

**EFFECT OF STRATEGIC IMPLEMENTATION ON THE PERFORMANCE OF
FIRMS IN THE AVIATION INDUSTRY IN KENYA**

BY:

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS OF MASTER OF BUSINESS ADMINISTRATION SCHOOL
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OCTOBER, 2011

DECLARATION

STUDENT'S DECLARATION

This research project is my original work and has not been presented for a degree at any other university.

Gladys Muthoni Gitau

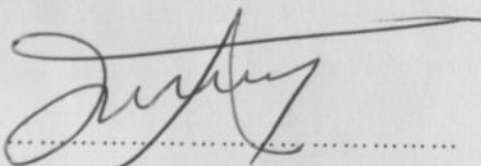
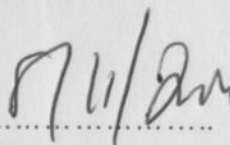
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SUPERVISOR'S DECLARATION

This research project has been submitted for examination with my approval as the candidate's University Supervisor.

DR. J. M. Munyoki

Signature.......... Date.....

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DEDICATION

This study is dedicated to my loving family. My husband Sammy Gutu and son Elvis Mugo.

I also express my sincere appreciation to my family for their understanding and support during the project.

Lastly, I would also like to express my sincere thanks to the supervisor DR. J. M. Mwangi for having agreed to supervise this research paper and their patience in reading the draft and occasionally guiding me, without which the research would not have been a reality.

ACKNOWLEDGEMENT

I thank the Almighty God for His guidance and providence which enabled me to undertake this project that was too involving in terms of time and resources.

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Lastly, I would also like to express my sincere thanks to the supervisor DR. J. M. Munyoki for having agreed to supervise this research paper and their patience in reading the drafts and occasionally guiding me, without which the research would not have been a reality.

ABSTRACT

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander (1991) suggests several reasons for this: strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Strategy implementation has been viewed as the stage of strategic management involving the use of managerial and organizational tools to direct resources towards achieving desired outcomes. The objectives of the study were to find out strategy implementation process at firms in the airline industry in Kenya; to determine the effect of strategy implementation on the performance of firms in the airline industry in Kenya. This study employed a descriptive research design. The study population was all the airlines in Kenya. A questionnaire was used to collect Primary data. Secondary data involved the collection of published material and information from other sources such as annual reports, published data. Quantitative data collected was analyzed by the use of descriptive statistics and inferential statistics using SPSS and presented through percentages, means, standard deviations and frequencies.

The study found that the airline had a vision statement which was communicated across the airline by posters. The study found that the airline had a strategic plan. The airline had a strategic implementation plan. The types of strategic implementation plans which had been developed were short term strategic plans (0-1) years. The study established that the airlines readiness for organizational change as more prepared. The respondents rated the willingness of executive director to accept and implement change as more open. The study recommends the airlines to have a vision statement and a mission statement which was communicated across the airline by circulars and posters. The study recommends the airline stakeholders to accept and implement change openly. The competencies of the association staff to plan manage and implement strategic initiatives as good. The airlines need to develop a set of key performance indicators or some other form of accountability to track the success of strategic initiatives.

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strategy is provide guidance and direction for the activities of the organization. Since strategic decisions influence the way organizations respond to their environment, it is very important for a firm to make strategic decisions and define strategy in terms of its response to the environment. The purpose of strategy is to provide directional cue to the organization that enable it to achieve its objectives while responding to the opportunities and threats in the environment (Pearce and Robinson, 2007)

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander (1991) suggests several reasons for this: strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Furthermore, there are only a limited number of conceptual models of strategy implementation. Organizations seem to have difficulties in implementing their strategies, however, researchers have revealed a number of problems in strategy implementation which include: weak management roles in implementation, lack of communication, lack of commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors (Galpin, 1998; Lares-Mankki, 1994; Beer and Eisenstat, 2000).

Strategy which is a fundamental management tool in any organization is a multi dimensional concept that various authors have defined in different ways. It is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish (Thompson, 1993). It is meant to provide guidance and direction for the activities of the organization. Since strategic decisions influence the way organizations respond to their environment, it is very important for a firm to make strategic decisions and define strategy in terms of its function to the environment. The purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment (Pearce and Robinson, 2007).

1.1.1 Strategy implementation

Strategy implementation has been viewed as the stage of strategic management involving the use of managerial and organizational tools to direct resources towards achieving desired outcomes (Thompson & Strickland, 1996). Many researchers agree that implementing strategy is a difficult task. Hrebiniak (2006) argues that although formulating a consistent strategy is a difficult task for any management team, implementing the strategy is even more difficult. Thompson & Strickland (1996) agree that effective strategy implementation is vital to the realization of organizational goals. In this era of economic downturn, dwindling resources and fierce global competition, organization cannot afford the high cost implications and other drawbacks associated with failed implementation. Implementation therefore must take center stage if organizations are to succeed or even survive (Thompson & Strickland, 1996).

Organizational performance comprises the actual output or results of an organization as measured against its intended goals and objectives. Organizational performance will be measured using the balanced scorecard. The balanced scorecard focuses on four perspectives. These perspectives are financial, customer, internal business process and learning and growth. (Kaplan and Norton, 1996). The airline industry in Kenya is governed by the Companies Act.

1.1.2 Airline Industry in Kenya

The Kenya Civil Aviation Authority is a State Corporation established through an Act of Parliament, the Civil Aviation (Amendment) Act (Cap 394) of 24th October 2002. It succeeded the Directorate of Civil Aviation (DCA) which was a department within the Ministry of Transport and Communication. The Kenya Civil Aviation Authority (KCAA) is a corporate body managed by an eleven-man Board of Directors, including the Executive Director General. The board members are appointed by the Minister of Transport.

The Authority's broad key functions are: To regulate the aviation industry in Kenya, to provide air navigation services within Kenya's Flight Information region (FIR). The Authority also offers training for aviation personnel through the East African School of Aviation. The History of Kenya's Civil Aviation dates back to the period after the Second World War. The colonial governments administering Kenya, Uganda, Tanganyika and Zanzibar under the umbrella of the East African High Commission formed the East African Directorate of Civil Aviation (EADCA). The Directorate was responsible for the regulation of the industry and the provision of Air Navigation Services and other technical services necessary for the orderly operation and growth of air transport.

1.1.3 Strategy Implementation and Performance

It is argued that the performance construct is one of the main constructs in strategy and organizational research simply because nearly every model attempts to relate the constructs of interest of performance. The implementation activities are in fact related closely to one another and decisions about each are usually made simultaneously (Grant, 2002). However, as strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated. Successful strategy implementation can go a long way in helping a company gain a competitive edge and also help in defining the business of the organization and also help in achieving right direction. The company also benefits by having its various strategies entrenched and broadly accepted by all the employees guaranteeing successful implementation in the future.

Olson et al (2005) noted two dimensions of strategy implementation: structural arrangements, and the selection and development of key roles. According to Chakravarthy and White (2001), effective strategy implementation is affected by the quality of people involved in the process. The quality of people as skills, attitudes, capabilities, experiences and other characteristics required by a specific task or position. The dynamism in the sector is high as airlines seek new opportunities in the face of

increased competition from other sectors such as the insurance industry and first class traveling services. It is important then that airlines focus on effective strategy implementation in order to avoid or manage threats posed to their survival by the increasingly complex domestic and global operating environment. It is thus important to understand the factors that impact on effective strategy implementation and how they in turn impact on the airline survival. Effective strategy implementation is of paramount importance if the airline industry is to survive in this ever changing and competitive environment.

1.2 Statement of the Problem

In the world of management, increasing numbers of senior people are recognizing that one of the key routes to improved business performance is better implementation. However, at the same time, it is also understood that implementation is one of the more difficult business challenges facing today's managers (Raps and Kauffman, 2005). Researchers have revealed a number of problems in strategy implementation: for example weak management roles in implementation, a lack of communication, lack of commitment to the strategy, limited awareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors (Lewin and Volberda, 1999). The problem of strategy implementation is illustrated by the unsatisfying low success rate of intended strategies (Raps and Kauffman, 2005). The key to success is an integrative view of the implementation process (Parsa, 1999).

Owing to the above, companies have been advised to develop mission statements and elaborate strategy definitions, which provide direction, goals and profitability targets for their activities (Porter, 1980). They should also create specific functional strategies, such as financial management or marketing strategies, which define how the companies will allocate their resources in order to achieve their mission and goals. The exercise of strategic management helps managers to analyze the relevant environmental and internal

conditions, in order to anticipate opportunities and threats and therefore improve organizational performance.

Locally, various studies have been done on strategy implementation e.g. Njiru (2007) conducted a study on the use of balance scorecard in strategy implementation by quoted companies in the NSE, Tai (2007) did a study on strategy implementation in Kenya Ports Authority. This is despite the fact that the implementation of strategy has faced many challenges like lack of proper coordination of activities and lack of cooperation of the various stakeholders. The implementation is also faced with the challenges of lack of stakeholders' commitment to the strategy and inadequate capabilities due to unavailability of funds to meet the increasing needs, limited awareness or misunderstanding of the strategy by the management. This study seeks to fill the existing research gap by carrying out a study on the strategy implementation and its impact on performance with a special reference to the airline industry in Kenya. The study aims to respond to the following questions: how are strategy implementations done at firms in the airline industry in Kenya? And what are the effects of strategy implementation on the performance of firms in the airline industry Kenya?

1.3 Objectives of the study

The objectives of this study were:

- i. To find out strategy implementation process at firms in the airline industry in Kenya.
- ii. To determine the effect of strategy implementation on the performance of firms in the airline industry in Kenya

1.4 Value of the Study

The study findings are expected to be beneficial to various stakeholders. The local airline industry would be guided in coming up with suitable strategies and management practices that can ensure profitability, survival and growth-going concern. Local airlines and other

organisations would also benefit by assessing, evaluating and reviewing their strategic management practices as tools for competitiveness in the face of the changing business environment. The study would also be invaluable to the managers for it will be a blue print on how strategic management should be formulated and implemented.

The government would also benefit from the study in formulating policies and measures that would stifle strategic management of local airlines hence stimulate growth in the airlines industry. The public would also benefit since a lot of public funds and resources have been invested in the sector and as so local airlines' strategies directly affect them.

Strategy implementation involves translating strategic thought into organization action. It is one of the most vital processes in the decision-making process and it embraces all of those activities that are necessary to put the strategy into practice (Kang'oro, 1998). Managers successfully make this shift when they do four things: identify short-term objectives, outline specific functional tactics, and communicate policies that empower people in the organization and design efficient rewards (Pearce and Robinson, 2003). They further contend that in implementing strategy broad aspects of the organization need to be considered. These are structure, leadership and culture.

The structure will provide the basic way the firm's different activities are organized while leadership will encompass the need to establish direction, embrace change and build a team to execute the strategy. Culture creates the norms of individual behaviour and the tone of the organization. At this crucial stage, management translates strategies and policies into action through the development of programs, budgets and procedures. Thus there is need to understand the linkage between strategy development and implementation. Poor implementation of an appropriate strategy may cause the strategy to fail. An excellent implementation plan will not only cause an appropriate strategy to succeed but it can also rescue a disadvantageous strategy implementation. (Kang'oro, 1998).

In support, generalizations have been advanced in the form of encouraging early involvement in the strategy process by firm members (Granovick and Carnella, 1989). And guidance for adaptation and adjustment and leadership style and structure

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains a review of the past study on the past studies done on the subject matter. The specific areas covered here are: concept of strategic implementation practices, the organization performance, the strategic implementation practices and performance and alignment of structure to strategy implementation.

2.2. The Concept of Strategy Implementation practices

Strategy implementation involves translating strategic thought into organization action. It is one of the most vital phases in the decision making process and it embraces all of those actions that are necessary to put the strategy into practice (Kang'oro, 1998). Managers successfully make this shift when they do four things; identify short term objectives, initiate specific functional tactics, and communicate policies that empower people in the organization and design effective rewards (Pearce and Robinson, 2003). They further contend that in implementing strategy three aspects of the organization need to be considered. These are structure, leadership and culture.

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In response, generalizations have been advanced in the form of encouraging: early involvement in the strategy process by firm members (Hambrick and Cannella, 1989); fluid processes for adaptation and adjustment and, leadership style and structure

(Bourgeois and Brodwin, 2004). Noble and Mokwa (1999) affirm that an integrative view encompassing both structural and interpersonal views can enhance our understanding of the factors leading to implementation success. Despite the recent interest in strategy implementation research, there is a significant need for more detailed and comprehensive models related to strategy implementation

2.3 Organizational Performance

Performance is the achievement of organizational goals in pursuit of business strategies that lead to sustainable competitive advantage as Gephardt & Van Buren 1996 notes. To measure organizational performance more completely, one might use an approach similar to the balanced scorecard, which elevates non financial measures to a level consistent with a traditional focus on financial measures. In this age of global competition, technological innovation, turbulence, discontinuity, even chaos, change is inevitable and necessary. The organization must do all it can to explain why change is essential and how it will affect everyone. Moreover every effort must be made to protect the interests of those affected by change. On the other hand performance indicators are defined as statements of the performance expectations or requirements necessary for achieving the critical results of the position. They clearly communicate to employees what has to be done and employees should be involved in setting the standards under which their performance will be evaluated. Performance indicators include; quality, teamwork and customer service measures. Indicators organize information in a way that clarifies the relationships between a project's impacts, outputs and inputs and help to identify problems along the way that can impede the achievement of project objectives.

Bourne, (2003) defines performance management as simply activities to ensure that goals are consistently being met in an effective and efficient manner. It can focus on performance of the organization, department, and processes to build a product or service, employees among others. Because today's organizations seem to change much more rapidly than in the past many scholars assert that no sooner is a measurement identified

than the measurement becomes obsolete because the organization has changed substantially.

2.4 Strategic Management and performance

The main functions of strategic management have been explained by Smith and Reece (1999) as identifying the organization's current mission, objectives, and strategies, analyzing the environment, identifying the opportunities and threats, analyzing the organization's resources, identifying the strengths and weaknesses, formulating and implementing strategies, and evaluating results in terms of performance. Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all the functional areas in the organization, have a direct influence on the administrative and operational activities, and are vitally important to long-term health of an organization (Grant, 2002). According to Thompson and Vahim, (2007), strategies must be well formulated and implemented in order to attain organizational objectives.

2.5.1 Alignment of Structure to Strategy Implementation

Strategy of an organization is the roadmap towards attainment of its long term goals and objectives. Strategic management is the process of operationalization of the firm's strategy. It entails obtaining a fit between organizational strategy, structure, and environment. The organization operates in an external environment. It is imperative for the organization to conduct an industry analysis for efficient strategic management process. Lingle and Schiemann (1996) state that effective organizations are organic, integrated entities in which different units, functions and levels support the company strategy and one another.

The mutually supportive elements that lead to fit can become sources of competitive advantage (Miller, 1996). In an empirical study, Smith and Reece (1999) found that the fit between business strategy and decision categories or operational elements (e.g., inventory and logistics decisions, workforce issues, and organization structure), leads to improved business performance. Further, focus on the vertical alignment between

manufacturing and business strategy is evident in an empirical study (Sun and Hong, 2002) to examine the alignment between manufacturing and business strategies. Using data obtained from across 20 countries, they concluded that as alignment between manufacturing and business strategies increases, firm performance increases. Additionally, the incremental contribution to performance due to the manufacturing function increases as the alignment increases.

As the variety and complexity of organizations have increased over time, managers have searched continually for the optimal organizational structure. The need to examine these linkages continues because not all studies are able to support a direct relationship between alignment and implementation. For example, Joshi *et al.* (2003) reported the lack of a direct relationship between alignment and performance, but under certain moderating conditions found the relationship was significant. Thompson and Vahim (2007) reported similar findings. Homburg *et al.* (1999) also did not find support for the alignment-performance relationship in the case of a cost leadership strategy for any of their three performance dimensions. Similarly, West and Schwenk (1996) found no significant relationship between consensus among top management teams and any of the three performance measures. All of the above studies, however, found alignment or strategic consensus to influence performance indirectly, either through a mediating variable (Hendry and Kiel, 2004) or in the presence of some moderating variables

2.5.2 Alignment of Organizational Policies to Strategy Implementation

The concept of fit or alignment is a central theme in the field of strategic management. For instance, Porter (1980) contends: Strategic fit among many activities is fundamental not only to competitive advantage but also to the sustainability of that advantage. It is harder for a rival to match an array of interlocked activities than it is merely to imitate a particular sales-force approach, match a process technology, or replicate a set of product features.

When formulating corporate strategy, researchers have emphasized the importance of fitting or aligning the organization's strategy with an internal appraisal of the firm and an

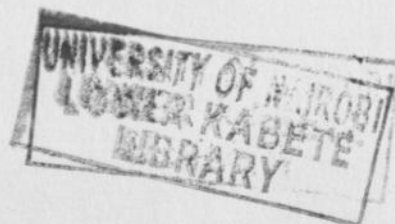
external assessment of environmental opportunities and threats (Ansoff, 1965). Alignment is important in formulating strategies as well as in their implementation. Implementation is fostered by aligning and adjusting key systems, processes, and decisions within the firm (Floyd and Wooldridge, 1997). The mutually supportive elements that lead to fit can become sources of competitive advantage. Using a sample of 206 global firms Rap and Kauffman (2005) examined if the interrelationships among strategy, structure, and processes influence firm performance. They concluded that the fit among strategy, structure, and processes is positively linked with performance.

2.5.3 Change Management

As competition among firms has increased in dynamic environments, the source of competitive advantage has migrated from tangible resources to knowledge and know-how that is created within organizations through the process of exchange and combination among employees. Human resource researchers have found a positive relationship between change management practices that create a more talented and committed workforce, and firm profitability (Lingle and Schiemann 1996).

The literature of strategic change management suggests that administration commitment to the practices motivate employees to act in the best interest of the firm thus enhancing its profitability (Collins, 2001). Flexibility is a valuable firm's ability that allows organizational change to respond to various demands from a dynamic competitive environment (DeWit and Meyer, 2004). Increasing global competition, accelerating technological change and expanding customer expectations are creating a turbulent environment (Floyd and Woolridge, 1997). Researchers have shown that flexibility in other functional areas of the firm, such as operational flexibility, is related to increased firm profitability (Grant, 2002). At the same time, information and communication technologies (ICT) have made work more portable and ubiquitous which increases employee flexibility to organize work (Chakravarthy and White, 2001).

According to the resource-based view, a firm's success is largely determined by the resources it owns and controls (Grant, 2002), and that are valuable, rare, difficult to



imitate, and difficult to substitute. Resources are typically defined as either assets or capabilities: assets, which may be tangible or intangible, are owned and controlled by the firm; capabilities are intangible bundles of skills and accumulated knowledge exercised through organizational routines, and they are argued to be the preeminent source of firm profitability (Grant, 2002).

Research Design

This study employed a descriptive research design. A descriptive study is concerned with examining the frequency with which something occurs or the relationship between variables (Kryman and Bell, 2003). Thus, this approach was appropriate for this study, as the researcher intended to collect detailed information through descriptors and is not for identifying variables and hypothetical constructs.

Population

The study population was all the business in Kenya. The study population in this study is considered appropriate for it is objective enough, explorative and minimize errors caused. Based information had a few errata been taken. (Listed in appendix 11)

Data Collection

Questionnaire was used to collect Primary data. Secondary data involved the collection published material and information from other sources such as annual reports, published data. Thus in this study the researcher employed the use of survey questionnaire and interviews to the management for data collection. The questionnaire had both open and close-ended questions. The close-coded questions provided more structured responses to facilitate tangible recommendations. The closed-ended questions are used to test the rating of various attributes and this helped in reducing the number of coded responses in order to obtain more varied responses. Kimba and Trapp (2005) indicate that semi structured interview refers to the use of already prepared questions

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research design and research method used to test the hypotheses. In particular issues related are research design, the population, the type of data to be collected, and technique for data analysis.

3.2 Research Design

This study employed a descriptive research design. A descriptive study is concerned with determining the frequency with which something occurs or the relationship between variables (Bryman and Bell, 2003). Thus, this approach was appropriate for this study, since the researcher intended to collect detailed information through descriptions and is useful for identifying variables and hypothetical constructs.

3.3 Population

The study population was all the airlines in Kenya. The study population in this study is considered appropriate for it is objective enough, explorative and minimise errors caused by biased information had a few airlines been taken. (Listed in appendix 11)

3.4 Data Collection

A questionnaire was used to collect Primary data. Secondary data involved the collection of published material and information from other sources such as annual reports, published data. Thus in this study the researcher employed the use of survey questionnaire and interviews to the management for data collection. The questionnaire had both open and close-ended questions. The close-ended questions provided more structured responses to facilitate tangible recommendations. The closed ended questions were used to test the rating of various attributes and this helped in reducing the number of related responses in order to obtain more varied responses. Kombo and Tromp (2006) indicate that semi structured interview refers to the use of already prepared questions

during the study. The open-ended questions provided additional information that may not have been captured in the close-ended questions.

3.5 Data Analysis

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics and inferential statistics using SPSS and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of statistical package for social sciences (SPSS). Mugenda and Mugenda (1999), explains that SPSS is a comprehensive, integrated collection of computer programme for managing, analyzing and displaying data. The qualitative data was coded mathematically and then analyzed statistically. Content analysis was used to data that is qualitative nature or aspect of the data collected from the open ended questions.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The study findings are presented on to establish the effect of strategic implementation on the performance of firms in the aviation industry in Kenya. The data was gathered exclusively from the questionnaire as the research instrument. The questionnaire was designed in line with the objectives of the study.

4.1.1 Response Rate

The study targeted 39 respondents in collecting data with regard to the effect of strategic implementation on the performance of firms in the aviation industry in Kenya. From the study, 33 out of the 39 sample respondents filled-in and returned the questionnaires making a response rate of 84.6%. This reasonable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires.

4.2 Demographic Information

The study sought to find the department of the respondents. According to the findings, 39% of the respondents were in finance department, 18% of the respondents were in cabin crew department and 12% of the respondents were in administration department.

4.2.1 Number of years the respondents had been working in the airline

The study sought to find out the number of years the respondents have been working in the airline. The results are as shown in the Table 4. 2.1 below:

	Frequency	Percentage
Less than two years	8	24
2 – 5 years	7	21
5- 10 years	13	39
10 years and above	5	15
Total	33	100

According to the findings, 39% of the respondents had been working in the airline for 5-10 years, 24% of the respondents had been working in the airline for less than two years, 21% of the respondents had been working in the airline for 2-5 years and 15% of the respondents had been working in the airline for 10 years and above

4. 1.2: Number of employees in the organization

The study sought to find out the number of employees in the organization. The results are as shown in the Table 4. 2.2 below:

	Frequency	Percentage
Less than 20	5	15
20- 30 employees	8	24
30-40 employees	11	33
40- 50 employees	6	18
50 and above employees	3	9
Total	33	100

According to the findings, 33% of the respondents indicated that the organization had 30-40 employees, 24% of the respondents indicated that the organization had 20-30 employees, 18% of the respondents indicated that the organization had 40-50 employees, 15% of the respondents indicated that the organization had less than 20 employees and 9% of the respondents indicated that the organization had 50 and above employees.

4.2.3 Age of Respondents

The study sought to find out age of respondents in the organization. The results are as shown in the Table 4. 2.3 below:

	Frequency	Percentage
Less than 25 years	8	27
25 – 35 years	7	42
35- 45 years	13	24
45 years and above	5	7
Total	33	100

According to the findings, 42% of the respondents were aged 25-35 years, 27% of the respondents were aged less than 25 years, 24% of the respondents were aged 35-45 years and 7% of the respondents were aged 45 years and above.

4.3 Vision and Mission

The study sought to find out if the airline had a vision statement and how the vision statement was communicated across the airline. The results are as shown in the Table 4. 3 below:

	Frequency	Percentage
Posters	16	48
Word of mouth	5	15
Circulars	12	36
Total	33	100

According to the findings, 48% of the respondents indicated that the vision statement was communicated across the airline by posters, 36% of the respondents indicated that the vision statement was communicated across the airline by circulars and 15% of the respondents indicated that the vision statement was communicated across the airline by word of mouth.

4.3.1 Mission statement was communicated across the airline

The study sought to find out if the airline had a mission statement and how the mission statement was communicated across the airline. The results are as shown in the Table 4.3.1 below:

	Frequency	Percentage
Operations manual	10	30
Circulars	12	36
Word of mouth	5	15
Posters	6	18
Total	33	100

According to the findings, all (100%) of the respondents indicated that the airline had a mission statement, 36% of the respondents indicated the mission statement was communicated across the airline through circulars, 30% of the respondents indicated the mission statement was communicated across the airline through operations manual, 18% of the respondents indicated the mission statement was communicated across the airline through posters and 15% of the respondents indicated the mission statement was communicated across the airline through word of mouth.

4.4 Strategic Implementation

The study sought to find out types of strategic implementation.

4.4.1 Types of strategic implementation plans which had been developed

The study sought to find out the types of strategic implementation plans which had been developed. The results are as shown in the Table 4. 4.1below:

	Frequency	Percentage
Long term range [3-5] years	7	21
Medium term range [1-2] years	10	30
Short term Strategic plans [0-1] years	16	48
Total	33	100

According to the findings, 48% of the respondents indicated that the types of strategic implementation plans which had been developed were short term strategic plans (0-1) years, 30% of the respondents indicated that the types of strategic implementation plans which had been developed were medium term range (1-2) years and 21% of the respondents indicated that the types of strategic implementation plans which had been developed were Long term range (3-5) years.

4.4.2 If the airline policies were updated on a regular basis

The study sought to find out if the airline policies were updated on a regular basis. The results are as shown in the Table 4. 4.2 below:

	Frequency	Percentage
If in the last 1 year	5	15
If in the last 2 years	15	45
If in the last 3 years	13	39
Total	33	100

According to the findings, 45% of the respondents indicated that airline policies were updated on a regular basis in the last two years, 39% of the respondents indicated that airline policies were updated on a regular basis in the last three years and 15% of the respondents indicated that airline policies were updated on a regular basis in the last one year.

4.4.3 Rating of the airline's financial capacity to implement strategies

The study sought to find out how the respondents rated of the airline's financial capacity to implement strategies. The results are as shown in the Table 4. 4.3 below:

	Frequency	Percentage
Slightly committed	5	15
Committed	15	61
Very committed	13	24
Total	33	100

According to the findings, 61% of the respondents rated the airline's financial capacity to implement strategies as committed, 24% of the respondents rated the airline's financial capacity to implement strategies as very committed and 15% of the respondents rated the airline's financial capacity to implement strategies as slightly committed.

4.4.4 Rating of the motivation to maintain and support the implementation of strategic initiatives by the stakeholders in the airline

The study sought to find out how the respondents rated the motivation to maintain and support the implementation of strategic initiatives by the stakeholders in the airline. The results are as shown in the Table 4. 4.4 below:

	Most motivating	motivating	Moderate motivating	Less motivating	Not at all	Mean	Std dev
Board of Directors	11	41	38	7	3	3.5	0.6
Staff	11	18	45	20	6	3.1	0.7
Membership	5	16	50	23	5	2.9	0.4
Board of Directors	23	34	30	7	6	3.6	0.4
Executive Director	19	44	30	5	2	3.7	0.6

According to the findings, the respondents rated the motivation to maintain and support the implementation of strategic initiatives by the executive director as more motivating as shown by a mean of 3.7, the respondents rated the motivation to maintain and support the implementation of strategic initiatives by the board of directors as more motivating as shown by a mean of 3.6, the respondents rated the motivation to maintain and support the

implementation of strategic initiatives by the board of directors as more motivating as shown by a mean of 3.5, the respondents rated the motivation to maintain and support the implementation of strategic initiatives by the staff as moderate motivating as shown by a mean of 3.1, the respondents rated the motivation to maintain and support the implementation of strategic initiatives by the membership as moderate motivating as shown by a mean of 2.9.

4.4.5 How appropriate the current structure of the association is to support the implementation of strategic initiatives

The study sought to find out how appropriate the current structure of the association is to support the implementation of strategic initiatives. The results are as shown in the Table 4. 4.5 below:

	Frequency	Percentage
Less appropriate	8	24
Moderate appropriate	7	21
Most appropriate	13	39
Very appropriate	5	15
Total	33	100

According to the findings, 39% of the respondents indicated that the current structure of the association is to support the implementation of strategic initiatives as more appropriate, 24% of the respondents indicated that the current structure of the association is to support the implementation of strategic initiatives as less appropriate, 21% of the respondents indicated that the current structure of the association is to support the implementation of strategic initiatives as more appropriate and 15% of the respondents

indicated that the current structure of the association is to support the implementation of strategic initiatives as very appropriate.

4.4.6 Rating of the effectiveness of the current governance model as it relates to the implementation of strategic initiatives

The study sought to find out how the respondents rated the effectiveness of the current governance model as it relates to the implementation of strategic initiatives. The results are as shown in the Table 4. 4.6 below:

	Frequency	Percentage
very effective	5	15
More effective	15	45
Moderate effective	10	30
Less effective	3	9
Total	33	100

According to the findings, 45% of the respondents rated effectiveness of the current governance model as it relates to the implementation of strategic initiatives as more effective, 30% of the respondents rated effectiveness of the current governance model as it relates to the implementation of strategic initiatives as moderate effective, 15% of the respondents rated effectiveness of the current governance model as it relates to the implementation of strategic initiatives as very effective and 9% of the respondents rated effectiveness of the current governance model as it relates to the implementation of strategic initiatives as less effective.

4.5 Organization Change

The study sought to find out how the respondents rated the association's readiness for organizational change. The results are as shown in the Table 4. 5 below:

	Frequency	Percentage
Less prepared	8	24
Moderate prepared	4	12
More prepared	16	48
Very prepared	5	16
Total	33	100

According to the findings, 48% of the respondents rated the association's readiness for organizational change as more prepared, 24% of the respondents rated the association's readiness for organizational change as less prepared, 16% of the respondents rated the association's readiness for organizational change as very prepared and 12% of the respondents rated the association's readiness for organizational change as moderate prepared.

4.5.1 Rating of the willingness to accept and implement change

The study sought to find out how the respondents rated the willingness to accept and implement change. The results are as shown in the Table 4. 5.1below:

	very open	more open	open	less open	not at all open	Mean	Std dev
Membership	5	47	32	11	5	3.4	0.3
Board of Directors	30	40	11	10	9	3.7	0.3
Executive Director	25	58	12	3	2	4.0	0.6

According to the findings, the respondents rated the willingness of executive director to accept and implement change as more open as shown by a mean of 4.0, the respondents rated the willingness of board of directors to accept and implement change as more open as shown by a mean of 3.7 and the respondents rated the willingness of membership to accept and implement change as open as shown by a mean of 3.4.

4.5.2 Rating of the human resource capability to manage and implement a change process or new strategic direction by the stakeholders

The study sought to find out how the respondents rated the human resource capability to manage and implement a change process or new strategic direction by the stakeholders. The results are as shown in the Table 4. 5.2 below:

	capable	capable	capable	less capable	capable	Mean	Stdev
Membership	30	48	18	1	3	4.0	0.4
Board of Directors	27	50	12	5	5	3.9	0.7

According to the findings, the respondents rated the human resource capability to manage and implement a change process or new strategic direction by the membership as more capable as shown by a mean of 4.0 and the human resource capability to manage and implement a change process or new strategic direction by the board of directors as more capable as shown by a mean of 3.9.

4.5.3 Rating of the competencies of the association staff to plan, manage and implement strategic initiatives

The study sought to find out how the respondents rated the competencies of the association staff to plan, manage and implement strategic initiatives. The results are as shown in the Table 4. 5.3 below:

	Frequency	Percentage
Less good	10	30
Moderate good	8	24
More good	10	30
Very good	5	15
Total	33	100

According to the findings, 30% of the respondents rated the competencies of the association staff to plan, manage and implement strategic initiatives as good, 30% of the respondents rated the competencies of the association staff to plan, manage and implement strategic initiatives as less good, 24% of the respondents rated the competencies of the association staff to plan, manage and implement strategic initiatives as moderate good and 15% of the respondents rated the competencies of the association staff to plan, manage and implement strategic initiatives as very good.

4.5.4 Rating of the association's current practices as they relate to the ongoing assessment of strategic initiatives

The study sought to find out how the respondents rated the the association's current practices as they relate to the ongoing assessment of strategic initiatives. The results are as shown in the Table 4. 5.4 below:

	Frequency	Percentage
very good	5	15
Good	10	30
moderate good	15	45
less good	3	9
Total	33	100

According to the findings,45% of the respondents rated the association's current practices as they relate to the ongoing assessment of strategic initiatives as moderate good, 30% of the respondents rated the association's current practices as they relate to the ongoing assessment of strategic initiatives as good, 15% of the respondents rated the association's current practices as they relate to the ongoing assessment of strategic initiatives as very good and 9% of the respondents rated the association's current practices as they relate to the ongoing assessment of strategic initiatives as less good.

4.5.5 Rating of the association's performance in communicating assessment results to the stakeholders

The study sought to find out how the respondents rated the association's performance in communicating assessment results to the stakeholders. The results are as shown in the Table 4. 5.5 below:

	very good	Good	good	less good	good	Mean	Std dev
Membership	23	34	36	5	2	3.7	0.1
Board of Directors	19	42	32	5	2	3.7	0.3
Auditors/Public/Others	5	42	37	11	5	3.3	0.2

According to the findings, the respondents rated the association's performance in communicating assessment results to the membership as good as shown by a mean of 3.7, the respondents rated the association's performance in communicating assessment results to the Board of Directors as good as shown by a mean of 3.7 and the respondents rated the association's performance in communicating assessment results to the Auditors/Public/Others as moderate good as shown by a mean of 3.3.

4.5.6 If the association developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives

The study sought to find out if the association developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives. The results are as shown in the Table 4. 5.6 below:

	Frequency	Percentage
Yes	20	61
No	13	39
Total	33	100

According to the findings,61% of the respondents indicated that the association developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives while 39% of the respondents indicated that the association did not develop a set of key performance indicators or some other form of accountability to track the success of strategic initiatives.

4.5.7 Rating of the association's ongoing evaluation practices as it relates to strategic initiatives

The study sought to find out how the respondents rated the association's ongoing evaluation practices as it relates to strategic initiatives. The results are as shown in the Table 4. 5.7 below

	Frequency	Percentage
Less good	3	9
Moderate good	12	36
Good	10	30
Very good	8	24
Total	33	100

According to the findings, 36% of the respondents rated the association's ongoing evaluation practices as it relates to strategic initiatives as moderate good, 30% of the respondents rated the association's ongoing evaluation practices as it relates to strategic initiatives as good, 24% of the respondents rated the association's ongoing evaluation practices as it relates to strategic initiatives as very good and 9% of the respondents rated the association's ongoing evaluation practices as it relates to strategic initiatives as less good.

4.5.8 Rating of the association's success at identifying corrective action when strategic initiatives are failing or could be improved

The study sought to find out how the respondents rated the association's success at identifying corrective action when strategic initiatives are failing or could be improved.

The results are as shown in the Table 4. 5.8 below:

	Frequency	Percentage
very good	9	27
Good	15	45
moderate good	5	15
less good	4	12
Total	33	100

According to the findings, 45% of the respondents rated the association's success at identifying corrective action when strategic initiatives are failing or could be improved as good, 27% of the respondents rated the association's success at identifying corrective action when strategic initiatives are failing or could be improved as very good, 15% of the respondents rated the association's success at identifying corrective action when strategic initiatives are failing or could be improved as moderate good and 12% of the respondents rated the association's success at identifying corrective action when strategic initiatives are failing or could be improved as less good.

4.5.9 Rating of the association's response time, after they acknowledge that a strategic initiative is failing

The study sought to find out how the respondents rated the association's response time, after they acknowledge that a strategic initiative is failing. The results are as shown in the Table 4. 5.9

	Frequency	Percentage
very good	6	18
Good	8	24
moderate good	14	42
less good	5	15
Total	33	100

According to the findings, 42% of the respondents rated the association's response time, after they acknowledge that a strategic initiative is failing as moderate good, 24% of the respondents rated the association's response time, after they acknowledge that a strategic initiative is failing as good, 18% of the respondents rated the association's response time, after they acknowledge that a strategic initiative is failing as very good and 15% of the respondents rated the association's response time, after they acknowledge that a strategic initiative is failing as less good.

4.5.10 Rating of the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the stakeholders

The study sought to find out how the respondents rated the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the stakeholders. The results are as shown in the Table 4. 5.10 below:

	very good	Good	moderate good	less good	not at all good	Mean	Std dev
Board of Directors	40	30	21	5	4	4.0	0.4
Executive Committee	45	32	11	9	2	4.0	0.8
Executive Director	5	40	23	9	17	2.9	0.6
Management Staff	3	42	19	13	19	2.9	0.2

According to the findings, the respondents rated the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the board of directors as good as shown by a mean of 4.0, the respondents rated the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the Executive Committee as good as shown by a mean of 4.0, the respondents rated the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the Executive Director as moderate good as shown by a mean of 2.9 and the respondents rated the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the Management Staff as moderate good as shown by a mean of 2.9.

4.5.11 Rating of the relevance and suitability of the strategic management model to the association

The study sought to find out how the respondents rated the relevance and suitability of the strategic management model to your association. The results are as shown in the Table 4.

5.11 shown in the Table 4. 5.12 below.

	Frequency	Percentage
Very good	5	15
Good	15	45
Moderate good	10	30
Less good	3	9
Total	33	100

According to the findings, 45% of the respondents rated the relevance and suitability of the strategic management model to the association as good, 30% of the respondents rated the relevance and suitability of the strategic management model to the association as moderate good, 15% of the respondents rated the relevance and suitability of the strategic management model to the association as very good and 9% of the respondents rated the relevance and suitability of the strategic management model to the association as less good.

4.5.12 Rating of the commitment to Strategic Management as the model of choice for your association by the stakeholders

The study sought to find out how the respondents rated the commitment to Strategic Management as the model of choice for your association by the stakeholders. The results are as shown in the Table 4. 5.12 below:

	very good	Good	moderate good	less good	not at all good	Mean	Std dev
Board of Directors	45	47	4	2	2	4.3	0.6
Executive Committee	45	30	21	2	2	4.1	0.7
Executive Director	45	32	17	4	2	4.1	0.1
Management Staff	43	30	21	4	2	4.1	0.2

According to the findings, the respondents rated the commitment to Strategic Management as the model of choice for your association by the Board of Directors as good as shown by a mean of 4.3, the respondents rated the commitment to Strategic Management as the model of choice for your association by the Executive Committee as good as shown by a mean of 4.1, the respondents rated the commitment to Strategic Management as the model of choice for your association by the Executive Director as good as shown by a mean of 4.1 and the respondents rated the commitment to Strategic Management as the model of choice for your association by the Management Staff as good as shown by a mean of 4.1.

4.5.13 Frequency of the strategic implementation process was reviewed

The study sought to find out the frequency of the strategic implementation process was reviewed. The results are as shown in the Table 4. 5.12 below:

	Frequency	Percentage
After three years	3	9
After two years	20	61
Annually	10	30
Total	33	100

According to the findings, 61% of the respondents indicate that strategic implementation process was reviewed after two years, 30% of the respondents indicate that strategic implementation process was reviewed annually and 9% of the respondents indicate that strategic implementation process was reviewed after three years.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter provides the summary of the findings from chapter four, and it also gives the conclusions and recommendations of the study based on the objectives of the study. The objectives of this study were to investigate the effect of strategic implementation on the performance of firms in the aviation industry in Kenya.

5.2 Summary of the Findings

The study aimed at investigating the effect of strategic implementation on the performance of firms in the aviation industry in Kenya.

The study found that the airline had a strategic implementation plan. 48% of the respondents indicated that the types of strategic implementation plans which had been developed were short term strategic plans (0-1) years. The respondents rated the motivation to maintain and support the implementation of strategic initiatives by the executive director as more motivating as shown by a mean of 3.7, the respondents rated the motivation to maintain and support the implementation of strategic initiatives by the board of directors as more motivating as shown by a mean of 3.6, the respondents rated the motivation to maintain and support the implementation of strategic initiatives by the board of directors as more motivating as shown by a mean of 3.5, the respondents rated the motivation to maintain and support the implementation of strategic initiatives by the staff as moderate motivating as shown by a mean of 3.1, the respondents rated the motivation to maintain and support the implementation of strategic initiatives by the membership as moderate motivating as shown by a mean of 2.9. 39% of the respondents indicated that the current structure of the association is to support the implementation of strategic initiatives as more appropriate, 24% of the respondents indicated that the current structure of the association is to support the implementation of strategic initiatives as less

appropriate, 21% of the respondents indicated that the current structure of the association is to support the implementation of strategic initiatives as more appropriate and 15% of the respondents indicated that the current structure of the association is to support the implementation of strategic initiatives as very appropriate. 45% of the respondents rated effectiveness of the current governance model as it relates to the implementation of strategic initiatives as more effective.

The study found that 48% of the respondents rated the association's readiness for organizational change as more prepared. The respondents rated the willingness of executive director to accept and implement change as more open as shown by a mean of 4.0, the respondents rated the willingness of board of directors to accept and implement change as more open as shown by a mean of 3.7 and the respondents rated the willingness of membership to accept and implement change as open as shown by a mean of 3.4. The respondents rated the human resource capability to manage and implement a change process or new strategic direction by the membership as more capable as shown by a mean of 4.0 and the human resource capability to manage and implement a change process or new strategic direction by the board of directors as more capable as shown by a mean of 3.9. 30% of the respondents rated the competencies of the association staff to plan, manage and implement strategic initiatives as good. 45% of the respondents rated the association's current practices as they relate to the ongoing assessment of strategic initiatives as moderate good.

The study found that the respondents rated the association's performance in communicating assessment results to the membership as good as shown by a mean of 3.7, the respondents rated the association's performance in communicating assessment results to the Board of Directors as good as shown by a mean of 3.7 and the respondents rated the association's performance in communicating assessment results to the Auditors/Public/Others as moderate good as shown by a mean of 3.3. 61% of the respondents indicated that the association developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives. 36% of the respondents rated the association's ongoing evaluation practices as it relates to

strategic initiatives as moderate good. 45% of the respondents rated the association's success at identifying corrective action when strategic initiatives are failing or could be improved as good. 42% of the respondents rated the association's response time, after they acknowledge that a strategic initiative is failing as moderate good, 24% of the respondents rated the association's response time, after they acknowledge that a strategic initiative is failing as good. The study found out that the respondents rated the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the board of directors as good as shown by a mean of 4.0, the respondents rated the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the Executive Committee as good as shown by a mean of 4.0, the respondents rated the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the Executive Director as moderate good as shown by a mean of 2.9 and the respondents rated the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the Management Staff as moderate good as shown by a mean of 2.9. 45% of the respondents rated the relevance and suitability of the strategic management model to the association as good. the respondents rated the commitment to Strategic Management as the model of choice for your association by the Board of Directors as good as shown by a mean of 4.3, the respondents rated the commitment to Strategic Management as the model of choice for your association by the Executive Committee as good as shown by a mean of 4.1, the respondents rated the commitment to Strategic Management as the model of choice for your association by the Executive Director as good as shown by a mean of 4.1 and the respondents rated the commitment to Strategic Management as the model of choice for your association by the Management Staff as good as shown by a mean of 4.1. 61% of the respondents indicate that strategic implementation process was reviewed after two years.

5.3 Conclusions

The study concludes that the airline had a vision statement which was communicated across the airline by posters. The airline had a mission statement which was communicated across the airline through circulars.

The study concludes that the airline had a strategic plan. The airline had a strategic implementation plan. The types of strategic implementation plans which had been developed were short term strategic plans (0-1) years. The airline maintained a policy manual. Airline policies were updated on a regular basis in the last two years. The airline's financial capacity to implement strategies as committed. The motivation to maintain and support the implementation of strategic initiatives by the executive director and board of directors as more motivating. The current structure of the association is to support the implementation of strategic initiatives as more appropriate. The current structure of the association is to support the implementation of strategic initiatives as less appropriate. Effectiveness of the current governance model as it relates to the implementation of strategic initiatives as more effective.

The study concludes that the association's readiness for organizational change as more prepared. The respondents rated the willingness of executive director to accept and implement change as more open. The willingness of board of directors to accept and implement change as more open and the respondents rated the willingness of membership to accept and implement change as open. The competencies of the association staff to plan manage and implement strategic initiatives as good. The association's current practices as they relate to the ongoing assessment of strategic initiatives as moderate good. The association's performance in communicating assessment results to the membership as good, the association's performance in communicating assessment results to the Board of Directors as good and the association's performance in communicating assessment results to the Auditors/Public/Others as moderate good. The association developed a set of key performance indicators or some other form of accountability to track the success of strategic initiatives. The association's ongoing evaluation practices as it relates to strategic initiatives as moderate good. The attention paid to abandoning,

adjusting or developing new strategies subsequent to evaluation of the initial strategies by the board of directors and Executive Committee as good. The relevance and suitability of the strategic management model to the association was good. Strategic implementation process was reviewed after two years.

5.4 Recommendations

5.4.1 Recommendations with policy implications

The study recommends the airlines to have a vision statement and a mission statement which was communicated across the airline by circulars and posters.

The study recommends the airline to develop a strategic plan and strategic implementation plan which should be short term and long term. The airline needs to maintain a policy manual. Airline policies should be updated on a regular basis.

The study recommends the airline stakeholders to accept and implement change openly. The competencies of the association staff to plan manage and implement strategic initiatives as good. The association needs to develop a set of key performance indicators or some other form of accountability to track the success of strategic initiatives. Attention should be paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the airline stakeholders. Strategic implementation process should be reviewed annually.

5.4.2 Recommendation for Further Studies

This study has reviewed the study on the effect of strategic implementation on the performance of firms in the aviation industry in Kenya. To this end therefore a further study should be carried out to establish the challenges faced by aviation industry firms when implementing strategies.

Moreover the study was carried out in aviation industry thus the same study should be carried out in other industries to find out if the same results will be obtained.

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Appendices.

Appendix I: Research Questionnaire.

SECTION I: AGENCY PROFILE

1. Name of your department:

.....
.....

2. How many years have you worked for this airline?

Less than two years []

2 – 5 years []

5- 10 years []

10 years and above []

3. What is your age please?

Less than 25years []

25 – 35 years []

35 – 45 years []

45 years and above []

4. Number of employees in the organization

Less than 20 []

20- 30 employees []

30-40 employees []

40- 50 employees []

50 and above employees []

Others specify []

SECTION II: VISION AND MISSION

3. Does the airline have a vision statement? Tick appropriately.

Yes []

No []

4. How is the vision statement communicated across the airline?

a) Posters []

b) Word of mouth []

c) Circulars []

d) Others (specify) -----

5. Does this airline have a mission statement?

Yes []

No []

6. How is the mission statement communicated across the airline?

a) Posters []

b) Word of mouth []

- c) Circulars []
- d) Operations manual []
- e) Others specify []-----

SECTION 111: STRATEGIC IMPLEMENTATION

7. Does the airline have a strategic plan?

Yes []

No []

8. Does the airline have a strategic implementation plan?

Yes []

No []

9. What types of strategic implementation plans have been developed?

a) Long term range [3-5] years []

b) Medium term range [1-2] years []

c) Short term Strategic plans [0-1] years []

d) All []

10. Does your airline maintain a policy manual?

YES []

NO []

11. Are the airline policies updated on a regular basis?

a) If in the last year

b) If in the last 2 years

c) If in the last 3 years

d) Others

12. Rate your airline's financial capacity to implement strategies.

a) Very committed

b) Committed

c) Slightly committed

d) Not committed at all

13. Rate the motivation to maintain and support the implementation of strategic initiatives by the:

Board of Directors	1	2	3	4	5
Staff	1	2	3	4	5
Membership	1	2	3	4	5
Board of Directors	1	2	3	4	5
Executive Director	1	2	3	4	5

14. Rate how appropriate the current structure of your association is to support the implementation of strategic initiatives.

10-very appropriate 1 -not appropriate at all

1 2 3 4 5

10 Rate the effectiveness of your current governance model as it relates to the implementation of strategic initiatives. (10 -very effective model 1 -not effective at all)

1 2 3 4 5

SECTION IV: ORGANIZATION CHANGE

11 Rate your association's readiness for organizational change. (10 -very prepared 1 -not prepared at all)

1 2 3 4 5 6 7 8 9 10

12 Rate the willingness to accept and implement change

(10 -very open 1 -not open at all) by the:

Membership	1 2 3 4 5 6 7 8 9 10
Membership	1 2 3 4 5 6 7 8 9 10
Board of Directors	1 2 3 4 5 6 7 8 9 10
Executive Director	1 2 3 4 5 6 7 8 9 10

13 Rate the human resource capability to manage and implement a change process or new strategic direction by the:

Membership	1 2 3 4 5 6 7 8 9 10
Board of Directors	1 2 3 4 5 6 7 8 9 10

14 Rate the competencies of your association staff to plan, manage and implement strategic initiatives.

1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10

15 Rate your association's current practices as they relate to the ongoing assessment of strategic initiatives.

1 2 3 4 5 6 7 8 9 10
1 2 3 4 5 6 7 8 9 10

- 20 Rate your association's response time, after they
 recognize the problem is failing 1 2 3 4 5 6 7 8 9 10
- 16 Rate your association's performance in
 communicating assessment results to the:
- 21 Membership 1 2 3 4 5 6 7 8 9 10
- Board of Directors 1 2 3 4 5 6 7 8 9 10
- Auditors/Public/Others 1 2 3 4 5 6 7 8 9 10
- 21 Level of Detail 1 2 3 4 5 6 7 8 9 10
- 17 Has your association developed a set of key
 performance indicators or some other form of
 accountability to track the success of strategic
 initiatives?
 Yes 1 2 3 4 5 6 7 8 9 10
 No 1 2 3 4 5 6 7 8 9 10
- 22 Rate the relevance and suitability of the strategic
 management model to your association 1 2 3 4 5 6 7 8 9 10
- 18 Rate your association's ongoing evaluation
 practices as it relates to strategic initiatives. (5 –
 very good 1 –not at all good) 1 2 3 4 5 6 7 8 9 10
- 19 Rate your association's success at identifying
 corrective action when strategic initiatives are
 failing or could be improved. 1 2 3 4 5 6 7 8 9 10
- Executive Committee 1 2 3 4 5 6 7 8 9 10
- Executive Director 1 2 3 4 5 6 7 8 9 10

20 Rate your association's response time, after they acknowledge that a strategic initiative is failing. 1 2 3 4 5 6 7 8 9 10

2. Regional surveys

21 Rate the attention paid to abandoning, adjusting or developing new strategies subsequent to evaluation of the initial strategies by the:

2.1 Own strategy

Board of Directors 1 2 3 4 5 6 7 8 9 10

Executive Committee 1 2 3 4 5 6 7 8 9 10

Executive Director 1 2 3 4 5 6 7 8 9 10

Management Staff 1 2 3 4 5 6 7 8 9 10

2.2 Donors

22 Rate the relevance and suitability of the strategic management model to your association. 1 2 3 4 5 6 7 8 9 10

2.3 Virgin Adults

23 Rate the commitment to Strategic Management as the model of choice for your association by the:

Board of Directors 1 2 3 4 5 6 7 8 9 10

Executive Committee 1 2 3 4 5 6 7 8 9 10

Executive Director 1 2 3 4 5 6 7 8 9 10

Appendix II: Airlines in Kenya

1. Kenya airways
2. Regional airways
3. 540 airways
4. Flamingo airways
5. Swiss airways
6. Ugandan airways
7. Ethiopian airlines
8. Rwandair airlines
9. British airways
10. Emirates
11. Egyptian airways
12. KLM airways
13. Virgin Atlantic