (2011). *Entrepreneurship and small business development in Kosovo*. Prishtina.

13. BSC Kosovo (2013). *Entrepreneurship and small business development in Kosovo in 2012*. Prishtina.

14. Clark, D. N. (1997). Strategic management tool usage: a comparative study. *Strategic Change*, *6*(7), 417-427. doi: https://doi.org/10.1002/(SICI)1099-1697(199711) 6:7%3C417::AID-JSC281%3E3.0.CO;2-9.

15. Clark, D. N., Scott, J. L. (1999). Strategic level MS/OR tool usage in the United Kingdom and New Zealand: a comparative survey. *Asia-Pacific Journal of Operational Research*, *16*(1), 35-51. doi: https://doi.org/10.1057/jors.1995.148.

16. Cooper, D. R., Schindler, P. S. (2014). *Business research methods*, 12th ed. McGraw-Hill Education.

17. David, F. R. (2011). *Strategic management: Concepts and cases.* Pearson/Prentice Hall.

18. David, F.R., David, F.R. (2017). *Strategic management: A competitive advantage approach*. Pearson Education.

19. Dess, G.G. *et al.* (2014). *Strategic Management: Text and Cases*. New York: McGraw-Hill.

20. Dincer, O., Tatoglu, E., Glaister, K. W. (2006). The strategic planning process: evidence from Turkish firms. *Management Research News*, *29*(4), 206-219. doi: https://doi.org/10.1108/14091706106065068.

21. Durkáčová, M., Gontkovičová, M. (2014). The usage of management tools in the business process management. *Manažment v Teórii a Praxi*, *10*(1-2), 4-12.

22. Egels-Zandén, N., Rosén, M. (2015). Sustainable strategy formation at a Swedish industrial company: bridging the strategy-as-practice and sustainability gap. *Journal of Cleaner Production*, *96*, 139-147. doi: https://doi.org/10.1016/j.jclepro.2014.01.072.

23. Elbanna, S. (2007). The nature and practice of strategic planning in Egypt. *Strategic Change*, *16*(5), 227-243. doi: https://doi.org/10.1002/jsc.797.

24. Elbanna, S. (2008). Planning and participation as determinants of strategic planning effectiveness: evidence from the Arabic context. *Management Decision*, *46*(5), 779-796. doi: https://doi.org/10.1108/00251740810873761.

25. Frost, F. A. (2003). The use of strategic tools by small and medium-sized enterprises: an Australasian study. *Strategic Change*, *12*(1), 49-62, doi: https://doi.org/10.1002/jsc.607.

26. Ghamdi, S. M. (2005). The use of strategic planning tools and techniques in Saudi Arabia: An empirical study. *International Journal of Management*, *22*(3), 376-395.

27. Ghauri, P., Grønhaug, K. (2005). *Research Methods in Business Studies: A Practical Guide,* 3rd ed. Harlow: Financial Times Prentice Hall.

28. Gică O. A. (2011). *Strategic management process in small and medium enterprises,* PhD thesis. Babes-Bolyai University Cluj Napoca.

29. Gică, O. A., Balint, C. I. (2012). Planning practices of SMEs in North-Western region of Romania–An empirical investigation. *Procedia Economics and Finance*, *3*, 896-901. doi: https://doi.org/10.1016/S2212-5671(12)00247-X.

30. Glaister, K. W., Falshaw, J. R. (1999). Strategic planning: still going strong? *Long Range Planning*, *32*(1), 107-116. doi: https://doi.org/10.1016/S0024-6301(98)00131-9.

31. Glaister, K. W. *et al*. (2009). A comparison of strategic planning practices in companies from the UK and Turkey. *Journal of Management Development*, *28*(4), 361-379. doi: https://doi.org/10.1108/02621710910947380.

32. Glaister, K. W. *et al*. (2008). A causal analysis of formal strategic planning and firm performance: Evidence from an emerging country. *Management Decision*, *46*(3), 365-391. doi: https://doi.org/10.1108/00251740810863843.

33. Gunn, R., Williams, W. (2007). Strategic tools: an empirical investigation into strategy in practice in the UK. *Strategic Change*, *16*(5), 201-216. doi: https://doi.org/10.1002/jsc.799.

34. Hitt, M.A., Ireland, R.D., Hoskisson, R.E. (2009). *Strategic management concepts & cases: Competitiveness and globalization*. Cengage Learning.

35. Hox, J. J., Boeije, H. R. (2005). Data collection, primary vs. secondary, *Encyclopedia of Social Measurement*, *1*, 593-599. doi: https://doi.org/10.1016/b0-12-369398-5/00041-4.

36. Iseri-Say, A., Toker, A., Kantur, D. (2008). Do popular management techniques improve performance? Evidence from large businesses in Turkey. *Journal of Management Development*, *27*(7), 660-677. doi: https://doi.

37. Järventie-Thesleff, R., Moisander, J., Villi, M. (2014). The strategic challenge of continuous change in multi-platform media organizations-A strategy-as-practice perspective. *International Journal on Media Management*, *16*(3-4), 123-138. doi: https://doi.org/10.1080/14241277.2014.919920.

38. Jarzabkowski, P. (2005). *Strategy as practice: An activity based approach*. Sage.

39. Jarzabkowski, P., Kaplan, S. (2015). Strategy tools-in-use: A framework for understanding "technologies of rationality" in practice. *Strategic Management Journal*, *36*(4), 537-558. doi: https://doi.org/10.1002/smj.2270.

40. Jarzabkowski, P. *et al*. (2012). "We Don't Need No Education"–Or Do We? Management Education and Alumni Adoption of Strategy Tools. *Journal of Management Inquiry*, *22*(1), 4-24. doi: https://doi.org/10.1177/1056492612460588.

41. Jarzabkowski, P., Spee, A. P., Smets, M. (2013). Material artifacts: Practices for doing strategy with 'stuff'. *European Management Journal*, *31*(1), 41-54. doi: https://doi.org/10.1016/j.emj.2012.09.001.

42. Kalkan, A., Bozkurt, Ö.Ç. (2013). The Choice and use of strategic planning tools and techniques in Turkish SMEs according to attitudes of executives. *Procedia-Social and Behavioral Sciences*, *99*, 1016-1025. doi: https://doi.org/10.1016/j.sbspro.2013.10.575.

43. Knott, P. (2008). Strategy tools: who really uses them? *Journal of Business Strategy*, *29*(5), 26-31. doi: https://doi.org/10.1108/02756660810902297.

44. Kotler, P., Berger, R., Bickhoff, N. (2015). *The Quintessence of Strategic*

Management. Berlin, Heidelberg: Springer.

45. Kume, V., Leskaj, E. (2009). Strategic management aspects in Albanian companies. *JEL Classification*, *28*(4), 717-843.

46. Laamanen, T. (2017). Reflecting on the past 50 years of Long Range Planning and a research agenda for the next 50. *Long Range Planning*, *50*(1), 1-7. doi: https://doi.org/10.1016/j.lrp.2017.02.001.

47. Legge, K., Sullivan-Taylor, B., Wilson, D. (2007). Management learning and the corporate MBA: situated or individual? *Management Learning*, *38*(4), 440-457. doi: https://doi.org/10.1177/1350507607080577.

48. Lisiński, M., Šaruckij, M. (2006). Principles of the application of strategic planning methods. *Journal of Business Economics and Management*, *7*(2), 37-43. doi: https://doi.org/10.1080/16111699.2006.9636122.

49. MacKinnon, D. P., Lockwood, C. M., Williams, J. (2004). Confidence limits for the indirect effect: Distribution of the product and resampling methods. *Multivariate Behavioral Research*, *39*(1), 99-128. doi: https://doi.org/10.1207/s15327906mbr3901_4.

50. Ministry of Trade and Industry (2011a). *Research of 800 small and medium-sized enterprises*, Prishtina.

51. Ministry of Trade and Industry (2011b). *SME Development Strategy for Kosovo 2012 - 2016* (with vision to 2020), Prishtina.

52. Ministry of Trade and Industry (2013). *Strategy for Private Sector Development 2013-2017*, Prishtina.

53. Ministry of Trade and Industry (2015). *15 years of transition in Kosovo: Implications for trade*, Prishtina.

54. Nedelko, Z., Potocan, V., Dabić, M. (2015). Current and future use of management tools. *E+ M Ekonomie a Management*, *1*, 28-45. doi: https://doi.org/10.15240/tul/001/2015-1-003.

55. O'Brien, F. (2009). Supporting the strategy process: A survey of UK OR/MS practitioners. *Journal of the Operational Research Society*, *62*(5), 900-920. doi: https://doi.org/10.1057/jors.2011.2.

56. Pasanen, M. (2011). Strategic management tools and techniques in SMEs. In: Society of Interdisciplinary Business Research (SIBR) 2011 Conference on Interdisciplinary Business Research. doi: https://doi.org/10.2139/ssrn.1867897.

57. Peci, F. *et al*. (2012). Small and medium enterprises facing institutional barriers in Kosovo. *International Journal of Marketing Studies*, *4*(1), 95-107. doi: https://doi.org/10.5539/ijms.v4n1p95.

58. Phillips, P., Moutinho, L. (2018). *Contemporary Issues in Strategic Management.* Routledge.

59. Planellas, M. (2013). In search of the essence of strategy, a model for strategic management in three stages. ESADE Business School Research Paper, pp. 3-26. doi: https://doi.org/10.2139/ssrn.2353362.

60. Porter, M. E. (1991). Towards a dynamic theory of strategy. *Strategic Management Journal*, *12*(S2), 95-117. doi: https://doi.org/10.1002/smj.4250121008.

61. Prescott, J.E., Grant, J.H. (1988). A manager's guide for evaluating competitive analysis techniques. *Interfaces*, *18*(3), 10-22. doi: https://doi.org/10.1287/inte.18.3.10.

62. Rajasekar, J., Al Raee, A. (2014). Organizations'use of strategic planning

tools and techniques in the Sultanate of Oman. *International Business Research*, *7*(3), 159-177. doi: https://doi.org/10.5539/ibr.v7n3p159.

63. Ramanujam, V., Venkatraman, N., Camillus, J. C. (1986). Multi-objective assessment of effectiveness of strategic planning: a discriminant analysis approach. *Academy of Management Journal*, 29(*2*), 347-372. doi: https://doi.org/10.2307/256192.

64. Rigby, D. K. (1994). Managing the management tools. *Planning Review*, *22*(5), 20-24.

65. Rigby, D.K, Bilodeau, B. (2013). *Management Tools & Trends 2013.* London, Bain & Company.

66. Rigby, D.K, Bilodeau, B. (2015). *Management tools & trends 2015.* London, Bain & Company.

67. Riinvest (2013). *Performanca, barrierat dhe besueshmëria e bizneseve në Kosovë*. Prishtinë.

68. Riinvest (2014). *Business climate in Kosovo. A cross-regional perspective.* Prishtina.

69. Saunders, M., Lewis, P., Thornhill, A. (2009). *Research methods for business students*. Pearson Education.

70. Spee, A. P., Jarzabkowski, P. (2009). Strategy tools as boundary objects. *Strategic Organization*, *7*(2), 223-232. doi: https://doi.org/10.1177/1476127009102674.

71. Spee, A. P., Jarzabkowski, P. (2011). Strategic planning as communicative process. *Organization Studies*, *32*(9), 1217-1245. doi: https://doi.org/10.1177/0170840611411387.

72. Stacey, R.D. (2012). *Tools and techniques of leadership and management: Meeting the challenge of complexity.* Routledge.

73. Stacey, R.D., Mowles, C.H. (2016). *Strategic management and organisational dynamics: The challenge of complexity to ways of thinking about organisations*. Pearson Education.

74. Stenfors, S. *et al*. (2007). Executive views concerning decision support tools. *European Journal of Operational Research*, *181*(2), 929-938. doi: https://doi.org/10.1016/j.ejor.2006.06.024.

75. Stonehouse, G., Pemberton, J. (2002). Strategic planning in SMEs–some empirical findings. *Management Decision*, *40*(9), 853-861. doi: https://doi.org/10.1108/0025174021044107.

76. Tapinos, E. (2005). *Strategic development process: Investigating the relationship between organisational direction and performance measurement.* PhD thesis, University of Warwick.

77. Tassabehji, R., Isherwood, A. (2014). Management use of strategic tools for innovating during turbulent times. *Strategic Change*, *23*(1-2), 63-80. doi: https://doi.org/10.1002/jsc.1960.

78. UNDP (2012). *Kosovo Human Development Report 2012 – Private sector and employment*. Prishtina.

79. Vaitkevičius, S. (2006). Modelling of strategic analysis in strategic management. *Engineering Economics*, *4*(49), 37-47.

80. Vaitkevičius, S. (2007). Application of strategic management tools in Lithuania: Managers' knowledge and experience. *Engineering Economics*, *4*(54), 70-77.

81. Vuorinen, T. *et al*. (2017). Mapping the landscape of strategy tools: A review on strategy tools published in leading journals within the past 25 years. *Long Range Planning*. doi: https://doi.org/10.1016/j.lrp.2017.06.005.

82. Webster, J. L., Reif, W. E., Bracker, J. S. (1989). The manager's guide to

strategic planning tools and techniques. *Planning Review*, *17*(6), 4-48. doi: https://doi.org/10.1108/eb054273.

83. Whittington, R. (1996). Strategy as practice. *Long Range Planning*, *29*(5), 731-735. doi: https://doi.org/10.1016/0024-6301(96)00068-4.

84. Whittington, R. (2006). Completing the practice turn in strategy research. *Organization Studies*, *27*(5), 613-634. doi: https://doi.org/10.1177/0170840606064101.

85. Wright, R. P., Paroutis, S. E., Blettner, D. P. (2013). How useful are the strategic tools we teach in business schools?. *Journal of Management Studies*, *50*(1), 92-125. doi: https://doi.org/10.1111/j.1467-6486.2012.01082.x.

UPORABA ALATA STRATEŠKOG MENADŽMENTA: NOVI EMPIRIJSKI UVIDI IZ PERSPEKTIVE STRATEGIJE KAO PRAKSE

Sažetak. *U ovom se radu istražuje uporaba alata strateškog menadžmenta iz perspektive strategije kao prakse. U načelu, postoji manjak empirijskih dokaza o korištenju alata strateškog menadžmenta, posebno u tranzicijskim gospodarstvima. Sveobuhvatna i recentna istraživanja uglavnom se bave opsegom njihove uporabe te klasifikacijom. Dakle, već je iskazana potreba za procjenom uloge, značaja i uporabe ovih alata. U skladu s time, u ovom se istraživanju pokušava premostiti trenutno postojeći jaz između teorijskih konstrukata i praktične uporabe alata strateškog menadžmenta u poduzećima. Za ovo je istraživanje korišteni kros-sekcijski istraživački nacrt, a podaci su dobiveni od 314 poduzeća iz Republike Kosovo, koristeći standardizirane upitnike. U ovoj se studiji želi procijeniti razina do koje se alati strateškog menadžmenta koriste u poduzećima na Kosovu, kao i kakve su razlike u njihovom korištenju, s obzirom na obrazovanje menadžera, odnosno vlasnika poduzeća, njegovu veličinu te pripadnost sektoru (proizvodnom, trgovinskom, uslužnom). Rezultati istraživanja govore da poduzeća na Kosovu u maloj mjeri koriste alate strateškog menadžmenta. Preciznije rečeno, dva najčešće korištena alata su SWOT analiza te iskazi vizije i misije. U ovom se radu pružaju značajni uvidi u korištenje alata strateškog menadžmenta na Kosovu, kao tranzicijskom gospodarstvu. Iako se radom pruža bolje razumijevanje alata strateškog menadžmenta, postoje i dodatne mogućnosti istraživanja, koje bi u budućnosti pružile značajnu vrijednost.*

Ključne riječi: *strategija kao praksa, alati strateškog menadžmenta, obrazovanje, poduzeća na Kosovu, tranzicijsko gospodarstvo*