

**CHALLENGES OF STRATEGY IMPLEMENTATION
AT INDIGENOUS INFORMATION NETWORK ORGANISATION
IN ARID AND SEMI-ARID LANDS IN KENYA**

**BY
EDNA CHEPKORIR KAPTOYO**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION,
SCHOOL OF BUSINESS
UNIVERSITY OF NAIROBI**

OCTOBER 2012

DECLARATION

This is my original work and has not been submitted to any other university for examination.

Signed: Edna Chepkorir Kaptoyo Date: 31-10-2012

EDNA CHEPKORIR KAPTOYO

D61/P/8482/05

This project has been presented for examination with my approval as university supervisor.

Signed: Dr. John Yabs Date: 31-10-2012

DR. JOHN YABS

LECTURER

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

ACKNOWLEDGEMENTS

The journey to completing this project was one filled with many twists and turns. Despite this, the project is now complete due to a number of supportive and patient people whom I am greatly indebted to.

I wish to acknowledge the support of Indigenous information Network organization of Arid and Semi-Arid lands of Kenya and its Executive Director. A very big thank you to my direct supervisor Dr. John Yabs for providing the necessary technical assistance and the vote of that gave me the courage to continue towards completing this research. To my family and everybody else who gave me both moral and financial support to complete this study. No words can truly describe my gratitude.

DEDICATION

Dedicated to my grandmothers, Mary Kakarial Doywan and Chepogh Moiben, for their strength and unrelenting support. To my father Joel Rotino, my hero. To my mother Rodah Rotino, the person I want most to be like. To my siblings, Dennis, Elvi, Erica and Davies ,I hope this inspires you.

ABSTRACT

The ability of an organization to implement strategy successfully is important. While it is the desire of every organisation to keep abreast with changing times and demands in the environment, it is accepted that having strategic plans on paper and donor conferences is very different from the on-ground implementation exercise. To identify the challenges of strategy implementation, a case study of Indigenous Information Network was conducted.

The study aimed to answer two research questions: what were the challenges of strategy implementation and how the challenges could be overcome and it involved in-depth interviews with members of staff involved with the implementation of strategy. Interviews were done with the help of an interview guide and the data obtained from the study was analysed through a content analysis which was most suited for this kind of study and qualitative nature of data collected. The results from the study revealed that implementation variables could be challenges that undermine the implementation process. These variables were leadership factors, organisational structure, resources allocation and information systems. It was discovered that these variables can pose challenges to an organization strategy implementation or enhance success of the strategy implementation process.

The study recommends that to overcome the challenges related to leadership, structure resources and information systems there is need for structural adjustments, strengthening of staff skills, leadership that motivates employees to commit to strategy implementation and enhancement of information systems at all levels.

Limitations identified in the study are that the challenging factors found were examined separately based on their relationship to implementation. The study was also done in the

constructs of an individual organisation hence limiting replicability to only those organisations working in the same context as Indigenous Information network.

It is important that this research is repeated with several organizations to form themes and patterns which can be analysed and generalised and to study how other lower management staff influence strategy implementation. The factors that pose challenge to strategy implementation and their relationship to each other within the implementation process, is an area that needs further research.

TABLE OF CONTENTS

Declaration	ii
Acknowledgements	iii
Dedication	iv
Abstract	v
List of Tables	x
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1. Concept of Strategy Implementation	3
1.1.2 Non Governmental Organization’s in Kenya	7
1.1.3 Indigenous Information Network Organization.....	9
1.2 Research Problem	10
1.3 Research Objectives.....	13
1.4 Value of the Study	13
CHAPTER TWO: LITERATURE REVIEW.....	14
2.1 Introduction.....	14
2.2 Strategy	14
2.3 Strategy Implementation.....	15
2.4 Factors affecting Strategy Implementation.....	18
2.4.1 Implementation of Strategy and Leadership.....	18
2.4.2 Strategy and Structure Relationship	19

2.4.3 Resources and Implementation of Strategy	20
2.4.4 Information Systems and Implementation of Strategy	21
2.5 Implementing Challenges	22
CHAPTER THREE: RESEARCH METHODOLOGY	25
3.1 Introduction.....	25
3.2 Research Design	25
3.3 Data Collection	25
3.4 Data Analysis.....	26
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	27
4.1 Introduction.....	27
4.2 Data Analysis.....	27
4.3 Participant Involvement and Elements Essential in Implementation of the Strategy	28
4.4 Challenges of Strategy Implementations.....	29
4.4.1 Leadership.....	29
4.4.2 Organization Structure	30
4.4.3 Resources	32
4.4.4 Information Systems	33
4.5 How to Overcome These Challenges	35
4.6 Discussion.....	36

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS41

5.1 Introduction..... 41

5.2 Summary of Findings 41

5.3 Conclusions..... 43

5.4 Limitations of the Study 44

5.5 Suggestions for Further Research 44

5.4 Recommendations..... 46

REFERENCES 47

APPENDICES..... 54

Appendix i: Letter of Introduction..... 54

Appendix ii: List of Interview Questions 55

LIST OF TABLES

Table 4.1	Sample comments on Leadership as a challenge to implementation.....	30
Table 4.2	Sample comments on Organizational structure as a challenge to implementation	31
Table 4.3	Sample comments on Resources as a challenge to implementation	32
Table 4.4	Sample comments on Information Systems as a challenge to implementation	34

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy is a means that an organization selects for achieving long and short-run goals facing present and future situations as stated by Digman (1990). Today's important things for organizations are the amount of their goal achievement and how they should consider all aspects for reaching the desired ends. No organization exists in a static environment, the social, political and economic trends continually impact the demand for its offerings and services.

Even as advances in technology present new opportunities, they also generate new expectations. Needs and community demographics are all subject to change so are methods for delivering programs and services. Concerning the competitive environment dominating on various sectors of business surrounding, requirement of strategy formulation has been increasingly apparent. Programs, services and operations should be reexamined and reshaped in light of current realities and future projections; this is best done through formulation of plans that are strategic to environmental changes. Today most of executive managers of companies, profit and non-profit organizations spend considerable time, energy and money for formulating and assigning basic strategies of their organizations. Strategy is a tool which offers significant help for coping with the conditions of change which is caused by the environment which surrounds the firm. The environment is complex and ever changing and it will continue to change rapidly and unpredictably.

The problem facing organization management is competition and dynamism of environment and unknowns of the external and internal of the organization each affecting the implementation of strategy. Clearly, the environment in which the Non Governmental Organizations (NGO's) operate in Kenya is very turbulent. Technological, political, legal and socio-cultural factors are continually changing. Competitive forces, threats of new entrants, substitute products and bargaining power of suppliers particularly the donor community plus beneficiaries who are the NGO clients cannot be underestimated. Furthermore, Kenya's government support is not likely to develop strategies that favor NGO self-sustenance in a dynamic environment due to the fear of dependency syndrome.

In strategic management process, after formulating, implementing is the most important stage. Implementing strategy is the connecting loop between formulating and control. In fact what integrates strategies is successful implementation of them. According to the white paper of strategy implementation of Chinese corporations in 2006, strategy implementation has become "the most significant management challenge which all kinds of corporations face at the moment". The survey found out that 83 percent of the surveyed companies failed to implement their strategy smoothly and only 17 percent felt that they had a consistent strategy implementation process. Therefore strategy implementation will remain a challenge for today's organizations. This research intends to study challenges of strategy implementation at Indigenous Information Network organizations and by identifying them to achieve an intended pattern that can increase the success of implementation and achieving strategic goals which have been already formulated in strategic planning.

1.1.1. Concept of Strategy Implementation

The word strategy has long been used both in business and in academia in different ways and there exists number of definitions and schools of strategy research. Strategic management is viewed as the set of decisions and actions that result in the formulation, implementation and control of plans designed to achieve organizations' vision, mission, strategy and strategic objectives within the business environment in which it operates Pearce and Robinson (2003). According to Hussey (1999) strategy is the means by which an organization moves to attain its long-term aims. Johnson and Scholes (1999) define strategy as the direction and scope of an organization over the long-term: which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations.

From Mintzberg's (1994) point of view, strategy has a different meaning. He presents a definition of the word initially and says while people seek essentially a unique meaning for its concept; they actually apply it in different meanings. As they accept all the existing definitions, they tend to choose one of them for discussions. He declares that a few terms such as 'perspective' , 'plan', 'ploy', 'pattern' and 'position' are used instead of 'strategy'. Strategy as a plan is a consciously intended course of action, a guideline to deal with a situation. They are made in advance of the actions to which they apply, and they are developed consciously and purposefully. As plan, a strategy can be a ploy too, really just a specific manoeuvre intended to outwit an opponent or competitor. Mintzberg argues that if strategies can be intended, they can also be realized. Strategy as a position means locating an organization in an "environment", strategy becomes the mediating force, or "match", between organization and environment, that is, between the internal and the

external context. Mintzberg believes that one meaning should not be preferred to other ones, though from some aspects they are competitors, they complete each other as elements of discussion too. In other words, defining strategy as plan is not sufficient; we also need a definition that encompasses the resulting behavior; strategy as a stream of actions. Strategy is consistency in behavior, whether or not intended. For instance the definitions of strategy as plan and pattern can be quite independent of one another: plans may go unrealized, while patterns may appear without preconception.

Strategic management is a term that explains process of decision-making and executing. It covers all decisions and activities lead to develop one or more effective strategy for achieving goals. There are three basic elements in this process: developing strategy, implementing, and evaluating and controlling strategy. In strategic management process, after formulating, implementing is the most important stage. Strategy implementation as an integral component of the strategic management process is the process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned Thompson & Strickland (2003). Implementation on the other hand implies an appropriate monitoring and control approach, so that it is possible to know whether the right actions have been taken.

Alexander (1985) believes that the need to start with a formulated strategy that involves a good idea or concept is mentioned most often is mentioned most often in helping promote successful implementation. The actual process of how strategy is formulated or developed will influence the effect of implementation. Harrington (2006) states that

strategy implementation is an iterative process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment. It is comprised of a series of decisions and activities by managers, employees and other actors affected by a number of interrelated and external factors to turn the strategic plans into reality in order to achieve strategic objectives.

Once strategies have been developed as stated by Aosa (1992) they need to be implemented; they are of no value unless they are effectively translated into action. According to Galbraith and Kazanjian (1986) there are several internal subsystems of the organization that must be taken care of to guarantee successful implementation. These subsystems include technology, reward systems, decision process and structure. These subsystems are interrelated and missing or changing one may impact others.

Hrebiniak (2006) argues that formulating a consistent strategy is a difficult task for any management team but implementing strategy throughout the organization is more difficult. Thompson & Strickland (2003) have also stressed that the strategy-implementing task is the most complicated and time-consuming part of strategic management. A myriad of factors can affect the process by which strategic plans are turned into actions as identified by many researchers, ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for coordination and control. The competitive environment dominating on various sectors of business surrounding, requirement of strategy formulation has been increasingly

apparent. Yet the main problem of managers and business owners is implementation of strategies. The studies and researches show that most big companies have had problems in implementing their strategies and in some occasions were failed in that. Nickols (2000) posits that strategy is execution and contends that executing the wrong strategy is one of the major problems leading to unsuccessful implementation of strategies. Noble (1999b) notes that even the best formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented. Results from several surveys concur with Nobles view :An Economist survey found that a discouraging 57 percent of firms were unsuccessful at executing strategic initiatives over the past three years according to a survey of 276 senior operating executive in 2004, Allio (2005).

Aosa (1992) study of 84 companies revealed that the firms experienced various problems in implementing strategic decisions; implementation took longer than expected, there were unidentified problems during implementation, key implementation tasks were not defined in enough detail and competing activities crisis distracted attention from implementing the strategic decision, and coordination of implementation activities was not effective enough. One source of difficulty according to Ansoff and McDonell (1990) comes from the fact that in most organizations the pre-strategy decision making process are heavily political in nature. Strategy introduces elements of rationality which are disruptive to the historical culture of the firm and threatening to the political processes. A natural organizational reaction is to fight against the disruption of the historical culture and power structure, rather than confront the challenges posed by environment.

1.1.2 Non Governmental Organization's in Kenya

A non-governmental organization (NGO) is an organization that is not part of the government and is not funded by the state. NGOs are therefore typically independent of governments. Although the definition can technically include profit corporations, the term is generally used to mean social, cultural, legal and environmental advocacy groups having the goals that are primarily non-commercial. NGOs are usually non-profit organizations that obtain at least a portion of their funding from private sources. Since the label NGO can be considered too broad by some, most NGOs now prefer to be called Private Volunteer Organisations (PVO), Korten (1990). A 1995 UN report on global governance estimated that there were nearly 29000 international NGOs. National numbers are even higher. Kenya is estimated to have at least 240 NGOs both registered and unregistered coming onto the scene in any given year, The economist (2000).

NGOs exist for various purposes, usually to further political or social goals of their members. Examples include improving the state of natural environment, encouraging the observance of human rights, improving the welfare of the disadvantaged or representing corporate affairs. There are a large number of such organizations and their goals cover a broad range of political and philosophical position as noted by Korten (1990).

Nonprofit strategy is a coherent set of general ideas which explain how the organization is going to pursue its vision and carry out its mission during the years ahead. The strategy explains how the key functional areas of revenue generation, staffing (paid and unpaid, i.e., volunteers), and mission impact will operate and interrelate. The strategy is

generated by the organizations commitment to accomplish its mission and attain its vision. Commitment to accomplish the mission is the driving force for attaining high performance as noted by Senge (1990). Nonprofits have missions which are to make a difference in the world. Their aim is to accomplish their missions. Their “mission gap” is a key motivator in strategy development. Many strategies can be defined as projects often within subsidiary projects within them as is the case of non-governmental organizations.

Nonprofits have benefited from the development of strategy concepts in the for-profit world, and have applied many of them as stated by Stone and Crittenden (1993). For example Bryson (1988) utilize SWOT analysis and environmental analysis in their widely used texts on public and nonprofit strategy. Recent texts in La Piana & Hayes(2005) draw directly on the competitive legacy of strategy. Clear differences in these types of organizations exist. One significant difference between for-profit and not-for-profit entities is how they each determine their effectiveness. While a wide variety of perspectives exist on nonprofit effectiveness, and it has been well argued that effectiveness is socially constructed as found out by ,Herman & Renz (1998), nonprofit effectiveness is often thought of in terms of mission as cited in Sheehan (1996) while for-profit effectiveness often focuses on profit and/or shareholder value as seen in Smith (2004).

So, while for-profits may be mostly focused on ways to outperform rivals as discussed by Porter (1996), not-for-profits can be thought of as focused on mission accomplishment according to Sheehan (1996). However non-profit organizations face greater challenges

than ever before because of increased competition for private support, shifting patterns of public funding and an increase demand for services as Muthuaya (2004) found out in his study.

In utilizing strategy concepts in nonprofit organizations, most practitioners, consultants, and authors use various strategy tools – while purging the ideas of “outperforming rivals,” growing shareholder value, and competition – from the process. The importance of nonprofit organizations to the quality of life on our planet continues to grow. Knowing this, we are compelled to continue to explore new, different, and better ways to increase nonprofit effectiveness in implementing strategic.

1.1.3 Indigenous Information Network Organization

Indigenous Information Network (IIN) is a non-profit, Non Governmental Organization (NGO) registered in the Republic of Kenya under the Non Governmental Organization Act of 1990. It was founded in 1997 and was legally registered in 2001. The organisation was founded by a group of professionals in response to addressing needs particularly regarding availing information through media and other channels about indigenous peoples, their livelihoods and challenges they face as they struggle to exist. The organisation has been managed by volunteers since 1996 and has been involved in dissemination of information, community development, lobbying and advocacy activities in support of indigenous and minority peoples in the region. The underlying issue that motivated the founder members of IIN is that indigenous and minority peoples have been marginalized from mainstream development agenda particularly due to their ways of life

(nomadic pastoralists or hunters and gatherers). Success in future for non –profit organizations depends on the ability to apply strategic approach in managing these organizations efficiently, in a business like manner in order to enable it realize greater performance. By adapting to the environment and realigning strategies and objectives of non-profit organizations is important for future long –term sustainability.

Indigenous Information Network (IIN) being among the NGOs in Kenya that plays a role in supporting the communities' development initiatives and have donors that channel resource through it. This study will focus on IIN strategic framework (2004-2008). The overall strategic objective under the plan period was to contribute to improvement of quality of life and livelihood of indigenous and minority peoples. The goal will be achieved if activities of IIN will result to an increase of rural incomes of at least 20% for indigenous and minority peoples by the end of 2005. It is important that a research study is carried out in the organization to examine how the organization selected variables that comprise of, leadership, resources, organizational structure, and information systems presented a challenge to strategy implementation in the organization.

1.2 Research Problem

While it is the desire of every organisation to keep abreast with changing times and demands in the environment, it is accepted that having strategic plans on paper and donor conferences is very different from the on-ground implementation exercise. Even carefully thought out strategies if not implemented properly, management is left to not knowing whether the strategy has succeeded or failed. Hussey (1999) argues that inadequate

attention is given to implementation. In most organization, assumptions being that once strategy has been decided it will happen as a matter of course. Before implementation is possible, numerous tasks, changes are needed to the organization and its processes before implementation can be effected. Much of the research in strategic management has been directed at the strategic planning process and formulation. Hamel and Prahalad (1994) argue that an organization must unlearn its past before it can find the future.

NGO's play significant role in the design, preparation and implementation of various development initiatives funded by donors in form of individuals, associations and governments as an alternative to the efforts made by the government hence cannot be ignored. The need to make a logical and effectively implement-able plan for any given strategy is the key to successful NGOs. Lack of will to implement as per plan or change strategies as per the environment has led to many failed NGOs. Corby and O'corrui (1999) observe that several NGOs have nothing to show for all their strategic plans and work projects to be implemented. Consequently, organizations are finding difficulties implementing strategies and the situation is even worse for non-profit organizations because of little attention they receive as compared to profit organizations

Alexander (1991) undertook survey of the public and private sector organizations and identified major problems which were found in implementation of the strategy. Managers who make long range plans generally assume that better times lay ahead. Future plans are merely extensions of where the organisation had been in the past. A number of environmental shocks undermine this approach. Such shocks include rapid technological

developments, the maturing or stagnation of certain markets and increased international competition. These changes force managers to develop a systematic means of analysing the environment, assessing their organisations strengths and weaknesses, and identifying opportunities for competitive advantage as Pearce and Barnes (1990) posit. In Kiprotich (2008) study on strategy implementation and its challenges by Sight Savers International-Kenya and Mumbua's (2003) study on the factors influencing strategy implementation by International NGO's operating in Kenya found out that organizations in Kenya are not keen on treating strategic management as a field and do not test strategy implementation as an integral strategic management process hence resulting in failure more often than they succeed.

According to Olali (2006) due to contextual, sectoral and managerial difference among organizations, strategy implementation challenges gained from the studies would not be assumed to explain strategic implementation challenges in another organization.. As such the purpose of this study is to carry out a research in Indigenous Information Network (IIN) since its role as organization operating in Arid and Semi-Arid lands is very significant in ensuring that services reach the targeted population. This study will identify the challenges that impede effective strategy implementation at Indigenous Information Network (IIN) by trying to answer two research questions; what are the challenges of strategy implementation at Indigenous Information Network and how it resolved the challenges.

1.3 Research Objectives

The objective of this study was to find out the challenges of implementing strategic plans at Indigenous Information Network (IIN) organisation.

1.4 Value of the Study

The findings of the study will benefit a number of stakeholders. This study will be of great value to management teams of well established as well as fledging NGOs as a reference point for successfully implementing strategic plans and avoiding mistakes of the past. It is also going to be advantageous to the enterprising Kenyans who are setting up NGOs and would like to adopt successful examples.

The study will be of value to Indigenous Information Networks' executive director, advisory board, community members and partners who are the decision makers to improve in implementation of strategy. The government through NGO-coordination board will also benefit by identifying some of the recommendations that point out why many NGOs remain in the middle-of-the-pack while only a few really get to be heard and their impact felt. Many NGOs are also collapsing under financial mismanagement and the study will be a reference for how to avoid falling into the trap of sweet plans with poor implementation. Business organisations as well as NGOs will seek reference to the document produced as it will show successes and failures experienced in implementing strategies effectively. Researchers in the field of strategy implementation will use it in future as a guide by scholars who want to study strategy implementation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of literature on strategy implementation and its challenges. Sections 2.2 and 2.3 reviews strategy, It is the process of strategy implementation, its steps and different theoretical conceptions of strategy implementation as a framework for understanding its challenges. Section 2.4 is dedicated to organisational factors comprising of leadership, resources, and structure and information systems and their relationship to strategy implementation. Section 2.5 focuses on challenges of strategy implementation organisations.

2.2 Strategy

Strategy is a pattern for organizational movements and managerial contacts in order to gain operational and ideal objectives and to follow mission of organization as mentioned in Thompson and Strickland (2003).

The ultimate goal of organization is to be successful and strategy can help achieve success through simple goals, objective appraisal of resources and understanding of the competitive environment and effective implementation of plans. Strategy is a coherent, unifying, and integrative pattern of decisions. Thus, strategy is a means of establishing an organization's purpose in terms of its long term objectives, action plans, and allocation of resources according to Pearce and Robinson (2007). Strategy is a pattern or a plan which integrates goals, policies and operation activities chain of an organization as a whole.

If formulated accurately, and a unified allocation and direction of resources has been considered, on the basis of capabilities and even relative inner shortcomings of organization and also environmental foreseen evolutions and movements of competitors , it would be more effective.

2.3 Strategy Implementation

In literature, strategy implementation has been defined in many ways. Traditionally the focus has been on organizational structure and systems as seen in Ansoff (1984); Thompson & Strickland (2003); Johnson & Scholes (1999). Some authors like Noble (1999) have stressed the communicational and cultural aspects in strategy implementation. Strategy implementing is a process in which all planning and budgeting activities, policies and procedures follows the defined strategy. It may involve some changes in organization's culture, structure and managerial system or even a wide general change in all these mentioned fields.

Strategies may come in many different degrees of complexity hence the task of planning the implementation is critical and often requires the involvement of all in the organization. Implementing strategy is the connecting loop between formulating and control. In fact what integrates strategies is successful implementation of them. Alexander (1985) claimed that the overwhelming majority of the literature has been on the formulation side of the strategy and only less attention has been given to strategy implementation. These studies, though increasing in numbers, are few and considered less “glamorous” than those on strategy formulation according to Atkinson (2006).

Strategy implementation is the process of allocating resources to support the chosen strategies, and includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. For example, according to Steiner (1982) implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal, and control processes.

Pearce and Robinson (2003) say that to effectively direct and control the use of the firm's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards, and control systems are essential strategy implementation ingredients. The implementation activities are in fact related closely to one another, and decisions about each are usually made simultaneously.

Mintzberg (1994) suggests that the traditional way of thinking about strategy implementation focuses only on deliberate strategies. He claims that some organizations begin implementing strategies before they clearly articulate mission, goals, or objectives. In this case strategy implementation actually precedes strategy formulation. He calls strategies that unfold in this way emergent strategies. Implementation of emergent strategies involves the allocation of resources even though an organization has not explicitly chosen its strategies. Most organizations make use of both deliberate and emergent strategies. Whether deliberate or emergent, however, a strategy has little effect on an organization's performance until it is implemented.

Certo and Peter (1993) proposed a five-stage model of the strategy implementation process that involves determining how much the organization will have to change in order to implement the strategy under consideration, analyzing the formal and informal structures of the organization, analyzing the "culture" of the organization, selecting an appropriate approach to implementing the strategy, implementing the strategy and evaluating the results.

Brannen's (2005) survey based study concluded that in order to improve execution certain issues have to be tackled. These include inadequate or unavailable resources, poor communication of the strategy to the organization, ill-defined action plans, ill-defined accountabilities, and organizational/cultural barriers

Based on Mc Kinseys & 2 Framework, Waterman (1982) proposes that the seven organizational variables; strategy, structure, style, systems, staff, skills and shared values need to fit with the overall strategy for the organization to be successful. The 7-S model is a tool for managerial analysis and action that provides a structure with which to consider a company as a whole, so that the organization's problems may be diagnosed and a strategy may be developed and implemented. That it is not just a matter of devising a new strategy and following it through. Nor is it a matter of setting up new systems and letting them generate improvements.

2.4 Factors affecting Strategy Implementation

There are many factors that affect strategy implementation in organizations ranging from the people who communicate or implement the strategy to the systems or mechanisms in place for co-ordination and control. This study will focus on factors that include leadership, organizational structure, human resources and information systems.

2.4.1 Implementation of Strategy and Leadership

The people involved in the strategy formulation and implementation process are comprised of the top management, middle management, lower management and non-management. The effectiveness of strategy implementation is in part affected by the quality of people involved in the process as noted by Gorvindarajan (1989). The Chief Executive Officer role is crucial in strategy implementation. The CEO's action and perceived seriousness in the commitment of the chosen strategy, exerts a significant influence in the intensity of subordinate managers' commitment to implement as put by Pearce and Robinson (1997).

Several researchers have emphasized the effect of top executives on strategy implementation like the board or advisory members of management as one of the key subjects of strategy implementation. Top managers play a critical role in the implementation of strategy not just formulation. Schaap (2006) empirical study tested hypotheses; effective senior level leadership behaviors will be directly related to successful strategy implementation. However those top executives who are trained in strategic planning and implementation are more likely to meet performance targets set by the organization.

Leadership, and specifically strategic leadership, is widely described as one of the key drivers of effective strategy implementation as cited by Pearce & Robinson (2007). However, a lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation according to Kaplan & Norton (2004).

Strategic leadership is defined as “the leader’s ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary as cited in Hitt, Ireland, & Hoskisson (2007). Strategic leadership is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today’s globalised business environment according to Hussey (1999). Strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing. Several identifiable actions characterize strategic leadership that positively contributes to effective strategy implementation are being able to determining strategic direction ,establishing balanced organizational controls, effectively managing the organization’s resource portfolio, sustaining an effective organizational culture and emphasizing ethical practices.

2.4.2 Strategy and Structure Relationship

According to Heide, Johannessen and Gronhaug’s (2002) study, factors relating to the organizational structure are the most important implementation barrier. An organizational structure is the reflection of the company’s past history, reporting relationships and

internal politics. In his structure-strategy study, Chandler (1962) states that structure consist of corporate hierarchy, division of labour, delegating and communications. Matching structure to strategy involves making strategy-critical activities the main building blocks in your organization's structure.

Every organization has a unique structure and an organization cannot afford a mismatch between its strategy and structure, since a mismatch can lead to poor strategy implementation. Just as the organization's strategy needs to change with changing external environment, so must the structure change for proper strategy implementation. Once a strategy has been chosen, structure must be modified to fit the strategy and the alignment is necessary to the successful implementation of the new strategy as Noble(1999b) posits.

2.4.3 Resources and Implementation of Strategy

Implementing a new strategy often requires new resources, that is, human, physical and financial resources. The purpose of implementing strategies is that managers and employees collaborate to perform formulated strategic planning. Implementation success depends to motivating employees which is the art of managers. Motivational practices and reward systems are powerful tools for gaining employees commitment to strategy implementation as indicated in Thompson, Strickland and Gamble (2007).

It is wasteful job if formulated strategies are never implemented and if resources requirement is more than can be made available by the organization as noted in Kiprotich

(2008). Managers should notice to skilled employees as the most important strategic resources and the secret of organization's growth. Peng and Litlejohn (2001) refer to quality as the skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position. Findings from Viseras, Baines and Sweeney (2005) indicate that strategy implementation success depends crucially on the people side of the project management and less on organization and systems related factors.

2.4.4 Information Systems and Implementation of Strategy

Information system is a system that transmits information up and downward the organization levels. Information system function in strategy implementation process is mainly concerned with internal circulation of information and managers' need to reciprocal exchange of information. Modern business organizations become more and more dependent on their information systems to deal with the complexity and changeability of the context in which they operate and consequently their internal organization structures.

Up-to-date, complete and accurate information has become a necessity to survive in an increasingly competitive world. If members of the organization are not aware of the same information, or if information passes through different layers in an organization, a lower level of consensus may result. This lack of shared understanding may create obstacles to successful strategy implementation (Noble, 1999b).

2.5 Implementing Challenges

Downes (2001) states that the kinds of execution obstacles most companies run into fall into two categories: problems internal to the company and problems generated by outside forces in its industry. These internal and external issues are affected by the extent of flexibility companies have to launch strategic initiatives successfully.

DeLisi (2001) examined “the six strategy killers” of strategy execution, pinpointed by Bear and Eisenstat (2000). He found that four of these factors particularly hamper or destroy strategy execution. These are: a) ineffective senior management b) top-down or laissez-faire senior management style c) Unclear strategies and conflicting priorities and d) Poor coordination across functional boundaries. Moreover, DeLisi(2001) research also revealed several other potential reasons for the failures in strategy execution. These included: Lack of knowledge of strategy and the strategy process; no commitment to the plan; the plan was not communicated effectively; people are not measured or rewarded for executing the plan; the plan is too abstract, people can't relate it to their work; people are not held accountable for execution; senior management does not pay attention to the plan; reinforcers, such as culture, structure, processes, IT systems, management systems and human resource systems, are not considered, and/or act as inhibitors; people are driven by short-term results as opposed to having a long-term perspective.

Hrebiniak's (2006) research survey of 400 managers contributed to the identification of additional factors that may cause obstacles to successful strategy implementation included; lack feelings of "ownership" of a strategy or execution plans among key

employees; not having guidelines or a model to guide strategy- execution efforts; lack of understanding of the role of organizational structure and design in the execution process; inability to generate "buy-in" or agreement on critical execution steps or actions; lack of incentives or inappropriate incentives to support execution objectives; insufficient financial resources to execute the strategy.

Kaplan (1995) in the 1995 study found that many organizations have a fundamental disconnect between the development and formulation of their strategy and the implementation of that strategy into useful action. He identified four barriers to effective implementation as vision that could not be actioned, strategy is not linked to organization and individual goals, resource allocation based on short term budgets and not the strategy and control directed to short term performance and rarely evaluated progress on long-term objectives

The problems in strategy implementation include unfeasibility of the strategy, weak management role, lack of communication, lacking commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, unexpected obstacles, competing activities, delayed schedule, uncontrollable environmental factors, and negligence of daily business according to Eisenstat (2000)

It is clear that a poor or vague strategy can limit implementation efforts dramatically. Good execution cannot overcome the shortcomings of a bad strategy or a poor strategic

planning effort as stated by Hrebiniak (2006). Several studies mention the fact that the kind of strategy that is developed and the actual process of strategy formulation, namely, how a strategy is developed will influence the effect of implementation. Allio(2005) notes, good implementation naturally starts with good strategic input: the soup is only as good as the ingredients. Alexander (1985) believes that the need to start with a formulated strategy that involves a good idea or concept is mentioned most often in helping promote successful implementation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Chapter three provides the details on the research method used. It features the research question and objective, together with the method used to obtain answers to the research question. The section presents the research design employed in the study, backed by rationale for selecting interviewees and qualitative approach to this research. The chapter ends with the process of analysing data collected from the case study.

3.2 Research Design

The researcher used a case study design to take into account the variety of elements which are present in the context of the study.

More specifically this case study is to find out the challenges of strategy implementation in non-profit organizations in Kenya through an examination of Indigenous Information Network organization in Kenya.

3.3 Data Collection

The researcher used the interview method with the help of an interview guide for data collection. All the interviewees were asked the same question and asked to choose answers from among the same set of alternatives and question to ensure the same general areas of information are collected from each interviewee. The interview guide was guided by the research questions of the study to achieve the research objective.

The study purposively selected 3 respondents that comprised of the organization executive director and key staff because of the critical role they play in strategy implementation.

3.4 Data Analysis

The study used content analysis to provide an objective analysis of the data collected from the research. Content analysis entailed the examination of interview transcript notes to provide an objective analysis using specific themes. During the interviews, notes were made relating to each interview to record observations and thoughts on each of the interviews.

The data was qualitative in nature hence the analysis and interpretation of the data was done during the data collection process. The research grouped the data obtained from the interviews into appropriate categories using an objective theme identified in chapter 2 to come up with findings, conclusions and recommendations.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents results and discussions from the data collected in this research and how the data was analyzed. Results from this case study are divided in three sections according to the objective identified in section 3.2.

The first section 4.2 details how data analysis was done and the second section 4.3 consists of basic information on the respondent's involvement and essential elements in strategy implementation, section 4.4 constitutes a set of common challenges identified by respondents in the case study and reasons the challenges exist and 4.5 presents some reasons on how to overcome barriers. The last part 4.6 is a discussion of the literature reviewed and the results obtained.

4.2 Data Analysis

The researcher established a system to sort out the data obtained into appropriate categories and converted the data into themes identified in the research. All the three interviews conducted for this case study were recorded in transcripts and notes were made to each interview to record thoughts because each respondent had different approaches to the questions asked. The research used content analysis to obtain comparable and reliable results retaining as much as possible the exact wording used in statements.

4.3 Participant Involvement and Elements Essential in Implementation of the Strategy

The respondents interviewed were all involved in the development and implementation of the strategy. The respondents were asked what functions or elements they think are essential to the successful implementation of strategy. The respondent's commented that the strategy implementation success is directly correlated with the ability to secure appropriate funding for priority activities (both on-the-ground actions and oversight/coordination actions). They also indicated having an on-going forum where the range of stakeholders (local partners and community members) can engage in discussions or problem-solving efforts would be valuable for implementation efforts. There was a general sense among the respondents that bringing all interested stakeholders together in a forum would be useful as implementation efforts get underway.

A number of functions were suggested as possibly useful. The functions are not necessarily mutually exclusive but they might suggest different organizational structures. One set of functions included practical task-oriented activities with clear milestones. A different function would be to create an opportunity for people to bring issues and problems to one another for discussion and solution.

Respondents indicated that support for the strategy by government authorities would go a long way to legitimizing subsequent implementation activities, additional work may need to be done, during implementation, to obtain a clear vision of how the strategy will add

value to those doing work on the ground, and thereby serve as an incentive to participate in implementation efforts as described in the second ingredient for success.

4.4 Challenges of Strategy Implementations

This section presents the findings to the main objective, which is to find out the challenges of strategy implementation at Indigenous Information Network.

The respondents were asked to give the common challenges they experienced with the implementation initiatives they were involved in and why they existed. Responses provided to this question were diverse. The researcher organized the response into headings which presented common challenges identified by the respondents. The following common challenges were identified: leadership, organization structure, resources and information systems.

4.4.1 Leadership

One of the challenges identified from the case study was leadership. From the interview conducted in this study, the respondents believed that the success of implementation would depend on leadership.

Table 4.1 Sample comments on Leadership as a challenge to implementation

Position	Respondent's Comments	Themes
Executive Director	"The role of programme officers was to effectively manage the organization's resource portfolio under there are of work"	Managing organization resources
Programme Officer	"Executive director is supposed to be the overall manager who has undergone training on strategy execution"	Training needs

The respondents believed that the leadership is important for the implementation of strategy to be successful. The respondents perceived the leader as a visionary to ensure that implementation of strategy is efficient and effective by ensuring that existing structure is fit with strategy, appropriate information systems were set and enough resources were allocated for the different initiatives.

They commented that there was need for executive and programme officials who are trained in strategic planning and implementation since they are more likely to meet performance targets set by the organization and offer visionary leadership and direction to others. This they said was not sufficient.

4.4.2 Organization Structure

Organization structure was one of the challenges most frequently mentioned by the respondents. Although structure was intended to define responsibilities for staff within an

organization, most respondents felt that the structure could be one of the challenges to implementation of the strategy. Sample comments to the structure as a challenge to strategy implementation are presented in Table below 4.2.

Table 4.2 Sample comments on Organizational structure as a challenge to implementation

Position	Respondent's Comments	Themes
Executive Director	"Structure is a management tool...staff need to understand it well"	Management tool Role of structure
Programme Officer	"The structure was good but we needed adjustments with time "	Structural adjustments

The respondents commented on their own ways challenges of existing structure. Although structure is very important to an organization, the respondents believed changes were needed to improve Indigenous Information Networks' current structure. As shown in the table above, the programme officer strongly felt that:

The structure of the organization is good, however, everything has a life span hence structure need to be changed or adjusted after sometime to reduce on duplication of efforts.

Furthermore, the respondents also remarked that people from different levels of the organization would perceive organizational structure in different ways. The Executive Director believed that the structure to be a tool for managing staff to ensure that the different initiatives were carried out.

Also lack of understanding of the role of organizational structure and design in the implementation of the strategy was said to be an inhibitor.

4.4.3 Resources

Resources and its allocation was another challenge to strategy implementation as identified from the interviews. Resources in the case study represents the different types of resources-human, physical (equipments) and financial- and the allocation to different initiatives for the purposes of making things happen.

Table 4.3 Sample comments on Resources as a challenge to implementation

Position	Respondent's Comments	Themes
Executive Director	"The issues around the implementations of the projects were due to lack of resources, both time and financial to fully implement some project initiatives".	Lack of resource
Programme Officer	"I think there is a lack of resource attached to projects"	Lack of resource Financial
Project Officer	"The computers were not enough "... the resources were also on based on short term budgets"	Physical and financial system constraints

The general comment amongst the respondents in the case study was that there was limited resource in some form or another in the projects that they had been involved with. The organization after doing the strategy had anticipated more funding from donors for several projects but due to one reason or another the resources were not forthcoming

hence the need to reduce some budgets and cut costs in allocating the funds and resources. The resource requirement in the case of Indigenous Information Network was more than could be made available. The resource allocation was also based on short term budgets and not the strategy and control directed to short term performance and rarely evaluated progress on long-term objectives. There was also not enough experienced staff to undertake the initiatives set out initiatives.

The findings from the interviews proved that an organization of any size can be affected by resources they have or do not have available. Limited resource whether financial or human could affect the success of any implementation initiatives.

4.4.4 Information Systems

The other barrier identified by respondents is information systems. All the respondents believed that information systems played a big part in any implementation initiatives. Without proper information systems in place to facilitate information flow to all levels, nothing can be implemented successfully.

Table 4.4 Sample comments on Information Systems as a challenge to implementation

Position	Respondent's Comments	Themes
Executive Director	"We have had challenges with communication especially with partners in areas where infrastructure is poorly developed"	Information infrastructure
Programme Officer	Challenges presented themselves in the organization when one misses out on information. Communication is a key thing"	Lack of information
Project Officer	"The most common challenge stemmed from lack of communication...people assumed a lot of things"	Communication Assumptions

The respondents interviewed for this case study emphasized on communication and information flow as key to implementation. They felt that a good information system enabled the dissipation of information to others in the organization. Therefore, information communication or its lack thereof, was a major concern in any implementation projects.

One of the respondent explained that a lot of challenges they had experienced during implementation stemmed from communication. There were too many times when people tended to assume something rather than gathering the right information. This on some occasion made implementation take longer than anticipated and costly to the organization. Some challenges were also external to the organization whereby the local partners had poor infrastructures hence communication was delayed in some instances and at times.

Also, if a programme officer could not communicate his/her intentions clearly to others who needed to implement the project, then others could not be able to implement the project as well as they could be if they actually understood the intentions of the project. Therefore, some project officers had, in the projects that they had been involved in, kept the communication and information flow open to everyone who is involved, down to a suitable level.

Hence, although communication could be as challenging, clear, simple and accurate flow of information can go along way in ensuring success of strategy and lessen its impact as a challenge to implementation.

4.5 How to Overcome These Challenges

The respondents' once they identified the challenges to strategy implementation and reasons why they exist, they were asked to opine on how these challenges could be overcome. The opinions given were varied but were centered around common themes like the ability of implementers to investigate and understand the ideas or strategies presented, attitude of people involved, leadership, information and resources availability, and openness to suggestions from all.

Further assertions was that training the staff to acquire the necessary skills and instilling the right attitude will go along way in enabling good environment for implementation since the staff will be motivated. The respondents also mentioned that due to limited donor resource, organizations should have a reserve fund and invest in mutual funds to ensure resource sustainability. Getting government support for Non Governmental Organizations

in implementation of identified strategic initiatives is key to overcoming identified challenges. This could be in the form of improving infrastructure of communication, creating an enabling environment and giving technical or other forms of support. Also creating relationship with funders was said to be crucial.

4.6 Discussion

The environment in which organizations operate and competition is constantly changing hence it is important for an organization to implement its strategy successfully. Indigenous Information Network's ability to implement strategies successfully is important to its success. The study at Indigenous Information Network organization revealed a number of common challenges of strategy implementation. In this research a review of implementation variables were identified in chapter two; leadership, structure, resources and information systems. Other literatures reviewed indicated little research focusing on non profit organizations hence the study. This research intended to find out the challenges of strategy implementation at Indigenous Information Network organization in arid and semi-arid areas of Kenya and further on how the challenges could be overcome.

In chapter two, the researcher felt that certain implementation variables identified in previous strategic management research studies could pose challenges. The four implementation variables or factors were found to be common challenges for strategy implementation at Indigenous Information Network. The common challenges identified

were; leadership, structure, resources and information systems. Other underlying variable of the challenge for instance communication was cited.

The first challenge identified was leadership. Leadership played a significant role in implementation of initiatives within Indigenous Information Network. According to Pearce and Robinson (1997) a leader is traditionally seen as the formal leader who may involve others in undertaking his or her leadership functions. This seemed to be the case at Indigenous Information Network where the respondents saw the Executive Director as the leader. Even though it was not viewed as a big challenge, the respondents mentioned that the leaders' ability to communicate the strategy clearly and provide directions was a key ingredient to the success of the implementation process and in overcoming the challenges. Another important element deemed important by the respondents was the leaders ability to gain resources, support and approval from others.

The second common challenge identified by the respondents was organizational structure. An organisation's structure is one of the organization variables identified by waterman (1982) to be essential in achieving strategy fit. The structure of an organization dictates whether a strategy can be supported. Further to that, the structure can also be adopted to assist the organization towards achieving its goals and objectives.

The comments presented in Table 4.2 showed the key themes which confirmed organizational structure as a challenge to successful implementation of strategy The findings agree with study by heide, Johannessen and Gronhaug's (2002) where effective

strategy implementation is said to be dependent on achieving the best strategy and structure fit and that organizational structure as most important implementation variable.. Further, the structure can also be adapted to assist the organization towards achieving its strategic goals and objectives, Heracleous (2000). The research also highlighted that the hierarchy within the organization is also important to the success of any implementation. The respondents felt that the organization structure needed adjustments.

The third common challenge mentioned was resources and its allocation. The sample comments are presented in Table 4.3. It is not surprising that the respondents mentioned limited resources availability during implementation of different initiatives they undertook as a challenge in strategy implementation. The resources whether financial, human, time or physical were mentioned as important for the implementation process .For any organization, one of the most important resource is the skills and experience of the staff as stated in Alexander (1991) .Staff skills and experience in gaining more resources especially restricted funds is vital to implement initiatives. Findings from Viseras, Baines and Sweeney (2005) indicated that strategy implementation success is dependent on the people and less on organization systems. Kiprotich (2008) noted in his research that it is wasteful job if formulated strategies are never implemented and if resource requirement is more than can be made available by the organization. This is true since Indigenous Information Network had a number of initiatives under its strategic plan but could not meet the human resource requirements due to limited financing.

The final common challenge identified in the research was information systems. In table 4.4 sample comments from respondents were put into themes. All of the respondents interviewed believed that communication is a common challenges in the initiative they had been involved in. This relates to suggestions by Noble (1999b) to involve programme officials to increase their understanding, involvement and commitment to the strategy, which in turn increases the likelihood of successful implementation.

The respondents felt that the programme officials did not communicate enough to those who had to implement the strategy hence most staff based their decisions on assumptions. There was also a challenge of poor information infrastructure in areas where the organization had local partners. DeLisi (2001) and Hrebiniak's (2006) research also reveals that lack of knowledge on strategy , no commitment to the plan, lack of feelings of "ownership" of a strategy and information systems as potential reasons for the failures in strategy execution.

On the final part on how the organization could overcome the challenges, most respondents stated that if the challenges are well managed the implementation of strategy would be less tedious and stressful. The understanding of a strategy plays an important role in overcoming its barriers to its implementation. Respondents felt that if ample time was spent to understand the objective of the strategy then they would have been able to foresee the challenges and how to tackle them. For example they could have changed the strategy to suit the situation if the strategy was found to be no longer suitable. Setting up initiatives to open up communication channels amongst staff members and to improve

communication infrastructure was mentioned as a means to eliminate the communication challenge.

If a Programme Officer did not understand the strategy from the start, they would not see that the strategy was no longer viable for the organization, let alone figure out a change to the strategy or solution to the challenge as noted in Parnell et al (2002). Based on the findings of this research, respondents implied that leadership was crucial and played a bigger role in successful implementation. The respondent felt that the leader who is the organizations director should consult all in the organization understand the strategic decisions being made and to set a target for all to head towards.

The formal leader 'Executive Director' is seen as the overall driver to ensure that implementation is successful by checking that staff understand the strategy, considerations are made to understand the organization structure, efficient communication channels are set and appropriate resources were allocated. The respondents believed that there need to be a leader at the top of the organization to set direction and see how the organization gets there as asserted by Govindarajan's (1989) study.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This final section presents a summary of the research, conclusions and some recommendations made by the respondents.

5.2 Summary of Findings

The research included respondents from managerial to project management levels of the organization since they were involved in strategy implementation at Indigenous Information Network.

The research showed that the factors that influence implementation could indeed pose challenges to implementation with the identification of four factors that included leadership, organization structure, resource allocation and information systems (communication).

In the implementation of strategy, the study found out that visionary leadership especially of the executive director play an important role in efficient strategy implementation. It was discovered that the leadership provided the direction on how to move towards achieving the strategy by putting in place appropriate information systems, effective structure and resources.

The study also revealed organization structure as a factor contributing to successful strategy implementation. That the type of structure determines the kind of support the strategy receives and commitment hence influences successful implementation.

Regarding resources the study found that resources and how they are allocated to different functions and initiatives can result in successful implementation. The resources like staff skills and experience in strategy implementation was found to be crucial elements since successful implementation is dependent on people.

It was discovered that one factor which was not mentioned directly like communication as key element of the information systems, was an underlying factor to the challenge which was identified. It was found out that without proper information systems in place to facilitate the information flow to all levels, nothing can be implemented successfully.

Some other challenges that were identified included, poor coordination and sharing of responsibilities, inadequate capabilities, unexpected obstacles, competing activities, delayed schedule and uncontrollable environmental factors.

Finally, the research also found out why the challenges existed and how they could be overcome. The study revealed that through visionary leadership that set the direction for achieving the strategy, presence of efficient communication channels, training of staff involved in implementation to gain their commitment and loyalty as well as their insight

to foresee challenges were key ingredients in overcoming the challenges of strategy implementation.

5.3 Conclusions

The main finding from this research is that factors such as leadership, resources and its allocation, organization structure and leadership can indeed pose a challenge to strategy implementation. Taking them into account an organization can be able to manage the challenges and have successful implementation of its strategy.

A factor such as leadership provided by the executive director is important to implementation of strategy. The executive directors' ability to determining strategic direction, establishing balanced organizational controls, and effectively managing the organization's resource portfolio are essential ingredients for effective strategy implementation.

In conclusion, this research focus on strategy implementation intended to increase understanding and not to underestimate the importance of other processes like strategy formulation. The identification of the challenges of strategy implementation process at Indigenous Information Network, the research can contribute to increasing the understanding of strategy implementation by those tasked with implementing initiatives.

5.4 Limitations of the Study

A major limitation of this research is that the constructs of the challenges to effective strategy implementation were based on the study of variables identified from various implementation frameworks. Challenges identified in this research were examined separately based on their relationship to implementation. It would have been valuable to have studied the challenging variables based on their relationship to implementation as well as their relationship to each other within the implementation process.

Secondly, the constraint of this study is that the answers provided by the participants are only the perceptions of the staff interviewed as to what factors might have contributed to the challenges in strategy implementation and how they overcame the challenges. Third, when using self-reported information, some upward bias might be inherent in such data, Pearce et al (2007).

Finally, the study is limited because it was only conducted within one construct—the Indigenous Information Network. This may limit generalisability, hence it can be only applied to organizations is the same are of work.

5.5 Suggestions for Further Research

The findings of this research have shown that implementation variables identified in other implementation literature can pose challenges to strategy implementation. In so doing, this research has stressed on the importance of further research into the topic of strategy implementation. Recommendations for future research into areas which will benefit both

researchers and non-profit managers. Firstly, it is important to replicate this research in a wider context to allow for testing and formation of different framework of strategy implementation. The replication will allow for more respondents and challenging factors to be included.

Secondly, the research found that most studies focus on the influence of middle managers on strategy implementation. There is no special research relating to lower management and *non-management*, even if several authors state that it is important to consider their effect on strategy implementation, such as Alexander (1985).

Thirdly, strategy implementation involves many theories including agency theory, organization theory, social system theory and social learning theory, Future research on strategy implementation could consider the use of theories, or the strategy as practice paradigm for the study of implementation processes. Similarly, there is a trend in implementation research to combine different research methods (such as interviews and surveys) together in order to achieve more robust results.

Finally, as some respondents commented, a research of this nature should be conducted by the organizations themselves to come up with improvements and opportunities to reflect on ways to do things better. They believed this could improve staff morale, productivity and commitment to organization purpose.

5.4 Recommendations

The results of this research have shown that implementation factors identified in previous literatures can be a challenge to the implementation initiatives. Further research is needed in the area of strategy implementation especially in the case of non profits organizations.

The study recommends that to overcome challenges related to leadership, the formal leader should ensure all staff members are involved in strategy implementation and in decision making. Regarding structure, there is need of structural adjustments to ensure there is strategic fit. The study revealed that current structure was not fit with the strategy. To counter challenges related to resources availability, there is need to strengthen training programmes, employ and evaluate the skills required for staff to successfully implement strategic initiatives, and leadership should empower and motivate employees to own the initiatives and mobilize resources. The study further recommends that the communication and information systems be improved to facilitate information flow to all levels.

REFERENCES

- Alexander, L. (1985). Successfully Implementing Strategic Decision, *Long Range Planning*, 18 (3), 91-97.
- Alexander, L. A. (1991). Strategy implementation: Nature of the problem. In D. Hussey (Ed.), *International review of strategic management*, 2, 73-96 New York: John Wiley.
- Allio, M.K. (2005). A Short Practical Guide to Implementing Strategy, *Journal of Business Strategy*, 26, 12-21.
- Ansoff, I. (1984). *Implanting Strategic Management*. Eaglewood Cliffs, New Jersey: Prentice Hall.
- Ansoff, I., & McDonnell E. (1990). *Implanting Strategic management*, San Diego: Prentice Hall.
- Aosa, E. (1992). *An Empirical Investigation of Aspects of Strategy Formulation and Implementation within Large Private Manufacturing Companies in Kenya* (Unpublished PhD Thesis) . University of Nairobi, Kenya.

- Atkinson, H. (2006). Strategy Implementation: *A Role for the Balanced Score Card Management Decision*, 44 (10), 1-17.
- Beer, M., & Eisenstat, A. (2000). The Silent Killers of Strategy Implementation and Learning. *Sloan Management Review*, Summer, 29-42.
- Brannen, L. (2005). Upfront: The 33 1/3 Percent Strategy Solution. *Business Finance Journal*, (June).
- Bryson, J. M. (1988). *Strategic Planning for Public and Nonprofit Organizations*. San Francisco: Jossey-Bass.
- Chandler, A. (1962). *Strategy and Structure: Chapters in the history of industrial enterprise*. New York: Doubleday.
- Corby, B. & O'corrui, (1999). *Strategic Management and Business Policy*. California: McGraw.
- DeLisi, P. (2001). Strategy Execution: An Oxymoron or a Powerful Formula for Corporate Success, *Organizational Synergies*. Retrieved from <http://www.org-synergies.com>.

Digman L. A. (1990). *Strategic Management – Concepts, Decisions and Cases*.

Homewood: Irwin.

Downes, L. (2001). Strategy Can Be Deadly: Industry Trend or Event, *The Industry Standard*, (May 14).

Galbraith, J., & Kazanjian, R. (1986). *Strategy Implementation: Structure, Systems and Process*. St. Paul, MN: West.

Govindarajan, V. (1989). Implementing Competitive Strategies at the Business Unit Level: Implications of Matching Managers to Strategies. *Strategic Management Journal*, 10, 251-269.

Hamel, G. & Prahalad, C. K. (1994). *Competing for the Future*, Boston, MA: Harvard Business School Press.

Harrington, R. J. (2006). The moderating effects of size, manager tactics and involvement on strategy implementation in food service. *Hospitality Management*, 25, 373-397.

Heide, M., Grønhaug, K., and Johannessen, S. (2002). Exploring Barriers to The Successful Implementation of a Formulated strategy. *Scandinavian Journal of Management*, 18, 217-231.

Herman, R. D., & Renz, D., O. (1998). Nonprofit Organizational Effectiveness: Contrasts between especially effective and less effective organizations. *Nonprofit Management & Leadership*, 9 (1), 23-38.

Heracleous, L. (2000) The Role of Strategy Implementation in Organizational Development, *Organizational Development Journal*, 18(3), 75-86.

Higgins, J., M. (2005). The Eight "S"s of Successful Strategy Execution. *Journal of Change Management*, 5, 3-13.

Hrebiniak, L. (2005). *Making strategy Work: Leading Effective Execution and Change*, Wharton School Publishing.

Hussey, D. (1999). *Strategic Management: From Theory to Implementation*, 4th ed. Oxford: Butterworth Heinemann

Kiprotich, J. (2008). *Strategy Implementation and Its Challenges by Sight Savers International-Kenya*, (Unpublished MBA Project). University of Nairobi, Kenya

La Piana, D., & Hayes, M. (2005). *Play to Win: The Nonprofit Guide to Competitive Strategy*. San Francisco: Jossey-Bass.

- Mintzberg, H. (1994). The Fall and Rise of Strategic Planning. *Harvard Business Review*, January-February, 107-114.
- Mumbua J. M. (2004). *Factors influencing strategy implementation by International NGO's operating in Kenya*. (Unpublished MBA Project,) University of Nairobi, Kenya.
- Nickols, F. (2000). *Strategy Is A Lot of Things.* , Distance Consulting.
- Noble,C.,H. (1999b). The Eclectic Roots of Strategy Implementation Research. *Journal of Business Research*, 45, 119-134.
- Olali, P., N. (2006) *A survey of the challenges in the strategic plan implementation n the Cooperative bank of Kenya Ltd*. (Unpublished MBA Project). University of Nairobi.
- Pearce, J., A(II) & Robinson, R., B. (JR) (2003). *Strategic Management: Formulation, Implementation and Control*, 8th edition, McGraw Hill.
- Peng, W., & Litteljohn, D. (2001). Organisational Communication and Strategy Implementation-A Primary Inquiry. *International Journal of Contemporary Hospitality*, 13, 360-363.

- Porter, M. E. (1996). What is Strategy? *Harvard Business Review*, November- December, 61,-78.
- Robinson, R.,B. Jnr and Pearce, J.,A (II). (2007). *Strategic Management: Strategy Formulation and Implementation*. New York, USA: Free Press.
- Schaap, J., I. (2006). Toward Strategy Implementation Success: An Empirical Study of the Role of Senior-Level Leaders in the Nevada Gaming Industry. *UNLV Gaming Research & Review Journal*, 10, 13-37.
- Scholes, K. and Johnson, G. (1999). *Exploring Corporate Strategy*. 4th Edition, New Delhi: Prentice-hall of India.
- Sheehan, R. M., Jr. (1996). Mission Accomplishment as Philanthropic Organization Effectiveness. *Nonprofit and Voluntary Sector Quarterly*, 25(1), 110-123.
- Smith, D., K. (2004). *On Value and Values*. New York: Prentice-Hall.
- Stone, M., M., & Crittenden, W. (1993). Articles on Strategic Management in Nonprofit Organizations. *Nonprofit Management & Leadership*, 4(2), 193-213.
- Thomson, A., Strickland A. Gamble J. (2007). *Crafting and executing Strategy (15th ed)*. New York: McGraw Hill.

Waterman, R. (1982). The Elements of Strategic Fit. *Journal of Business Strategy* , 2(3),
69-73

Viseras, E., M. Baines, T., & Sweeney, M. (2005). Key success factors when
implementing strategic manufacturing initiatives. *International Journal of
Operations & Production Management*, 25, 151-179.

APPENDICES

Appendix I: Letter of Introduction



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS MBA PROGRAMME

Telephone 020-2059143
Telegrams "Varsity" Nairobi
Telex 22095 Varsity

P.O. Box 30197
Nairobi Kenya

DATE... 30-10-2012

TO WHOM IT MAY CONCERN

The bearer of this letter EDNA CHEPKORIL KAPTOYO

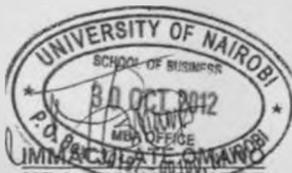
Registration No D6111842105

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.



IMMACULATE OMANO
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE

Edna Kaptoyo

P.O. Box 35094-00200

Nairobi.

Email:ednakaptoyo@yahoo.com

Cell: 0721845096

Dear Respondent,

I am Edna Kaptoyo an Executive Masters of Business Administration student at University of Nairobi (UoN). I am required to undertake a research study on challenges of strategy implementation at Indigenous Information Network (IIN) as a fulfillment to my course requirements. I would be grateful if you could spare a few minutes of your time to provide your input by answering the questions in this guide. This research is purely for academic purposes. Your responses will be treated with extreme confidentiality. Thank you for agreeing to participate in the study.

APPENDIX II: List of Interview Questions

Participant Background Information:

1. What are your main responsibilities at Indigenous Information Network?
2. How long have you been in Indigenous Information Network (IIN)?

Participant involvement in implementation of the strategy:

1. What has been your involvement with the implementation of strategy?
2. What functions/elements do you think are essential to the successful implementation of strategy?

Barriers to strategy implementation process:

1. Based on your experience, what were the common challenges that the organization team faced in the implementation of the strategy?(Expected answer: Leadership, structure, resource allocation and information systems)Why do you think these challenges exist?
2. How do you think the organization could overcome the barriers that you have identified?
3. Do you have anything else to add?