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Rwihaniza Jean De Dieu, Cyubahiro

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STRATEGY IMPLEMENTATION AND WORKING CAPITAL MANAGEMENT IN RWANDAN COOPERATIVE
A CASE STUDY OF COPROVIBA 2010-2012

BY
CYUBAHIRO RWIHANIZA JEAN DE DIEU
MBA/3641/12

ABSTRACT
Working capital management is one of the most important topics in corporate finance related to
the operating investment of a firm and the way managers choose to finance it. This research
general objective is to show the implication of strategy implementation on working capital
management in COPROVIBA 2010-2012, the specific objectives were; to determine the
contribution of strategy implementation and working capital management of COPROVIBA 2010-
2012, to determine the contribution of strategy implementation in working capital management
of COPROVIBA 2010-2012 and to analyze employees participation in strategy formulation and
implementation in COOPROVIBA 2010-2012. The target population was 30 participants of
COOPROVIBA board members, suppliers and employees of different departments or divisions
involved in strategy formulation and implementation, management of working capital of
COPROVIBA including the production, accounting, research and development department more
involved in strategy formulation and implementation, finance, marketing manager and
stakeholders. Both, primary and secondary data was collected to fill gaps in the study and in
collecting primary data, open and closed ended questions, structured and unstructured
interviews have been used and secondary data was collected by reviewing relevant available
literature. In order to collect enough data as possible comparative methods and analytical
methods were used and consider the type of this study and the key research questions qualitative
was used in-depth. Findings showed that in COPROBA2010-2012 there is a good management of
working capital and showed also that strategy implementation improved the performance of
working capital management. But also basing on findings it has been recommended to
COPROVIBA to increase the production quantity because it is founded out by our research that
they are not able to satisfy the customers demand and it is also suggested to COPROVIBA to
involve all people concerned with implementation in planning process and always have financial
statement for references and finally it is also suggested to COPROVIBA to reinforce their
marketing strategies to make their products known at the market as those of competitors are
known and consumed more than their product while they have a quality product. As also this
research focused only on one cooperative further research are strongly recommended to assess
the implication of strategy implementation on working capital management in different
cooperative operating in Rwanda as this is the government policy to eradicate poverty in Rwandan.