

**STRATEGIC PLANNING IMPLEMENTATION ACTIVITIES AND PRIVATE  
COMPANIES PERFORMANCE IN RWANDA  
A CASE STUDY OF JACAJU LTD**

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**ABSTRACT**

Normally the effectiveness of strategic planning activities implementation can justify their necessity by the extent to which they influence company's performance. The problem stated for this research states that despite a general perception and beliefs that strategic planning improves organizational effectiveness, if wrongly pursued; the anticipated value may not be tapped. So, a wrong strategy or a wrongly formulated strategy may not translate into the anticipated value for the organization. This study was conducted to investigate the strategic planning activities implementation and its effect on performance of private companies in Rwanda, it gives attention to the strategic planning activities as they are related to its process steps i.e. defining corporate firm's purpose, scanning of business environment, identification of firms strategic issues, strategy choice and setting up of implementation, evaluation and control. The specific objectives of the study were to assess the extent to which formal strategic planning is practiced in private companies, to determine different indicators of performance in private companies in Rwanda and to reveal evidences linking planning activities implementation and performance indicators in Rwandan private companies. In line with the above objectives and their achievement, the researcher used questionnaire administered to Jacaju staff in order to collect primary data. The total populations were 65 employees with the sample of 30 obtained using Taro Yamane's formula. The secondary data were obtained using the documentation technique whereby textbooks, annual reports, as well as internet sources were consulted. The primary data collected were processed and analysed according to the research objectives one by one with a consideration of the independent and dependent variables' indicators as shown in the conceptual framework. Qualitative data were analysed according to research objectives while quantitative data were analysed and reported in the form of tables and graphs followed by the proper interpretation based on the research objectives and questions .With analysed both primary and secondary data, almost all respondents (29 respondents out of 30 respondents) representing a percentage of 96.7 % of all respondents confirmed that strategic planning exert a positive effect on the performance of JACAJU. Only one respondent (3.3 % of all respondents) said that strategic planning doesn't exert any influence on the performance of JACAJU that's to say that it remains neutral. Related to the effect of strategic plans to private company performance, 50% of respondents view that this effect is observed in terms of increased productivity, 20% of responded argued that this effect is observed in terms of increased profit and 30% of respondents confirmed that the effect of strategic plans to private company performance is observed in terms of increased customer satisfaction. Finally, the research came up with a conclusion that there is a positive correlation between the harmonization of strategic planning activities implementation and the performance of private companies in Rwanda.