

**STRATEGY IMPLEMENTATION AT THE MINISTRY OF EAST
AFRICA AFFAIRS, COMMERCE AND TOURISM, KENYA**

**BY
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DECLARATION

This research project is my original work and has not been presented for any academic award in any other University.

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The research has been submitted for examination with my approval as University supervisor.

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DEDICATION

To my sister Winnie. Here comes the opportunity to return the favour by expressing my gratitude to you. May God bless you and keep you well.

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ABSTRACT

There is no one universal way to strategy implementation. Different organizations use different approaches to implement their strategies. Determination of the most suitable way to strategy implementation in an organization is done by the organization's management. Different scholars internationally and locally have established factors that influence strategy implementation in different contexts. This study's objective was to establish factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism, Kenya. The study adopted a case study research design and the unit of analysis was the Ministry of East Africa Affairs, Commerce and Tourism. The researcher used primary data. An interview guide with open ended questions was the research instrument used. The method of data collection used was personal interview method. Content analysis was used to analyse data. The findings of the study were established and comparison of the findings with the theories that anchored the study was done. Comparison of the findings with other empirical studies from literature review was also done. The study established that, stakeholders' involvement, leadership style, strategy formulation, communication, training of employees and monitoring and control systems influence strategy implementation at the Ministry. The study findings concluded that internal factors have a very big influence on strategy implementation at the Ministry. The study recommends the Ministry to use these findings to make some improvements on the existing policy areas. The findings of this study should also be used to monitor the implementation and effectiveness of the policies already in use at the Ministry. One of the limitations of the study was that the study focused only on the Ministry of East Africa Affairs, Commerce and Tourism, Kenya. However, the findings of this study may not represent all government Ministries in Kenya as they may help other government Ministries in Kenya and in other countries to gain more knowledge on how the established factors influence strategy implementation. Replication of this study should be done in different contexts in order for researchers to make comparison on factors that influence strategy implementation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Strategic management revolves about developing strategy, implementing strategy to help organizations achieve success. The focus of strategic management is on organizational performance. Day and Wensley (1983), argued that strategy implementation process is very crucial. When strategies are formulated, they need to be implemented. Without successful strategy implementation, valuable strategies developed by managers are virtually worthless. Bonoma (1984), argued that for a firm to produce superior performance, its strategies should be well formulated and successfully implemented. Wheelen and Hunger (2012), argued that presence of factors that influence strategy implementation makes implementation process to be successful. There is no one universal way to strategy implementation, different organizations use different approaches to implement their strategies. Determination of the most suitable way to strategy implementation in an organization is done by the organization's management.

Key theories which guided this study were stakeholder theory and open systems theory. According to Freeman (1984), Stakeholder theory asserts that when organizations manage their relationship with that of their stakeholders effectively, their performance is usually good and they survive for a very long period. The theory was suited for this study because part of organizational environment in the Ministry is formed by stakeholders who have legitimate expectations and claims to the Ministry's purpose. According to Ansoff and Sullivan (1993), Open systems theory holds that

organizations' are open systems, dependent on the environment for certain inputs and feeding back some output into the same environment. The theory was suited for this study because the Ministry is environment serving and this implies that its strategy needs to evolve in a view of the ever changing environment circumstances. This study was an attempt to establish factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism.

1.1.1 Concept of Strategy

Different scholars have defined strategy in different terms. According to Johnson and Scholes (2002), strategy is a fundamental choice of any organization. It is a promise that an organization makes to the environment. It guides organizations to superior performance hence acts as a vehicle for communication and coordination within an organization. It provides a useful coordination platform for functional areas in an organization which are meant to tap the benefits of specialization. Organizations usually coordinate with their stakeholders to ensure that their strategies are implemented according to plan. Strategy is used in organizations as a means to focus on where they want to be and what needs to be done to get there.

Aosa (1997) argued that strategy helps managers to think about the future while carrying out operations, respond to exterior changes on a timely basis and build the much needed internal capacity going forward. Strategic leaders use different approaches when solving problems and they make decisions by analyzing objectives, thinking ahead and planning. Strategy enables managers to think systematically. Through strategy, managers are able to identify how various decisions impacts various departments within the organization. Through strategy, managers are able to forecast

revenue, capital needs and costs in an organization. Strategic thinking uncovers the potential opportunities in an organization, these opportunities are targeted when a strategic plan is created.

Wheelen and Hunger (2008), argued that strategy indicates how an organization is going to achieve its objectives and the objectives indicate what the organization is going to achieve. Through strategy, an organization is able to develop sustainable competitive advantage. Strategy is usually action oriented and its result is used to accomplish objectives. When an organization creates its objectives, it sets priority for its goals. Each objective in an organization usually has a sequence of strategies and each strategy usually defines how the objective will be accomplished and the timeline. Strategy usually shows who will be involved in the achievement of objectives and can be evaluated for effectiveness.

1.1.2 Strategy implementation

Johnson and Scholes (1999), argued that Strategy implementation involves putting formulated strategies into action. During this process, organizations make changes so as to adapt to the turbulence in the external environment. Resistance to change falls as the major challenge in strategy implementation. Change is the only constant, it affects every organization at some point in time. Implementing a new change in the organization can be a difficult process. Scrapping a strategy leads to corporate failure. When corporate leaders want to implement new strategy, they educate company members, have a series of meetings and negotiate with the staff to implement strategy and when the staff fail to do this, the leaders dictate it. Corporate leaders should

understand why their employees resist changes so as to make it easier to create a plan of action for smooth implementation of changes.

Aosa (1992), argued that successful strategy implementation is the state achieved when various elements of an organization come together particularly its organizational structure, its culture, leadership and policies. He states that strategies are not valuable if they are not implemented and the leadership style will dictate how fast or effective the strategy would be implemented. It is the responsibility of every leader to formulate and communicate strategy and manage the alignment of people for strategy implementation. Effective leadership in an organization involves managing people and processes.

Successful strategy implementation requires operationalization and institutionalization (Machuki, Aosa, & Letting, 2012). Operationalization involves breaking down of strategies into day to day activities of an organization. It entails breaking down the strategy into series of daily or weekly terms and explaining things to everybody who works in the organization in a code that they understand. It involves developing operational plans, tactical plans through which strategy will be implemented. Operationalization of strategy makes everybody in the organization understand the strategy in their own time and what they have to do. Institutionalization involves matching strategy to the institutions of the organization such as, support systems, culture, policies, structure, processes and leadership.

1.1.3 Government of Kenya Ministries

Government Ministries in Kenya facilitate in providing efficient and effective services to the general public to achieve political, regulatory, economic and social objectives (Ongeti, 2014). According to GOK (2001), all Government Ministries are expected to carry out strategic planning by developing a five years strategic plan. The government is keen in ensuring that all these Ministries implement their strategic plans by extracting annual work plans from the five years strategic plans.

In order to improve performance in Government Ministries and to ensure effective and efficient service delivery, the Kenya government is involved in transforming and reforming its Ministries. The reforms are geared towards the implementation of vision 2030. Performance contracting and results based management reforms are being adopted by Government Ministries hence making it easier to reward their staff on performance and merit. Reforms in Government Ministries have enhanced stakeholder management, continuous improvement and strategic planning. Research and training for transformative leadership in Government Ministries to the highest international standards is being provided by Kenya School of Government (www.vision2030.go.ke, n.d.).

1.1.4 The Ministry of East Africa Affairs, Commerce and Tourism

It is a public office responsible for integration of East Africa Community affairs, development and promotion of trade policies, promotion and marketing tourism in Kenya. Its vision is, “to be a preferred destination for tourism, commerce and driver of regional integration.” Its mission statement is, “to create enabling environment to enhance commerce, tourism and regional integration”. It has three state departments,

the first department is State department of East Africa Affairs, The second is State department of Commerce, The third is State department of Tourism (www.commerce.go.ke, n.d.).

In order to ensure effective and efficient service delivery to Kenyans according to the constitution's provision, the Ministry develops a five year strategic plan. The strategy implementation process involves extracting annual work plans from the five year strategic plan through which performance targets are set, negotiated and contract signed between the Government and the Ministry. The performance of the Ministry is usually measured along the contract details and the performance contract is usually a one year contract. This process is meant to enhance overall organizational performance (GOK, 2001).

The total contribution of tourism sector to GDP (Gross Domestic Product) in 2015 was 10.5 per cent. Overall, there was a decline in tourism performance indicators. The performance of Domestic trade sector annual contribution to GDP (Gross Domestic Product) declined by 0.5 percent from 8.0 per cent in 2014 to 7.5 per cent in 2015. In regional economic integration and trade, Kenya has so far met most of the targets. Kenya has continued to maintain a surplus trade balance in total intra East Africa trade and the surplus increased marginally from ksh 840 million in 2014 to ksh 984 million in 2015. The overall report showed that the output of some departments in the Ministry had increased creating employment opportunities and enhancing service delivery and other departments had declined in performance. The decline in performance of these departments has been linked to challenges in implementation of policies, setting of very

high targets which were unattainable, inadequate financial resources and the turbulence in the external environment (KIPPRA, 2016).

1.2 Research problem

According to Johnson and Scholes (2002), when an organization makes a strategic decision, it is making a fundamental choice regarding what it is going to do and what it is not going to do. If strategy implementation in an organization is bad, there are no possible results. Aosa (1997), argued that for successful strategy implementation, every organization should first understand the changes taking place in the external environment. According to Wheelen and Hunger (2008), sustainable competitive advantage and better performance in an organization can only be achieved after successful implementation of strategy. Wheelen and Hunger (2012), further argued that successful implementation of strategy in an organization is only possible when factors that influence strategy implementation are present. There is no one universal way to strategy implementation, different organizations use different approaches to implement their strategies. Determination of the most suitable way to strategy implementation in an organization is done by the organization's management.

The performance of the Ministry affects the country's economic growth. According to Kenya Economic Report of 2016, there was variation in strategy implementation on performance of the Ministry. This showed that there were factors that work against and those that influenced strategy implementation at the Ministry. The output of some departments had increased creating employment opportunities and enhancing service delivery and other departments had declined in performance. The decline in performance of these departments has been linked to challenges in implementation of

policies, setting of very high targets which were unattainable, inadequate financial resources and turbulence in the external environment. (KIPPRA, 2016).

There are studies on factors that influence strategy implementation which have been done outside Kenya. Abdulla, Hamad, Romano, and Faisal, (2017), did a study on factors that influence strategy implementation in service organizations within both public and private sectors in the Middle East. They found that motivation, clear objectives, engagement involvement, communication and buy in accountability have an influence on strategy implementation. Various studies have been undertaken on strategy implementation in Kenya under the unique environment of the Ministry. Ashioya (2014), found that it was challenging to implement strategies at the Ministry due to financial constraints, frequent changes in the structures, inadequate staff, policies and procedures took long for consensus to be reached, political environment and non-cooperativeness of some partner states. Aburi (2014), also found that turbulent and competitive business environment, social, political, economic and technological factors, lack of adequate employees training and lack of adequate financial resources hindered effective implementation of the strategy at the Ministry. These studies only focused on challenges of implementing strategy.

There are other researchers in Kenya who have come up with studies on factors influencing strategy implementation in different contexts. Imbali, Muturi and Abuga (2016), did a study on factors influencing strategy implementation in the tourism industry with focus on Maasai Mara National Park. They found that leadership, performance contracting, organizational culture, organizational learning and stakeholder involvement have an influence on strategy implementation. Kandie and

Koech (2015), did a study on factors influencing strategy implementation at the National Treasury Ministry. They found that teamwork, alignment of strategy to market conditions, effective communication, strategic leadership, operational planning, monitoring and information resources have an influence on strategy implementation. None of these studies on factors influencing strategy implementation covered the unique environment of the Ministry.

When the reviewed studies are compared well with this study, the studies have knowledge gaps in terms of conceptual and contextual gaps. This study therefore will attempt to address the knowledge gaps by covering the unique environment of the Ministry. Much has been written about factors that work against strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism but little is known about factors that influence strategy implementation. What factors influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism?

1.3 Research objective

To establish factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism.

1.4 Value of the study

This study will be of great benefit to the Ministry in that it will help in giving more insights on what causes variation in strategy implementation on performance. Through this study, the strategists in the Ministry will be in a position to make some improvements on the existing strategy implementation framework.

Today, continuous improvement in performance of all public offices is the focus of the government in its endeavours to enhance service delivery. The government and policy makers will use this study to monitor the implementation and effectiveness of the policies already in use at the Ministry.

This study will be of great significance to other researchers because they will appreciate it and get a basis for foundation for further research on issues pertaining to variation in strategy implementation on performance. It will also enlighten the researchers more on how stakeholder theory support corporate governance by addressing the interests of stakeholders and environmental factors.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers a comprehensive review of what is known on strategy implementation in organizations and factors that influence strategy implementation in an organization. The researcher begins by discussing theoretical foundation of the study.

2.2 Theoretical foundation

The study was underpinned by stakeholder theory and open systems theory. According to Freeman (1984), stakeholder theory looks at how an organization relates with its stakeholders in the external and internal environment because stakeholders can originate from within or out of the organization. There is no organization that can succeed to implement its strategies effectively without involving stakeholders in decision making process. Ansoff and Sullivan (1993), found that organizations are open systems, dependent on the environment. Occurrences and changes in the external environment usually influence how organizations conduct their businesses.

2.2.1 Stakeholder theory

According to Freeman (1984), stakeholder theory holds that performance is determined by how an organization is able to satisfy its stakeholders and build good relationship with its customers. Stakeholders involvement in decision making process in any organization usually has an outcome on the performance of that organization. This theory asserts that the performance of an organization is determined by the way an

organization is able to match the interests of its stakeholders to that of its own. Organizations have stakeholders who exist as individuals or groups. The actions of these organizations have either negative or positive impacts to the stakeholders.

According to Freeman (1984), owners of the business, customers, suppliers, employees, local communities and managers are all important for any organization to achieve success. Business owners have financial stake in organizations either in form of bonds or stock and they expect financial returns from them. Customers use money to buy finished products from the organizations after raw materials have undergone transformation process. Customers receive value for the price they pay and they should be treated well in terms of offering them satisfactory services so as to encourage repeat business. Suppliers play a good role in providing raw materials to the organizations. The quality of raw materials used in an organization usually determines the quality and price of a product. Local communities provide land where the facilities are built. The communities benefit from social contribution of the firm. The managers role is to ensure that the welfare of the organization is safeguarded. Managers of organizations should ensure that no group of stakeholder benefits at the expense of another. Managers should also ensure that the activities performed by their organizations do not impose harm on the environment.

2.2.2 Open systems theory

According to Ansoff and Sullivan (1993), organizations are environment dependent. Open systems theory asserts that there exist interdependence between organizations and the environment. The promise that these organizations give to the environment must remain relevant and competitive. The various facets of the environment are continually

turning organizations' opportunities into challenges and sometimes challenges are turned into opportunities. Organizations live in the environment, the inputs used in the organizations come from the external environment, they are further processed to produce output and the output goes back to the environment. Montuori (2000), argued that the external environment keeps on changing and so organizations need to adjust to these changes in order to remain successful.

Montuori (2000), stated that for an organization to achieve its desired objectives, it should ensure that the people working, the techniques being used and organizational structure are properly integrated and coordinated. This is because there are many subsystems which make the management system of an organization and failure of one subsystem will make the whole system to fail. The process of transforming inputs into output involves different units, sections and departments in an organization. Their interaction with the external environment and within themselves helps in maximization of the organization's value.

2.3 Strategy implementation in organizations

According to McKinsey 7S Model, organizational effectiveness originates from the interaction of skills, systems, shared values, structure, style, strategy and staff. Skills refer to expertise in doing something. Systems refer to the means used by the employees to enhance smooth running of the organization. Shared values refer to what the organization is found or based on. Structure refers to the hierarchy of power in an organization. Style refers to the way in which leaders guide employees in the organization. Strategy refers to the plan that steers an organization to success. Staff refers to people working for a particular organization. For an organization to achieve its

objectives, all these seven variables must be aligned and misalignment between them will lead to less satisfactory structure (Peters, Waterman, & Phillips, 1980).

According to Peters, Waterman, and Phillips (1982), McKinsey 7S framework is a tool used by organizations to enhance strategy implementation process. It is usually operationalized using three stages. The first stage involves identification of the areas within an organization that are not properly aligned. The second stage involves coming up with an organizational design. The third stage is the action plan showing the areas that need alignment and how they will be aligned. The seven elements of the framework need to be reviewed continuously because when implementing a new organizational design, a change in one element will affect other elements.

Today, firms are competing in global arena and technology is a driver of change in strategy implementation (Mintzberg, Lampel, Quinn, & Goshal, 2003). For any strategy process to be executed, it needs to be facilitated by technology. Technology has an impact on the competitiveness of the business and how a business operates. Technology in an organization entails equipments and tools used, work methods applied and knowledge that the workers possess. When an organization embraces technology, the routine activities run smoothly. Organizational performance will depend on how well the routine activities are carried out. Efficiency and effectiveness of the routine activities reinforce strategy implementation.

Ansoff and McDonnell (1990), argued that strategy implementation involves coming up with an organizational behaviour which is desired and should be in line with the content of a strategy. To make strategy implementation a reality, the content of a strategy should

give specifications which shows what should be done, for whom it should be done and how it should be done. Strategy implementation brings changes in the direction of an organization causing the organization to be in consistent with the strategy, guidelines and purposes. Strategy implementation entails changing and modifying what is in existence in the organization at different levels. The changes can be done on products or services, processes, norms and competencies in the organization.

According to David (1997), any organization that wants to implement its strategy effectively should align its policies with the strategy. Policies in an organization communicate guidelines to decisions. They are designed to control the activities that are carried out in an organization. Policies in an organization guide decisions by clearly stating how things are done hence minimizing conflicts in an organization and establishing a consistent pattern of doing things. When change is introduced in the strategy of an organization, it brings about a change in administering and conducting internal activities in that organization. Communicating specific policies in an organization plays an important role in overcoming resistance to change and fosters commitment to strategy implementation.

According to Wheelen and Hunger (2012), strategy implementation involves adding together all the activities and choices which are needed for putting the strategic plan into action. It involves taking objectives ,decisions, ideas, policies and all the aspects of a strategy which has been chosen by an organization and implementing them. To succesfully implement strategies, organizations should ensure that the people responsible for strategy implementation are qualified and competent.

David (2003), pointed out that it is only possible to implement a strategy effectively in an organization when the resources needed are adequate. During strategy implementation process, organizations need resources in terms of human resources, funds, equipments and other facilities. The strategy to be implemented in any organization should demand the resources which the organization is able to provide. If the strategy to be implemented demand more resources than an organization can afford, the implementation process will fail. The resources provided by an organization also should not be too little than what is demanded because the implementation process will also fail. For succesful implementation of strategy, the management of any organization should allocate a budget as a commitment to its strategic plan.

Higgins (2005), argued that strategy implementation process in an organization involves all the management functions. It involves organizing, leading, planning and controlling. Organizing is done in strategy implementation by modifying and changing the organizational structure. Leading is done in strategy implementation by application of leadership skills whereby leaders communicate effectively on tactics of putting strategy into action. The foundation for all other management activities is planning. Proper allocation of resources in an organization is only possible when an organization has priorities, objectives and goals. Controlling is done in strategy implementation when leaders monitor and reward employees according to their performance.

2.4 Factors that influence strategy implementation in an organization

According to Wheelen and Hunger (2008), organizations use a number of factors to determine the direction through which they are able to achieve succesful implementation of strategy. Strategy implementation success depends on people who

are involved in the implementation process and the systems which are used to coordinate and control activities within an organization. Organizations operate in turbulent environments and so they are ever realigning themselves so as to fit in the environment.

Chandler (1962), argued that for effective strategy implementation, the structure of an organization should align with the strategy. Any inconsistency between strategy and structure will lead to malfunction, disorder and friction. An organization can elevate its structure by coming up with a strategy of enhancing good corporate image hence making strategy implementation effective. Any change in structure of an organization will involve redefining the responsibilities and authority of certain positions in an organization depending on the type of structure that an organization has.

Johnson and Scholes (2002), argued that the working relationship between senior and junior staff in an organization is facilitated by the structure of that organization hence have an influence on strategy implementation. Structure and strategy depends on each other. When an organization has a good structure, it should adopt a good strategy. An organization is able to build and define its structure through its strategy. During strategy implementation process, an organization is able to determine ways of positioning itself and the areas it needs to concentrate on by using the results which are obtained from the strategy.

All levels of organization require a well-defined organizational structure for effective strategy implementation. Organizations with organic structures are flexible and adapt to changes easily that may arise during strategy implementation process. This makes organic structures to be the most effective structures in strategy implementation.

Mechanistic structures are static and during strategy implementation, organizations with such types of structures follow the prescribed procedures, action plans and guidelines (Daft, 2010) .

Mintzberg, Lampel, Quinn and Goshal (2003), stated that strategic leadership drives strategy implementation. Strategic leaders must be able to influence action in the direction which is desired in the organization. Leaders influence depends on their reputation, leadership style, personality and attributes, motivation and commitment, attitude and aptitude. Strategic leaders should be able to influence members of the organization to focus their effort in the same direction by encouraging unity of direction through teamwork. Strategy implementation involves introduction of change in an organization and so this stage requires transformational leaders. The leadership changes during the strategy implementation stage occurs through promotions, training, demotions, hiring, retirements and transfers. The commitment and motivation of leaders to strategy enhances successful strategy implementation.

According to Pearce and Robinson (2008), strategic leaders usually manage their organizations through others by making sure organizations adapt to changes which are taking place in the global business environment. For Successful strategy implementation, strategic leaders should possess the necessary experience and skills needed. When strategic leaders are introducing new strategy in the organization, they have to communicate the new strategy to everybody in the organization so as to make sure that no one doubts or disagrees with the new strategy. This helps in ensuring that the strategy implementation process in the organization is effective.

According to Lynch (2009), strategic leaders balance so many factors when managing organizations. They cope with changes that occur in the external environment and also cope with management pressure within the organization. Strategic leaders influence stakeholders in decision making that supports the operations of an organization. Strategic leaders make systematic decisions. Strategic leadership involves innovativeness and creativity

According to David (2003), organizational culture plays a very important role in strategy implementation. Organizational culture should be compatible with the strategy being implemented in that organization so as to manage resistance to change. Organizational culture is a set of common beliefs, values and attitudes shared in common by an organization's members. It also includes the habitual ways of how members do things in an organization. For effective strategy implementation, the strategy to be implemented should enhance, emphasize and preserve the culture of an organization. The managers of organizations should align their organizational culture with strategy in order to achieve their objectives.

Wheelen and Hunger (2012), argued that for an organization to become successful when implementing its strategy, its culture should be strong and flexible. The culture of any organization should be able to unify people within that organization so that people work towards achieving a common goal. Every organization's culture is shaped by its leaders. Organizational culture allows leaders to embrace teamwork when developing their strategic initiatives. Organizations which operate efficiently are the ones which are able to align their culture with strategy implementation.

Jones (2010), found that that when professional characteristics of people within the organization, personal characteristics, property rights given to employees by an organization and organizational ethics interact with each other, they develop organizational culture. Some of the tools that reinforce and develop organizational culture are, human resource practices such as, performance appraisal, selection and training. Employees in every organization need to understand the culture that exist in their organization for effective strategy implementation. This helps also in predicting the impact of each component of culture on strategy implementation process.

According to Pearce and Robinson (2005), organizational culture is an intangible theme that provides direction, meaning and foundation for action. Organizational culture which is based on values that support the strategy of that organization plays a crucial role in ensuring that the organization implement its strategy effectively. When an organizational culture fail to align with the strategy of an organization, it should be changed.

David (2003), further argued that succesful strategy implementation requires all stakeholders involvement in decision making and communication plays a key role in ensuring that strategy implementation occurs. Communication also helps in reducing conflicts in management. Provision of performance incentives to employees also influences succesful strategy implementation. When actions that are in consistent with strategy implementation are rewarded to employees, business performance is positively influenced.

According to Pearce and Robinson (2008), organizations promote corporate governance by involving all its stakeholders in decision making during strategy implementation process. Involvement of stakeholders in strategy implementation also promotes social justice and equity. This is because when stakeholders are involved, it results to a good strategy, an appropriate plan which is well implemented and has positive effects on the organization. Stakeholders provide organizations with vital information and any organization should build consensus with its stakeholders for effective strategy implementation.

Hughes and Demetrious (2006), argued that stakeholders involvement and commitment plays a crucial role in strategy implementation. By involving stakeholders, it becomes easy for an organization to map current and potential stakeholders'. It also becomes easy for an organization to identify inputs and roles of stakeholders for easy access to the instruments which are used to implement its strategy. Organizations should conduct stakeholder analysis so as to identify and determine the key actors and make an assessment of their interests, knowledge, alliances, positions and their importance according to the policies which have been proposed. This will contribute a lot in minimizing stakeholder resistance and conflicts in strategy implementation process.

According to Sloan (2009), in order to respond to the ever changing environmental circumstances, stakeholder involvement should be reactive. To overcome potential problems, various measures can be taken into account. For instance, the management of an organization should provide all stakeholders with transparent and consistent information on what the entire strategy implementation process entails. Problems arise

when stakeholders are involved in the implementation process and there is no flow of information and follow up. Stakeholders provide vital information to an organization and their full participation in decision making in the organization yields great success.

2.5 Empirical studies and research gaps

Different scholars have done studies internationally and locally on factors that influence strategy implementation. Abdulla, Hamad, Romano, and Faisal, (2017), did a study on factors that influence strategy implementation in service organizations within both public and private sectors in the Middle East. They found that motivation, clear objectives, engagement involvement, communication and buy in accountability had an influence on strategy implementation. Imbali, Muturi and Abuga (2016), did a study on factors influencing strategy implementation in the tourism industry with a focus on Maasai Mara National Park. They found that leadership, performance contracting, organizational culture, organizational learning and stakeholder involvement had an influence on strategy implementation. Kandie and Koech (2015), did a study on factors influencing strategy implementation at the National Treasury Ministry. They found that teamwork, alignment of strategy to market conditions, effective communication, strategic leadership, operational planning, monitoring and information resources had an influence on strategy implementation.

The studies which have been undertaken under the Ministry of East Africa Affairs, Commerce and Tourism focused only on challenges of strategy implementation. Ashioya (2014), found that it was challenging to implement strategies at the Ministry due to financial constraints, frequent changes in the structures, inadequate staff, policies and procedures took long for consensus to be reached, political environment and non-

cooperativeness of some partner states. Aburi (2014), also found that turbulent and competitive business environment, social, political, economic and technological factors, lack of adequate employees training and lack of adequate financial resources hindered effective implementation of strategy at the Ministry.

According to the reviewed literature, the studies which have been undertaken on factors influencing strategy implementation have been done in different contexts both internationally and in Kenya. Studies on factors influencing strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism have not received any attention. This study plays a vital role in addressing conceptual and contextual gaps.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Detailed description of research methodology which was applied in the study is provided in this chapter. Firstly, it focused on research design. Secondly, it focused on data collection. Lastly, it focused on data analysis.

3.2 Research design

The researcher applied case study research design. This design as defined by Yin (2009), involves collecting intensive data from multiple sources on the context of study. “Case’ means ‘an instance of’”. The design involves collecting data by carrying out in-depth study of small cases at a time and analyzing the data by looking at the large number of features of each case. Collecting data for a case study is very contradicting because the researcher has to get a consensus because two people describing the same incident cannot give the same information because human dynamics are different.

Yin (2009), further argued that case study design is the best to use especially when research questions of when, what, how and why are posed. The basis for the case is the unit of analysis which may be a person or an individual or department within an organization. Defining the unit of analysis operationally helps in replication efforts (Yin, 2009). The researcher’s choice of case study research design was that it was good in collecting in-depth data of the study.

3.3 Data collection

The researcher collected qualitative data so as to ensure that the respondents' point of view was put into consideration because the findings of the study were drawn from it. The data collection instrument which was used in the study was an interview guide which had open ended questions and was used to collect primary data. The researcher's choice of using open ended questions was that the possibility of respondents answering questions in detail and clarifying them was high, the respondents were not limited to giving specific answers and so it was easy for the researcher to get answers to complex issues and the researcher was likely to come up with other findings which were not known about the unit of analysis. The questions on the interview guide were formulated from the literature. The interview guide was subjected to repetitive review until it was ready for use.

The researcher collected data by use of personal interview method. The researcher's choice of using this method was that it gave the respondents latitude to give information. The personal interview method the researcher used to collect data was designed to meet trustworthiness and thoroughness. On the other hand, this method had its disadvantages because it involved the researcher to travel a lot and it had a lot of bias.

The respondents of the study were five senior heads and eight middle level heads of departments from the three state departments of the Ministry. That is, department of East Africa affairs, department of Commerce and department of Tourism because they were usually involved in formulation and implementation of strategy. The researcher interviewed a total of thirteen respondents from the three state departments on questions

related to factors that influence strategy implementation. The respondents were holders of knowledge in the areas which they were interviewed.

3.4 Data analysis

Mugenda and Mugenda (2003), emphasized that raw data from the field is usually meaningless unless it is analysed. For this study, the researcher used qualitative analysis of data because the data which was collected from the field was qualitative in nature. The data was analysed using content analysis. Arithmetic relations could not compute qualitative data because it was subjective in nature. The researcher categorized the responses into various themes according to how they were related and wrote a summary that captured the quality of each theme.

According to Weber (1990), content analysis enables the researcher to explore large amounts of textual information by determining trends of words used, their frequencies and how they are related. The data for the study was obtained from all the three state departments of the Ministry and so the researcher compared the data from all the departments so as to get consensus and gain more insights on the findings which were derived from the study. The researcher's choice of using content analysis was that it helped in examining the intensity with which certain words were used and also helped in making sense of the data collected. On the other hand, content analysis was a lengthy process which required the researcher to go over the data many times so as to ensure that data analysis was thoroughly done.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter explains how the data was analysed and interpreted to address the research objective. The research objective to be addressed was, to establish factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. The researcher analysed data qualitatively using content analysis. The results of the findings were based on the views of the respondents.

4.2 Factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism

The study's objective was to establish factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. To enable accomplishment of this study, the respondents were interviewed and they were of the opinion that the following factors influence strategy implementation at the Ministry.

4.2.1 Stakeholders' involvement

The respondents affirmed that stakeholders' involvement influences strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. According to the respondents, the stakeholders in the Ministry come from within the Ministry, private sector and public sector. The respondents indicated that all stakeholders are usually assigned different roles and responsibilities at the Ministry by carefully analyzing them, their contributions and roles. The respondents affirmed that this makes strategy implementation at the Ministry to be more efficient and effective and has assisted greatly in minimizing conflicts between the stakeholders.

The respondents indicated that stakeholders' interests keep on changing and so the management team usually engages with stakeholders depending on the interests they have. The respondents affirmed that when objectives and priorities of the Ministry are usually set up, stakeholders are involved and this makes them to be relevant and appropriate. The respondents were of the opinion that the Ministry cannot carry out any development project without involving the stakeholders.

4.2.2 Leadership style

The respondents felt that the direction and guidance of the leaders at the Ministry especially the top leaders influences strategy implementation. The respondents indicated that top leaders at the Ministry usually integrate their personal interest with the organizational interest in order to pursue the organizational objectives. The respondents termed their top leaders as transformational leaders who usually ensure that the strategies of the Ministry are well implemented, hence focusing more on the desired outcomes.

The respondents indicated that top leaders at the Ministry motivate and inspire the staff to work as a team in order to achieve the Ministry's objective. The respondents indicated that top leaders are visionary leaders who communicate the vision of the Ministry to the staff and they make sure that the vision forms the core basis of strategy. The respondents affirmed that the top leaders at the Ministry are able to implement strategy successfully by not only telling the staff what to do but by making sure everybody understands the Ministry's strategy, buy into it and makes a contribution to it.

The respondents also indicated that strategy implementation at the Ministry involves a lot of changes. The respondents affirmed that top leaders at the Ministry are usually involved in explaining to the staff why change is necessary and its urgency. The respondents indicated that top leaders help staff to understand how beneficial it becomes to them and the entire Ministry when they implement a strategy. The respondents affirmed that top leaders at the Ministry also explain to the staff what it would cost them if they fail to implement a strategy. It was also evident from the respondents that top leaders at the Ministry usually monitor the implementation process hence making it to be more effective.

4.2.3 Communication

The respondents indicated that effective communication influences strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. The respondents indicated that communication and feedback mechanism at the Ministry is very good. The respondents affirmed that through good communication and feedback mechanism, the Ministry is able to monitor how strategy implementation is being done and come up with changes if need be. The respondents indicated that strategic objectives of the Ministry are communicated through circulars. The respondents affirmed that those who are involved in the process of strategy implementation at the Ministry are usually given an opportunity to raise their suggestions and in case of any problem during the implementation process, they are also involved in giving solutions.

The respondents affirmed that the Ministry uses various channels to convey information to its staff. The respondents indicated that the channels of communication used at the Ministry are, internal memos, policy documents, letters and convening of meetings. The

respondents also indicated that there are suggestion boxes at the Ministry which they use to make their suggestions and the feedback mechanism is good because their suggestions are always put into consideration. The respondents indicated that they usually hold departmental meetings in order to make further discussions concerning strategy implementation at the Ministry.

The respondents were aware of the Ministry's vision and mission. The respondents indicated that in each and every office at the Ministry, the vision and mission statement is hanged on the wall hence serving as a reminder of what is expected of them. The respondents were also aware of the roles they play in order to deliver the Ministry's vision. The respondents were aware of their functions within the Ministry's strategy, the outcomes which are usually expected from them and how they are supposed to measure the outcome.

4.2.4 Strategy formulation

The respondents affirmed that strategy formulation influences strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. The respondents affirmed that, for an organization to achieve its desired goals, it has to carry out strategy formulation. The respondents indicated that they are the ones who are involved in coming up with the Ministry's strategic plan. The respondents were of the opinion that by developing a strategic plan, it helps in directing them on where specifically to focus on so as to achieve the Ministry's objectives.

The respondents indicated that when they are coming up with the Ministry's strategic plan, they are able to allocate budget and evaluate the resources of the Ministry. The respondents also affirmed that they usually take their time to scan the environment during the formulation process and so they are usually very well prepared to adapt to any change that might occur during the implementation process. The respondents indicated that after formulating the Ministry's strategic plan, they are the same people who implement the strategy. They were of the opinion that this makes it easy for them to implement the strategy without any challenge.

4.2.5 Training of employees

The respondents affirmed that training of employees influences strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. The respondents indicated that the Ministry's employees are usually trained on research skills and transformative leadership at Kenya School of Government. The respondents indicated that when employees are trained, they gain more knowledge on management issues. The respondents were of the opinion that strategy implementation process at the Ministry is effective and efficient because the people and the processes involved are well managed by well-trained leaders.

The respondents affirmed that service delivery at the Ministry has become effective and efficient due to the training the employees have undergone. The respondents were of the opinion that the training that employees at the Ministry undergo has enhanced continuous improvement and strategic planning. The respondents indicated that training has provided employees of the Ministry with a feeling of empowerment and so all employees work to achieve the goals which the Ministry has set for them.

4.2.6 Monitoring and control systems

The respondents indicated that monitoring and control systems influences strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. The respondents affirmed that the Ministry has systems for tracking and measuring how strategy is implemented and in case of any deviation, corrections are made. The respondents affirmed that after coming up with a strategic plan of five years, they extract annual work plans from the five years strategic plan. The respondents indicated that through the annual work plans, they set performance targets, negotiate and sign contract between the government and the Ministry. The respondents were of the opinion that the performance of the Ministry is usually measured along the contract details and evaluated for effectiveness.

The respondents indicated that the Ministry tracks how strategy is implemented by using results based management system. The respondents indicated that the Ministry's results based management system is supported by management accountability system which is workable and has the relevant resources needed in strategy implementation. The respondents also indicated that the Ministry uses results based management system to compare actual results to the targets set hence making it easier to reward its staff on performance and merit.

4.3 Discussion of findings

This study's objective was to establish factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism in Kenya. Discussion of findings was done by comparing the study findings with the theories that guided the study. Also, comparison of study findings with similar studies cited in the literature

review on factors that influence strategy implementation was done. The findings of this study revealed that the factors that influence strategy implementation in organizations are pretty much the same and in case they are different, then it is to a very small extent.

4.3.1 Comparison with theory

The key theories which guided this study were stakeholder theory and open systems theory. According to Freeman (1984), stakeholder theory looks at the connection that exist between the stakeholders and the organization. The theory asserts that the success of any organization is influenced by its stakeholders. The theory places a lot of emphasis on corporate social responsibility and so the social value of any organization is to ensure that all stakeholders involved are put into consideration as far as decision making is concerned. Stakeholder theory is applicable to this study because the study has proved that the management of any organization has to be accountable to stakeholders by making sure that all stakeholders are involved in the operations of the organization. The findings of this study established that stakeholders' involvement was found to be one of the factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. This is because the Ministry ensures that the divergent interests of stakeholders are balanced by ensuring that all stakeholders benefit equally during the strategy implementation process.

Open system theory was another theory which guided this study. According to Ansoff and Sullivan (1993), organizations are environment dependent. The theory asserts that organizations are systems that survive by exchanging materials with their environments. For any organization to remain viable, it should create and adapt a strategic fit to its environment. The key resources that sustain organizations are provided by the external

environment. For every organization to survive, it has to be involved in the process of input-transformation-output. From this study, it was evident that what makes some organizations different from others is the materials they use as inputs, how the inputs are transformed into outputs and what goes to the environment as the end product. This theory is applicable to this study because the findings of this study established that the Ministry of East Africa Affairs, Commerce and Tourism operates under open system and it is highly adaptive to changes in the external environment by attracting resources which enhances its performance.

4.3.2 Comparison with other studies

According to Peters, Waterman, and Phillips (1982), organizations usually have objectives which they intend to achieve for a given period of time. Organizations use McKinsey 7s model to know whether they have achieved their objectives by carrying out environmental analysis. According to McKinsey 7s model, for any organization to be successful in implementing its strategy, the interaction of skills, systems, shared values, structure, style and strategies should be taken into account. The model emphasizes that strategy should be designed first and the other variables should be integrated for successful strategy implementation. The study established that the variables in McKinsey 7s model emerged as factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. The factors were, strategy formulation, stakeholders involvement, communication, training of employees, leadership style and monitoring and control systems.

The study established that leadership style influences strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. It is evident from the literature that strategic leadership by the top management contributes to effective strategy implementation. This is in line with Kandie and Koech (2015), who observed that top managers demonstrate strategic leadership by maintaining their commitment towards strategic direction. Strategic leaders also demonstrate their enthusiasm to the implementation process hence providing a positive signal for all staff in the organization. This study has proved that, the involvement of top leaders in supporting strategic initiatives in every organization is of vital importance.

The study established communication as one of the factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. This study proved that, organizations are able to implement their strategies effectively when their vision, mission statement and objectives are communicated to the employees and the feedback mechanism is good. This is in line with Abdulla, Hamad, Romano, and Faisal (2017), who observed that strategy implementation is all about effective communication. It is only effective to implement an organization's strategy when employees are aware of what the strategy entails and their roles in the implementation process.

The study established that strategy formulation influences strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. The study proved that strategy implementation yield success when the formulators are also the implementers. Kandie and Koech (2015), noted that strategy can only be implemented successfully if the formulation process is done adequately by involving the right people and making

sure that those who execute the strategy are the ones who formulated it. This is in line with Abdulla, Hamad, Romano, and Faisal (2017), who observed that strategy implementation acts as a link between strategy formulation and organizational performance.

Training of employees was identified as a factor that influences strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. It was evident from the findings of study that the experience, skills and capabilities that employees possess in an organization determine how effective strategy implementation is done. This view is supported by Imbali, Muturi, and Abuga (2016), that the success of strategy implementation depends on the right number of employees and quality of employees who are involved in the implementation process. Training of employees improves their skills and knowledge hence making them to be more efficient and productive when carrying out their duties.

The study established that monitoring and control systems influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. The study proved that the reward system that an organization uses to reward its employees helps in promoting innovativeness among the managers and employees hence improving performance. This is in line with Kandie and Koech (2015), who observed that once an organization has prepared its strategic plan, the long term goals are delivered by translating the plan into actions by developing targets which are short term hence monitoring them and measuring performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of study findings, conclusion and recommendations. Also, limitations of the study and suggestions for further research are presented in this chapter.

5.2 Summary of findings

The study established that stakeholders involvement, leadership style, communication, strategy formulation, training of employees and monitoring and control system influences strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism.

It was evident from the findings that all stakeholders are involved in strategy implementation at the Ministry hence making the implementation process to be more efficient. Stakeholders provide valuable input to an organization when they are fully involved in the process of implementing a strategy. Organizations which involve stakeholders in decision making benefit a lot by getting valuable input from them, they register good outcomes and they are able to build consensus.

The study revealed that top leaders at the Ministry possess strategic leadership and they take their time to disseminate the strategy and also urge employees to support its full implementation. When an organization has strategic leaders, every staff in the organization is always aware of his or her tasks. No energy is wasted when figuring out

where to start and where to end the task. Strategic leaders support teamwork and so employees work as a team to achieve organizational effectiveness. When an organization has strategic leaders, the attention of all employees is usually focused on the same strategic task.

The study established that communication and feedback mechanism at the Ministry is excellent and all employees are aware of the Ministry's strategy and this helps in effective implementation. Effective implementation of strategy involves organizational change and this change must be communicated effectively to the employees by the managers so as to avoid resistance. Feedback is also important in any organization because it provides valuable information that is used to make important decisions. Continuous improvement in organizations is usually based on feedback.

The study showed that the people who formulate strategy at the Ministry are the same people who are involved in the implementation process. This makes it easy to implement strategy because they are very much familiar with that the process entails. Strategy formulation helps an organization to examine the prospect of change in the foreseeable future and to be fully prepared for the change. Strategy formulation allows an organization to plan for its resources.

The study established that the employees at the Ministry are usually trained on strategic leadership and research skills. The Ministry do not experience any shortfall on capability of employees hence making the implementation process to run smoothly. When employees are trained, their ability to implement strategies is improved and they are also able to realise the goals of the organization. Through training, employees are

also able to respond effectively to change. When an organization train its employees, they develop skills that enable them to adhere to quality standards and improve productivity in their work.

It was evident from the findings that strategy implementation at the Ministry relies on monitoring and control systems which are very effective. These systems specify how strategic objectives of the Ministry are measured and how innovative employees are rewarded according to their performance. Monitoring and control systems direct managers on ensuring that the organization is moving to the right direction and in case of any changes, corrective action is taken. Monitoring and control systems also act as a guide to everybody in the organization. Through the systems, everybody in the organization is able to compare his or her actual results to what was expected from him or her.

5.3 Conclusion

The findings show that the Ministry of East Africa Affairs, Commerce and Tourism, endeavor to implement its strategy in a competitive and dynamic business environment. It was evident that the key factors that influence strategy implementation at the Ministry were stakeholder involvement, leadership style, communication, strategy formulation, training of employees and monitoring and control systems. The findings show that internal factors have a very big influence on strategy implementation at the Ministry.

The findings of this study agrees to the theories under which this study was underpinned. That is, stakeholder theory and open systems theory. Basing on the literature reviewed under this study, the findings indicate that the factors that influence

strategy implementation at the Ministry are revolving around institutionalization of strategy. This study's findings comply with findings of similar studies which were carried out internationally (Abdulla, Hamad, Romano, & Faisal, 2017) and locally (Imbali, Muturi, & Abuga, 2016) , (Kandie & Koech, 2015) in different contexts.

5.4 Recommendations

Most of the policy areas that can be drawn from this study are the areas which the government of Kenya is already working upon in order to reform the Ministry. For instance, areas on stakeholder management, leadership, communication, training of employees, strategy formulation, monitoring and control. The study recommends the Ministry to use these findings to make some improvements on the existing policy areas. The findings of this study should also be used to monitor the implementation and effectiveness of the policies already in use at the Ministry.

The study recommends the Ministry of East Africa Affairs, Commerce and Tourism to look at its documented strategies and if something has been included in the strategic plan and its not working out, it should be changed. One of the factors that the Ministry need to check out for effective strategy implementation is its organizational culture. The Ministry lacks organizational culture, its policies are prescribed by the government. The study recommends the government to make corrective action by creating an organizational culture that will align with the Ministry's strategy.

For effective implementation of strategy at the Ministry of East Africa Affairs, Commerce and Tourism, the study recommends the Ministry to make some improvements on its monitoring system especially its strategy implementation calendar.

The improvements which should be made on the calendar are, establishment of monthly and quarterly strategy meetings which are meant to report on the strategy progress. An established date for annual strategic review meeting should also be included in the calendar. When improvements are made on the calendar, it will be easy to execute all strategies at the Ministry.

5.5 Limitations of the study

Like any other study, this study had limitations. The study was limited to factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism in Kenya. The findings of the study were very positive. However, because the study focused on the said Ministry in Kenya, these findings may not represent all government Ministries in Kenya. The findings of this study might still be applicable as they may help other government Ministries in Kenya and in other countries to gain more knowledge on how the factors established from this study influence strategy implementation.

The study was limited to case study research design. The research design was good because it helped the researcher in collecting in depth data of the study. The findings of the study were drawn from the respondents' point of view because the data used was qualitative in nature. The findings of the study were positive. However, the results of the study findings were subjective in nature because the study was limited to qualitative data only. The findings of this study might still be applicable and they may help other researchers to use them as a basis for foundation for further research.

5.6 Suggestions for further research

Future studies should be replicated on factors that influence strategy implementation at any other public office or Ministry. This will greatly help to conclude whether the findings of this study will come to an agreement with the findings from another public office or Ministry. This study should be replicated in future on the same context so that the findings of the study which will be established will be compared with the findings which have been established by this study to see whether there will be any changes by then. Future studies should adopt a quantitative research methodology so as to establish the extent to which those factors which have been established by this study influence strategy implementation at the Ministry.

This study conceptualized on factors that influence strategy implementation at the Ministry of East Africa Affairs, Commerce and Tourism. Further research should introduce new variables to this study's conceptualization. Further research should also be done on strategic planning at the Ministry of East Africa Affairs, Commerce and Tourism, Kenya.

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APPENDICES

Appendix 1: Interview Guide

This interview guide is developed to collect data from Ministry of East Africa Affairs, Commerce and Tourism on factors that influence strategy implementation. The data collected will only be used for academic purposes and the responses which will be got from the interviewees will be treated as confidential. The researcher will be the only person who will have access to the raw data and the development of the final findings. Thank you in advance for your participation.

Questions on factors that influence strategy implementation

1. Discuss factors that influence strategy implementation at the Ministry.
2. How do stakeholders influence strategy implementation?
3. How does leadership style influence strategy implementation?
4. How does organizational structure influence strategy implementation?
5. How does allocation of resources to the Ministry influence strategy implementation?
6. How does the organizational culture influence strategy implementation?
7. How does external environment influence strategy implementation?
8. Which internal factors influence strategy implementation?
9. How does training of employees influence strategy implementation?
10. How does communication influence strategy implementation?
11. How does strategy formulation influence strategy implementation?
12. How do government policies and guidelines on strategic planning influence strategy implementation?

Thank you for your participation.

Appendix II: Research Permit



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DATE... 4/10/2017

TO WHOM IT MAY CONCERN

The bearer of this letter ... MUCHIRAH WEN WANDIA

Registration No. ... DG1/80911/2015

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS