

# Strategic Planning, Business Media and Strategic Implementation in GIG Mobility and Transport Company of Anambra, Nigeria: Comparative Assessment

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## Abstract

Strategic planning, business media and strategic implementation are elements of strategic management, which are either absent or obtained insignificantly in some organisations. This study seeks to compare the extent to which strategic planning, business media and strategic implementation obtain in GIG Mobility and Transport Company of Anambra (TRACAS), a private and a public road transport organisation respectively. The study adopts Contingency Theory (CT) of Strategic Management, which holds that all approaches rather than one can be adequate for the realisation of planned organisational goals. Leaning on the CT, the study argues that strategic planning, business media and strategic implementation are integrative tools of strategic management, which are drivers of performance, results, profitability, productivity and goals realisation. Data are drawn from observation, library and the internet. Descriptive survey, qualitative approach, systematic review and content analysis are employed. The analysis reveals that strategic planning, business media and strategic implementation obtain more in GIG than TRACAS. It concludes that most of the organisational lapses in the public sector are manifestations of the absence or insignificant presence of ideal strategic management practices and essentials, such as strategic planning, business media and strategic implementation. Among others, the study charges public sector organisations to learn from their private counterparts that are achieving great feats for applying these practices and essentials.

**Keywords:** Strategic Planning, Business Media, Strategic Implementation, GIG, TRACAS.

## Introduction

Strategic management (SM) involves strategic planning (SP) and strategic implementation (SI), business media (BM) and public relations (PR), among others (Kabeyi, 2019; Mišanková & Kočíšová, 2014; David, 2011). The extent to which an organisation applies SM makes it different from other organisations, including its competitors and others in the same line of business. Strategic implementation is what to do beyond adopting or applying SM and SP. That is, SP becomes worthwhile only with SI. To make SP a reality or impactful on a business, there is need to go beyond planning and adoption of SM to applying measures like business media, and effective scheduling and project management in order to strategically implement the set out business or organisational plans. Of course, for this paper, organisational goals are strategic plans of organisations. The poor extent of strategic planning, business media and strategic implementation in the public sector is what makes many private sector organisations to be doing better than their equivalent or competing public sector organisations (Wambe, 2021; Besong, 2018). For the same reason, such private sector organisations compete more favourably with and outsmart those of the public sector.

Also, most public sector organisations poorly implement their drawn strategic plans, while others fail to implement them. The backdrop stems mainly from their poor practice of strategic management, which adversely affects their strategic plans, business media adoption and/or use, and strategic implementation. In view of the above, this study examines the extent to which SP, business media and SI obtain in a private organisation and a public organisation respectively. Bearing this in mind, the researcher makes a descriptive survey of GIG Mobility and Transport Company of Anambra State (TRACAS) to compare the extent to which the aforementioned variables obtain in each of them. The essence is to determine the organisation that engages (more) deeply in SM, SP, BM and SI between the two and make a valid conclusion on the comparative extent of planning, business media and strategic implementation in private and public sectors.

### Research Objectives

The study is aimed at assessing the extent to which strategic planning, business media and strategic implementation obtain in GIG Mobility and Transport Company of Anambra State (TRACAS), Nigeria. The objectives are to:

- i. Compare the extent to which strategic planning, business media and strategic implementation obtain GIG Mobility and TRACAS.
- ii. Ascertain the extent to which GIG and TRACAS strategically implement their strategic plans using business media.
- iii. Determine the impact of strategic planning, business media and strategic implementation on the organisations.

### Research Questions

The study is guided by the following research questions:

- i. Do strategic planning, business media and strategic implementation obtain at the same extent in GIG Mobility and TRACAS?
- ii. To what extent do GIG and TRACAS strategically implement their strategic plans using business media?
- iii. What is the impact of strategic planning, business media and strategic implementation on the organisations?

### Conceptual Clarification

A strategy is the tool or well-planned means of pursuing and attaining organisational objectives (Johnson, et al., 2020). The calculated and critically thought out ways of pursuing and realising one's goals are what constitute a strategy. Organisations develop strategies in order to be guided on what to do, and outline how to achieve their goals (Surbhi, 2018). Aremu (2010) observes that organisations need strategy in order to focus on putting in more efforts into projects and programmes and to effectively carry out as well as promote different activities. Lewis (2018) agrees that it takes a clearly defined strategy for organisations to have and maintain comparative advantages over others.

To Nwanzu and Babalola (2019), strategy is a road map of activities spelt out during strategic planning, with which the implementation of strategic planning is anticipated and possible. For Lewis (2018), strategic implementation is best attained when employees are well informed about the strategy put up, why it is put, how best it works and its benefits. Strategic communication is required and involved in the process of keeping the employees in the knowing about their organisational

strategy. For Aremu (2010), strategy and plan help any organisation or even an individual to pursue and realise any goal(s).

Strategic management revolves around deploying a tactically, logically and systematically devised strategy to solve organisational issues and as well avert them. Strategic management is said to be what involves or requires thinking critically about the overall mission and vision of a given business, such that the business is clearly defined (Akingbade et al., 2010). Uvah (2005) describes SP as an important process for putting up all that helps in formulating, applying and implementing SM in organisations. For this study, SP involves decision-making and its processes on issues that affect an organisation, while strategic planning in the media refers to how marketers choose where, when and how to promote all that an organisation has in stock and offers to the public. There are some stages of strategic implementation. These are setting goals, analysis, strategy formulation, strategy implementation and strategy monitoring.

### **Theoretical Framework**

Being a work on strategic management, the study is anchored on the Contingency Theory (CT) of SM. Different theories of SM abound in the literature. The most prominent ones are resource-based theory, survival-based theory, human resource-based theory, agency theory, profit-maximising and competition-based theory, and contingency theory. These theories all derived from the Systems Theory (aka Functionalist Theory). Systems Theory considers the society as an organic whole that is the ultimate and a means to an end, while all societal systems are the integral parts of the whole, which dynamically function interdependently for maximal results and the wellbeing of all (Bertalanffy, 1968; Watson et al., 2007).

Accordingly, the profit-maximising and competition-based theory argues that business organisations have the key objective of maximising long-term profit and building up a sustainable competitive advantage over their competitors in the competitive market (Porter, 1981). This theory does not consider the constraints to profit maximisation and fails to see beyond the profits envisaged by organisations. The survival-based theory (SBT) argues that for organisations to survive, they ought to always adapt to the environment. Adaption alone cannot be the strategy for (maximal) survival of any organisation. The agency theory (AT) is of the view that organisations ought to have, strengthen, maintain and sustain their relationship with stakeholders, and doing so is the sole responsibility of the managers of organisations. It neglects the matters arising from stakeholders' many expectations and clashing interests.

The resource-based theory (RBT) holds that internal resources and capabilities of organisations are the main determinants of their strategic success, while the external environment either contributes a bit or hampers the success (Jackson & Schuler, 1995). The main argument held by theorists of the RBT is that internal resources possessed by an organisation are what allow for the realisation of organisational objectives, performance and productivity and enable it to identify and take advantage of opportunities and deal with threats (Ainuddin et al., 2007). As scholars like Kraaijenbrink et al. (2010) and Sanchez (2008) agree, the pitfalls of the RBT rest mainly on its confinement of the strengths and the weaknesses of organisations to their internal resources and capabilities alone.

The contingency theory (CT) contends that no single approach to effective management of any organisation is the best, and no one single mechanism can adequately cause the realisation of organisational goals. Rather, different approaches have to be integrated or combined in order to attain maximal results. In view of the pitfalls of the other major theories of SM, this study adopts the

CT, which sees beyond others and considers all factors, approaches and variables as what have to be harmonised and used for pursuing the realisation or achievement of organisational goals, profitability, performance and productivity. Its consideration of multiple alternatives for finding lasting solutions to organisational problems makes it stand out from and above the other theories. This overwhelming strength of CT outweighs its weaknesses. That is why it is adopted by this study.

### **Strategic Planning and Strategic Implementation**

Strategic planning is affirmed to be what organisations use to predict changes, expectations, future businesses, and be proactive (Chirwa & Boikanyo, 2022; Uvah, 2005). Owolabi and Makinde (2012) agree that organisations need strategic planning and strategic implementation to succeed. This implies that the challenges faced by organisations, be they environmental, political, social, economic, technological or otherwise, can be dealt with accordingly using strategic management, which involves SP, BM and SI, among other factors or practices. Douglas (2003) has observed that most organisations are only concerned about SP formulation, leaving out SI. Any plan without measures for implementation or execution is no plan, because strategies or measures have to be put in place for the execution of (strategic) plans.

Also, SP is an important tool used by some organisations to maintain and attain competitive advantage over others (St-Hilaire, 2011). This point highlights the value of SP. That is why this study seeks to know whether or not private sector organisations use SP, BM, SM and SI more than their counterparts in the public sector. This study argues that the extent to which an organisation applies BM and SM determines the extent to which it implements its strategic plans. It follows that there is a positive correlation between SP and SI. The reason is that it is what had been strategically planned that is strategically implemented. There are some other studies that confirm the correlation between SP and corporate performance (CP). Among them are Mišanková and Kočíšová (2014), Owolabi and Makinde (2012), McIlquham-Schmidt (2010), and Robbins et al. (2008).

Basically, SP offers an enabling environment to organisational performance, productivity and profitability. Owolabi and Makinde (2012) and Crook et al. (2008) point out that since there is high uncertainty about the environment, organisations ought to devise and implement realisable strategies for effective competition, which include SP, SM, SI, new resources, improved modes of operation, identifying and mitigating environmental challenges, and deploying different sustainable strategies. McIlquham-Schmidt (2010) holds that there is a positive relationship between SP and CP, since organisations and their workers benefit from SP. This is because SP spells out the responsibilities of workers, which they are poised to carrying out because they are motivated. SP has the following elements of SM: planning, design, analysis of variables (e.g. environment, resources, extent of strategy change, decision-making, implementation, education and belief), structuring, and control, management or leadership (Mintzberg, 1991; Daft, 2008).

Lending credence to the above, Owolabi and Makinde (2012) aver that "effective strategic planning in universities can help in solving the enormous challenges [faced] in any Nigerian university" (p. 30). SP is said to be an aspect of SM that manages information for organisations (Miller & Cardinal, 1994; Rogers et al., 1999). Fehnel (2000) observes that many Vice-Chancellors of Nigerian universities have become willing to adopt SP as a tool for invigorating and modernising their universities. There is no doubt that this point implies that Vice-Chancellors of both public and private tertiary institutions in Nigeria are sustainably applying SP and SI these days, unlike before. Again, Owolabi and Makinde (2012) aver that where SP is absent or obtains insignificantly, performance and quality assurance issues abound, because of the lack or shortage of logistics, infrastructure, work or teaching-learning

aids that would have guaranteed maximal quality and performance, as evident in most Nigerian universities and other organisations in Nigeria.

The financial performance of an organisation is influenced by SP and SI. Some organisations do not do well because they have no clearly spelt out plans. The study done by Arasa et al. (2011) shows that SP significantly influences the realisation of the outcomes of strategic planning outcomes. Dauda et al. (2010) emphasise that performance is bound to increase where and when there is compliance to established goals tied to SP and made manifest by SI. Mankins and Steele (2005) point out that the defects in planning and implementation make many companies to realise only 63% of the potential value of their strategy. An integrated approach, which has SP, has to be adopted by organisations in order to attain positive performance. In the same vein, Robbins et al. (2008) are of the view that the performance of organisations is largely dependent on SP. Akinyele and Fasogbon (2007) prove that SP enhances the performance of organisations.

There is a strong positive correlation between formal planning and qualitative performance. The positive performance of any organisation has traces to SP. Dauda et al. (2010) show that SM practices are means of enhancing organisational profitability and company market share. Thus, they charge business organisations to adopt the concept of SP along with its elements and theories. Similarly, scholars agree that SM involves deploying the strengths and the weaknesses of an organisation to take advantage of available opportunities, minimise threats and create a splash to the public in the form of comparative advantage over its competitors and other organisations (Chirwa & Boikanyo, 2022; Mišanková & Kočíšová, 2014; Owolabi & Makinde, 2012). SM determines corporate performance in organisations.

## **Business Media, Public Relations and Strategic Implementation**

Business media are both analogous and digital, and traditional or old and contemporary or modern. An essential part or aspect of the business media is Public Relations (PR hereafter). Public Relations is concerned the way and the extent to which an organisation relates with the public (Adesoro, 2013). It is noted that the commonly upheld definition of PR is that it is "the art and social science of analysing trends, predicting their consequences, counselling organisations' leadership, and implementing planned programmes of action, which serve both the organisation's and the public's interest" (Adesoro, 2013, p. 149; Hanmaikyur et al., 2016, p. 30). According to Adesoro (2013), The real description of PR, as a profession, lies in the fact that it is an act of winning, securing, earning, retaining and maintaining mutual understanding, co-operation, respect, goodwill, support, acceptance, friendship and loyalty of the public or stakeholders, based on high performance, quality products and services, good knowledge of public opinion, public interest-oriented programmes and effective communication (p. 148).

Given the above, it is understood that PR involves deliberately planned actions and activities that are sustained in as much as an organisation wishes to have and maintain good PR with its heterogeneous public. It also involves publicity, efficient management, human resource management, research, feasibility, and efficient symmetric communication (Chirwa & Boikanyo, 2022). There are four kinds of public, which are internal, external, special and basic publics. There are activities that must be evolved, carried out and sustained by the PR. These include writing, editing, special events, speeches, image making and presentation, media relationship, advertising and assisting management, corporate social responsibility and training (Adesoro, 2013). The role of PR in the entirety of every organisation cannot be over-emphasised. The PR Officer (PRO henceforth) is a

member of the management of an organisation because of the crucial role they play in the affairs of the organisation in relation to the public.

The PR is needed to resolve technical issues that affect the reputation and the image of any organisation and cause its low patronage by the public. The core functions of PR are the following:

- i. Planning and sustaining organisations' programmes;
- ii. Mediating between the organisation and its publics;
- iii. Monitoring awareness, opinion, attitude and behaviour outside the organisation;
- iv. Analysing the impact of organisational policies, procedures, and actions;
- v. Adjusting policies, procedures and actions for the interest of the public and the organisation;
- vi. Counselling management on the need for new modalities and better relations with its publics;
- vii. Establishing and maintaining a two-way communication between the organisation and its publics;
- viii. Producing certain deserving changes, opinions, awareness and attitude within and outside the organisation;
- ix. Building and sustaining good relations between the organisation and its publics.

It is imperative to note that project management professionals play the role of the PR in the course of carrying out their professional responsibilities. This means that project management professionals, most especially project managers, play the role of the PRO in organisations. There is no doubt that these professionals engage in corporate communication in organisations. By so doing, they play the role of the PRO. This implies that they are part and parcel of the business media. The PR is a BM strategy that is capable of making and protecting the corporate image of any organisation that deploys it. It can be used to tackle critical situations in organisations and society. Elijah (2016) affirms that "PR is handy in managing the corporate image of any organisation in crisis situations" (p. 51). Corporate image simply means the overall reputation of an individual or an organisation. It entails the generalised views about the reputation of an organisation by the public (Elijah, 2016, p. 54).

Generally, every organisation wants to be seen in positive light. As such, the dire need to make and remake its corporate image cannot be over-emphasised. This is because there are lots of benefits attached to good corporate image. As Harrison (2014) notes, the benefits of a good corporate (image) reputation include: "enhancing customers' preference of products and services; changing a premium of products and services; gaining stakeholders' support in times of controversy and crisis; and enhancing organisation's value in the financial marketplace" (p. 2). Harrison's (2014) study reveals that organisations that make use of corporate image making by their PRO have better reputation than those that do not. According to him, such organisations engage in effective media relations, advertisement, investor relations, project and programme management and counselling, employee communication, addressing corporate issues, annual and quarterly reports, speech writing, social responsibility and community affairs, donations, and spending on PR firms (Harrison, 2014).

The image of any organisation is said to be the mutual picture or idea held by the public about it, which can be favourable or unfavourable (Adesoro, 2013). It reflects "the attitude of the public towards an organisation, its products, services and entire activities, and explains the perceptions and misconceptions of the different publics of an organisation" (Adesoro 2013, p. 161). There are five types of organisational image, which are "mirror image, current image, corporate image, the wish

image, and multiple images" (Adesoro, 2013, p. 161). The above-mentioned benefits of employing the PR image-making strategy have also been affirmed by Keller (2008). In making the image of an organisation, PR strategy of SM is deployed to create positive image for the organisation. The PRO engages in the image creation using news or press release, newsletters, handbills and brochures, annual reports, fact sheets, speeches and handouts, bulletins, features or articles, the internet, audio news release, the internet, billboards, press conference, lobbying, face-to-face or personal contact, and other forms of traditional and new media (Adesoro, 2013, Nwode, 2022).

Communication, research, action and evaluation are valuable result-oriented elements of BM (Chirwa & Boikanyo, 2022). By engaging in these four activities, the PRO reaches out to the different publics and make valuable findings that impact positively on the organisation and make it be of great interest to the public. These activities are also ways of making the image of organisations. The traditional media are reputed for taking up these activities satisfactorily and significantly (Robert, 2022; Robert & Besong, 2016; Chiakaan & Ahmad, 2011). Uyo (1989) has summed up the functions of the mass media to be: PENIIES– persuasion, education, news, information, interpretation, entertainment and selling. In explaining each of the functions, emphasis is placed particularly on the primary mass media message (a newspaper articles, radio or TV programmes), designed to achieve one aim or the other, since it is possible for a message to perform more than one or two functions at a time (Oyowole, 2013).

Persuasion describes the mass media messages that are designed primarily to convince or convert the audience through valid convincing debates. The education role describes the messages designed primarily to instruct the audience, which involves educational broadcasting/journalism. The information function concerns when the masses are kept abreast of happenings via such messages and programmes designed to enrich the knowledge of the audience. Interpretation involves explaining salient issues, problems and matters of public concern by the media to the audience on already known events (Robert & Besong, 2016; Oyowole, 2013; Uyo, 1989). On the whole, image making greatly involves publicity, which is part of BM. To attain effective publicity, plans have to be made, managed and implemented strategically. Publicity is a tool of BM and an element of SM and SI. According to Belch and Belch (2001),

Publicity refers to non-personal communications regarding an organisation, product, service or idea not directly paid for or run under identified sponsorship. It usually comes in the form of a news story, editorial or announcement about an organisation and/or its products and services (p. 22).

### Methodology

The descriptive survey and the qualitative methods are employed. Data from the websites of the two companies and observation constitute the primary data sources. The secondary data were sourced from the internet and the library. Relying more on secondary data, systematic review was deployed in analysing the secondary data. Content analysis and descriptive and interpretive tools were used in analysing both the primary and the secondary data.

### The Two Case Studies: GIG Mobility and TRACAS

Here, the study concisely discusses GIG Mobility and Transport Company of Anambra State (TRACAS) to determine the extent to which SP, BM and SI obtain in the two road transport companies. To enable the audience, make a logical judgement of the extent to which the three variables or practices obtain in these companies, which represent private and public sectors, the



presentation made hereunder includes a brief on the respective strategic background of the two companies.

### **GIG Mobility**

GIG Mobility, as it is called now, is a private sector organisation. It was established in 1998 by Mr and Mrs Edwin and Stella Ajaere in Benin City, Edo State, Nigeria. Then, it was called God is Good Motors. This company operated inter-state bus transport services until 2010, when the founders' son, Chidi Ajaere, took over the leadership of the company. It currently operates in Nigeria and Ghana, with thirty-four (34) bus terminals in Accra and Kumasi in Ghana and Lagos, Edo, Abuja, Anambra, Abia, Imo, Bayelsa, Delta, Rivers, Akwa-Ibom, Enugu, Kaduna and Plateau in Nigeria. Its operation in Ghana was officially announced in 2019 (Paul, 2019; Nwankwo, 2019). It renders transport services, hires vehicles and offers pick-up and mobility platform services. In 2015, God is Good Motors was changed to GIGM.com, and online booking was launched (Ripples Nigeria, 2015). The foregoing highlights SM, SP and SI involving the use of BM.

The following year, the company launched its mobile app, which is available for iOS and Android users (The GIGM.com). The GIGM.com name was changed to GIG Mobility in 2019 (TechCabal, 2019). That same year, it got expanded to Ghana (THIS DAYLIVE, 2019; Citinewsroom, 2019). GIG Mobility currently has over eight thousand (8,000) employees. The organisational structure comprises Chief Executive Officer, Chief Enterprise Business Officer, Chief Technology Officer, Chief Process Officer, Chief Operations Officer, Chief Procurement Officer, and Head of Finance. Other officers come under each of these seven chiefs. By implication, the company has seven departments, with each having several units. There is no doubt that the organisation continually deploys SM for effective running of all its activities in order to satisfy its customers, take care of employees' welfare, maximise profits and pursue and realise its set objectives. Thus, it moves from SP to SI applying SM and BM.

A careful re-read of the above discourse would make it obvious that GIG Mobility applies SP, BM and SI significantly. The application of the three remains evolving. Indeed, it ought to be so, in order to allow for changes, innovations, meaningful growth and development, customer satisfaction, effective service delivery, employee motivation and performance, organisational productivity, profit maximisation and the realisation of the company's organisational goals or objectives. The essential factors that determine the realisation of organisational goals include skills, organisational leadership and culture, liberality, organisational structure, and employee competencies and knowledge level. In terms of business development, market share, relationship development, cost focus, differentiation and collaboration are essential factors (Cousins, 2005).

Although the company was doing well in the hands of the founders, as its leaders, their son's transformative leadership shows a difference in the kind of leadership that obtained then and in his reign since 2010 to date. It is realised that the entrepreneurial couple founders had adopted the traditional type of strategy and had a room for cultural factor to interfere with the ideal efficiency. The trends of their days took precedence, just as those of this era keep influencing activities, affairs and operations of the GIG Mobility. Chidi's leadership ushered in significant reforms, innovations and structural adjustments. These feats have made the company prominent. There is no doubt that the learned Chidi had applied concepts, theories and elements of strategic management to his leadership of the organisation and to the activities of the organisation. Whether known or unknown to him and/or deployed un/consciously, the ideals of strategic management ground(ed) his unique,



creative, productive, innovative and transformative leadership of the company. His application of SM includes applying SP, BM and SI significantly.

This essay argues that the decisions and deployed strategies, which birthed the lauded GIG Mobility's structural adjustments, innovations and the migration from the erstwhile analogue mode of operations to digital and hybrid modes, were grounded in SM in full or reasonable extent of application. Today, GIG Mobility prides itself (on its website and at different inter/national mobility events) as Nigeria's leading tech-focused road transport company that is redefining and revolutionising mobility across Africa. It prioritises customers' satisfactions, safety and progress by leveraging modern technology for maximal service delivery and profit maximisation in the competitive market of automotive transportation. These self-taken new tasks are undoubtedly results of strategic management deployed by the company through its leaders and vibrant teams. There are project management and scheduling professionals or those playing the roles of these professionals among the company's leaders and teams. It is quite commendable that the huge success recorded so far has traces to the leadership of the organisation. The implication is that the application of SM in every organisation is to the leadership.

In 2021, GIG Mobility introduced the GIG Management Acceleration Program (GMAP), also regarded as the GIG Learning Academy (GLA). It is an innovative programme aimed at learning and development, with which high performing participants are shortlisted and employed. Indeed, this is strategic management in place and manifesting in the company. What obtains captures or highlights the application of SM concepts such as digital transformation, human resource management (HRM), e-HRM strategic effectiveness, HRM relational effectiveness, e-HRM, Gig economy, e-performance management, e-training and development, e-HRM operational effectiveness, etc. The elements of SM in use in GIG Mobility include strategic HRM, strategic public relations, strategic planning, business media, risk management and strategic implementation. The theories of SM evident in the practical context of GIG Mobility's application of SM are contingency, human resource based, resource-based, profit-maximising and competition-based, and agency theories.

### **Transport Company of Anambra State**

The Transport Company of Anambra State, popularly known as TRACAS, is a public sector mobility organisation. It is owned, established and (supposedly) run by the Anambra State Government in South-Eastern Nigeria. The company was registered (RC 222895) on 27th May, 1993. TRACAS is engaged in inter-state transport services, car charter, logistics and waybill services. The company has had different leaders since its inception to date. However, considering the current poor or deficient state of affairs in the company, it is logical to posit that SP, BM, SI and SM currently obtain at low or insignificant extent in TRACA.

TRACAS is still lagging far behind in the current intense competition for space in the new Nigerian digitalised mobility sector. While it is quite clear the leadership of the company has been making efforts to digitalise it and to make it more lucrative to customers, the company still currently battles seriously with a lot of challenges that require strategic management for lasting solutions. Most of its faced challenges are technology-based. Others stem from ineffective leadership and negligence on the part of the Anambra State Government and direct management team of the company, financial constraints to efficient operations and services, constraints posed by organisational culture, logistics shortage and attitudinal issues (Drouin et al., 2021; Kabor'e et al., 2021; Damoah et al., 2018; Ika & Donnelly, 2017).

The available Google surveys on TRACAS have more negative remarks about TRACAS' offered services, particularly the kind of poor services customers get from most of its drivers, and the issues of less functional vehicles. Some persons complained about the failure to respond rapidly to customers' queries on phone, email or social media. The operations of TRACAS are still largely or almost exclusively of the remote (face-to-face) mode of transaction. Nevertheless, other persons applaud TRACAS. For example, Olayinka Tolulope, the Head of Administration of SYD-Monic Foundation and Hospital Ltd, graded TRACAS 10/10, stressing that it is one of the best public transport companies in Nigeria, following the kind of unique expertise and affordable services and charges TRACAS offered them while on visit to several hospitals in rural areas in Anambra State. Tolulope confirms that expertise driving, professionalism and effective communication are displayed at a high extent by the drivers and other staff of TRACAS.

If Tolulope's testimonies, like those of some other persons, are true, then it is quite clear that the company is doing well and recording changes, though not maximally. If true, the customer satisfaction has traces to the application of strategic management by the management (leaders) of the company, which is being sustained by its drivers and other staff. Attaining these has been possible by deploying different strategies. Thus, strategic management is applied conceptually, theoretically and practically in the company. The application is yet to be significant, impactful and productive as supposed. It should be noted that since in every twelve, there must be a Judas, a few erring employees of the company abound. Their misdeeds are what taint the evolving image of the company.

Again, such negative acts ought to be got rid of using more effective strategies. The management must do more to that end. The basic problem with public sector organisations arises from their organisational culture and leadership, improper planning, poor use of BM and the absence or insignificant application of SP, SI and SM. Some other barriers are poor monitoring, compromising of set standards, corrupt practices, and misappropriation of funds for maintenance infrastructure and resources and for developing and executing new projects (Besong, 2017; Loosemore & Lim, 2015). As noted by Green et al. (2018), any individuals and organisations desiring 'for sustainable success in the gig economy must think strategically' (p. 109). This is because strategy puts up or in place what to do, how best and when, and prioritises tasks in order to guide rational decisions in organisations (Harris & Lennox, 2013; Green et al., 2018).

For global space in any business, TRACAS, like any other organisations in the world, ought to "navigate a very competitive landscape and must have the capacity to address today's needs while looking far into the future at new market opportunities and new competitors" (Green et al. (2018, p. 109). Green et al. (2018) advise that organisations, such as TRACAS, should carry out research and take up actions that liberate them from the current problems confronting them, which strategic management has to be deployed for lasting solutions to be achieved. Laudon and Laudon (2017) affirm the need for case study research to find solutions to organisational problems, as in those faced by TRACAS. They note that case study analysis involves selecting the best course of action and providing the recommended solutions, which have to be explained vividly in details (Laudon & Laudon, 2017).

## Conclusion

This work has shown that SP, BM and SI obtain in the two case study companies. They obtain more significantly in GIG Mobility than in TRACAS. The implication of this finding is that private sector corporate organisations apply SP, BM, SI and SM more than their public sector contemporaries. The

extent of the application and the efficacy of these variables are dependent on what is done strategically differently from what other organisations do to mitigate the problems faced by organisations. Beyond formulating a strategy is the task of analysing, developing and implementing it.

On the whole, drawing from the analysis, the study submits that most of the organisational lapses in the public sector are manifestations of the absence or insignificant presence of ideal strategic management practices and essentials, such as strategic planning (SP), business media (BM) and strategic implementation (SI). This does not imply that all private sector organisations do better or apply SP, BM, SI and SM more than their equivalent public organisations. Private organisations, including GIG Mobility, have their peculiar lapses. The extent of the lapses is what makes the differences.

## Recommendations

The following recommendations are made:

- ❖ Public sector organisations should learn from their private counterparts that are achieving great feats for applying these practices and essentials.
- ❖ Other private sector firms, which are currently not doing well as a result of insignificant SP, BM, SI and SM, should also learn lessons from others like GIG Mobility.
- ❖ GIG Mobility is charged to sustained its current efficacious and good systems and at the same time consistently improve on the deficient ones.
- ❖ Training, job redesign and motivation, restructuring and reformation of organisational culture would go a long way in tackling many of the problems faced by any private and public organisations, such as GIG and TRACAS.
- ❖ Inter-organisational collaboration is one way of getting things done rightly.

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