

**CHALLENGES OF STRATEGY IMPLEMENTATION AT SIMBA
TECHNOLOGY LIMITED**

BY:

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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION (MBA), SCHOOL
OF BUSINESS, UNIVERSITY OF NAIROBI**

NOVEMBER, 2010

DECLARATION

STUDENT'S DECLARATION

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

Signed .

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SHELMITH MUTHONI MWANGI

SUPERVISOR'S DECLARATION

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

Supervisor

Signed

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DEDICATION

My study is dedicated to the following: My parents Mr. & Mrs. Mwangi, my two sisters Carol & Eliza and my Brother Tony for support and patience during the entire period of my study. My special friend Stanley Maina for encouragement and continued prayers towards the successful completion of this course. I also acknowledge the great contribution and encouragement that came from my colleagues in MBA including Phyllis Wetangula, Vitalis Asewe, Arnolda Chao, Rebecca Nyandiwa and Godfrey Kinyua. I can't also forget to thank both Dr Wahome and Dr Misigo for their critique in this project.

Finally I pay tribute and gratitude to my employer and colleagues for their understanding during the entire period of the study.

Thank you and God bless you.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to the Supervisor Eliud O. Mududa, University of Nairobi, School of Business for agreeing to supervise this research paper. I am grateful to my family for giving me the invaluable support to concentrate on this research.

Lastly, I thank Almighty God as my source of all inspiration in allowing me to undertake this project that is too involving in terms of time and resources.

ABSTRACT

This study sought to fill the gap by carrying out a research on strategy implementation in family owned firms with the main focus on Simba Technology Limited. The objective of this study was to determine the challenges of strategy implementation in Simba Technology Limited. This was a case study since the unit of analysis was one organisation. The researcher used both primary and secondary data. Primary data was collected using self-administered interview guide while secondary data was collected by use of desk search techniques from published reports and other documents. The interview guide had open-ended questions. The respondents of this study were 12 individuals in the company who included directors and other staff in the ranks of management such as top level managers, middle level managers and lower level managers. A content analysis and descriptive analysis were employed as appropriate. The content analysis was used to analyze the respondents' views about the challenges of strategy implementations at Simba Technology.

The study concludes that the most important thing when implementing strategies in the organization involves ensuring that the activities stipulated in the strategic plan are executed to completion, involvement of firm members in the strategic plans and decisions taken by the company are essential to the progress and development within their organisational environments. The study also concludes that communication affects strategy implementation of strategy at Simba Technology Limited. The study also concludes that coordination of activities affects strategy implementation at Simba Technology Limited.

The study recommends that commitment of the top level management should be emphasized as it affects strategy implementation in the organization to a considerable extent. The study also recommends that communication should be enhanced within the organization to improve flow of information from one level to the other. This will ensure success in strategy implementation. The study also recommends that managers should be self motivated towards attending their responsibilities so as to realize the intended results of strategic decisions within the organization. The study further recommends that coordination of activities need to be streamlined to enhance success in strategy implementation. The study finally recommends that for Simba Technology Limited to be successful in implementing its strategies there is need to relook at the leadership style of managers, customers and staff support and appreciation of the strategic implementations.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Empirical research in recent years has made significant contributions to the strategic implementation. These efforts, however, have not provided complete answers to many of the core strategic dilemmas faced by top executives (Hambrick and Fredrickson, 2001). In many respects, strategic implementation remains an intuitive and philosophical undertaking. As such, managers are still faced with some critical judgment calls when formulating strategy for their companies, each of which involves apparent contradictions that must be negotiated if a firm is to succeed. Family owned businesses experience challenges in their strategy implementations. Regardless of their legal structure (for instance, corporation, limited liability company, or partnership), the family-owned business can avoid many problems down the line and better position itself for success if relationships between business owners are carefully documented (Tutelman and Hause, 2008).

For the owners of a family business, a well-designed agreement for the business entity can help ensure that the owners/partners understand their rights, duties and obligations to the business and to each other. The written agreement should include provisions that address multiple issues including rules for managing and controlling the business, how distributions will be made to the owners, restrictions on transfer of shares due to divorce or death, buy-sell provisions, succession planning, and how dissolution of the business will be handled if the owners can no longer work together (Nyberg and Jensen, 2009).

The single most common and costly mistake that family business owners make is their failure to formally document in writing the terms of their business arrangement (Claver et al, 2009). In fact, many business owners assume when dealing with family members that there is no real need for a written agreement. According to Claver et al, (2009) strategic planning for family-owned businesses requires that integrating family issues, such as the long-term personal and professional goals of family members, the family mission, commitment to establishing and operating the business, vision of the firm in the future, participation (active or passive) of family members in management and handling of issues such as compensation, benefits and performance evaluation (Chakravarty, 2009).

1.1.1 Strategy Implementation

Ansoff (1999) views strategy in terms of market and product choices. According to his view, strategy is the "common thread" among an organization's activities and the market. Johnson and Scholes (1998) define strategy as the direction and scope of an organization that ideally matches the results of its changing environment and in particular its markets and customers so as to meet stakeholder expectation. According to Jauch and Glueck (2000), strategy is a unified and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization.

A strategy is a long term plan of action designed to achieve a particular goal, most often winning (Thompson et al, 2007). It is differentiated from tactics or immediate actions with resources at hand by its nature of being extensively premeditated, and often practically rehearsed. Strategy which is a fundamental management tool in any organisation 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. 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).

The benefit of strategy is not just offering simplification and consistency to decision making, but the identification of strategy as the commonality and unity of all the enterprises decisions also permits the application of powerful analytical tools to help companies create and redirect their strategies. Strategy can help the firm establish long term direction in its development and behavior (Grant, 2002).

Strategy implementation is defined as the phase in which systems and procedures are put in place to collect and process the data that enable the measurements to be made regularly (Freedman and Tregoe, 2003). Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Strategy evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture. Implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision (Olson et al. 2005).

Thompson and Strickland, (2002) determined that the strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results. Here, the critical point is that effective and successful strategy implementation depends on the achievement of good "fits" between the strategies and their means of implementation.

Beer and Eisenstat (2000), and Woolridge and Floyd (1990) emphasized that the strategy implementation could be more difficult than thinking up a good strategy. Grant (2000) noted two dimensions of strategy implementation namely structural arrangements and the selection and development of key roles. According to Govindarajan (1999), 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.

Christensen and Donovan (1998) mentioned that intended strategies would be implemented as they have been envisioned if two conditions were met. First, those in the organization must understand each important detail in management's intended strategy. Second, if the organization is to take collective action, the strategy needs to make as much sense to each of the members in the organization as they view the world from their own context as it does to top management.

The fatal problem with strategy implementation is the de facto success rate of intended strategies. Organizations seem to have difficulties in implementing their strategies. Researchers have revealed a number of problems in strategy implementation. For example, weak management roles in implementation, lack of communication, lacking a

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; Beer and Eisenstat, 2000).

According to Alexander (1991), the ten most frequently occurring strategy implementation problems include underestimating the time needed for implementation and major problems surfacing that had not been anticipated, in addition, uncontrollable factors in the external environment had an adverse impact. Based on empirical work with 93 firms he observed that senior executives were over optimistic in the planning phase and it is noteworthy that the first two issues which occurred most frequently in Alexander's study are planning issues. He also found that effectiveness of coordination of activities and distractions from competing activities inhibited implementation, in addition key tasks were not defined in enough detail. With regard to people, the capabilities of employees involved were often not sufficient, leadership and direction and "training and instruction given to lower level employees were not adequate" (Alexander, 1991). Although the least frequent in this study in many cases the information systems used to monitor implementation were not adequate.

Reed and Buckley (1998) discuss problems associated with strategy implementation identifying four key areas for discussion. They acknowledge the challenge and the need for a clear fit between strategy and structure and claim the debate about which comes first is irrelevant providing there is congruence in the context of the operating environment. They warn that, although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary

based measures and due to their size and the game playing associated budget setting "it is possible for the planning intent of any resource redistribution to be ignored" (Reed and Buckley, 1998). Another problem is when management style is not appropriate for the strategy being implemented, they cite the example of the entrepreneurial risk taker may be an ideal candidate for a strategy involving growth, but may be wholly inappropriate for retrenchment. Goal setting and control's are also recognised as problematic, identifying co-ordinated targets at various levels in the organisation is difficult and the need for control is heightened as uncertainty and change provide a volatile environment, a point supported by Tavakoli and Perks (2001).

Okumus and Roper (1998) notes that despite the importance of the strategy execution process, far more research has been carried out into strategy formulation while very few have been done into strategy implementation

Judson (2000) stated that challenges in strategy implementation could arise from issues of ensuring control, managing knowledge, coping with speed of change and increased levels of uncertainty in the business and responding to globalization challenge, one or two narrow market segments and tailoring your marketing mix to these specialized markets you can better meet the needs of that target market. The firm typically looks to gain a competitive advantage through effectiveness rather than efficiency. It is most suitable for relatively small firms but can be used by any company. As a focus strategy it may be used to select targets that are less vulnerable to substitutes or where competition is weakest to earn above-average return on investments.

1.1.2 Simba Technology Limited

Simba Technology Ltd was established as an Indian family owned business in 1996 to be a leading system integrator in Africa. Simba has presence in Kenya, Tanzania & Nigeria and employs more than 100 qualified and dedicated professionals. Simba Technology was established with a vision "to take care of technology to let you focus on your business" and its mission statement is to spearhead development in organizations through the innovative use of Information and Communication Technology.

The company objectives are to develop a highly skilled local workforce and minimize employee turnover, to increase customer satisfaction and develop clients further, to minimize product delivery and adoption costs, to bring world-class IT products in an effective manner and to maintain and exceed industry level standards for IT delivery.

Simba Technology continues to develop local skills and today the company is proud of having a worthy team able to design, implement and manage Core Banking, Insurance, Enterprise Financial Systems and Mobile Payment Solutions in Africa. Private Sector Enterprises including Multinationals and Banks as well as Public Sector bodies have awarded contracts to Simba for automation of their business. Simba specializes and has extensive experience in areas like Project Management, System integration, Core Banking & Insurance applications implementation, Software Development methodology, Relational Database Management System, ORACLE Designer and ORACLE developer Tools, UNIX, Windows NT, Client-Server Technology, Network Computing, BPO Call Center and other related services such as consultancy, IT Strategy Planning, Application development and Implementation, Training in Oracle, Unix ware, Post Implementation Support, and Facilities Management.

Simba aspires to continue in its endeavor to develop local skills for complex applications and introduce them to Africa to create real value proposition and add value to both its clients and the organizations. The company has an enviable record of implementing applications on time, within budget, and to its client's requirements. Simba recognizes that the pace of change in the business software development is such that customers cannot sustain lengthy implementations. The Simba implementation methodology is geared towards a short elapsed time leading to fast ROI. Simba has its offices and consultants spread across Nairobi, Lagos, and Dar es Salaam, and is therefore able to mobilize personnel within a short time for effective implementation. However, various barriers of strategy implementations have challenged the operation of Simba Technology. In running its operations there is a 5 year strategy which has faced challenges. Success of the strategies laid down in Simba Technology is likely to yield even more growth in the business if these barriers are identified and acted upon.

1.2 Statement of the Problem

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. 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. Within this, management ability, or competence, is seen as an important contributor to achieving this aim (Chebat, 1999). The apathy to strategy implementation can be ascribed to several reasons, among them is greater likelihood of failures in implementing strategies, higher complexity in the process of strategy implementation, strategy implementation being considered to be less glamorous than formulation and practical difficulties in research involving middle-level managers (Alexander, 1991).

In their research, Bartlett and Ghoshal (1997) found that in all the companies they studied, the issue was not a poor understanding of environmental forces or inappropriate strategic intent. Without exception, they knew what they had to do, their difficulties lay in how to achieve the necessary changes. Strikingly, organizations fail to implement about 70 per cent of their new strategies. Another recent study is a bit less alarming, it says 40 per cent of the value anticipated in strategic plan is never realized. According to Marginson (2002), evidence keeps piling of how barriers to strategy implementation make it so difficult for organizations to achieve sustained success.

Studies have been done on strategies and strategy implementation in organizations in Kenya. Kiptugen (2003) carried out a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. The study focused mainly on strategies that can be adopted in a competitive environment. It did not cover the processes involved in strategy implementation and challenges in the implementation phase. Muturi (2005) on the other hand did a study to determine the strategic responses of Christian churches in Kenya to changes in the external environment. He based his survey on evangelical churches in Nairobi. This study focused on a different context and concept

from what the current study seeks to cover. Muguni (2007) studied the role of executive development in strategy implementation. His study was a comparative study of KCB and National Bank of Kenya. The study also did not capture the process of strategy implementation process and the challenges encountered. None of the known local and international studies has ever focused on strategy implementations in family owned businesses. This is despite the fact that a significant portion of the nation's largest companies are family controlled. Given the importance of these family owned businesses, the processes and the urge to overcome the involved challenges need to be investigated. This study sought to fill the gap by carrying out a research on strategy implementation in family owned firms with the main focus on Simba Technology Limited.

1.3 Objective of the Study

The objective of this study was to determine the challenges of strategy implementation in Simba Technology Limited.

1.4 Importance of the Study

The study would be important not only to Simba Technology Limited managers but also other managers in other firms. It would help them understand the challenges of strategy implementation and how to overcome them, it helps different firms achieve success better than others.

The results of the study would be important to the practitioners and academicians both in the private and public sector by contributing to the existing body of knowledge in the area of strategic management in general and strategy implementation in particular.

Academics would use findings for further research, while practitioners would apply lessons in strategies and implementations for success of the firms.

The study would be a source of reference material for future researchers on other related topic. It will also help other academics who undertake the same topic in their studies. The study would also highlight other important relationships that require further research. This may be in the areas of relationships between intelligence and firm's performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the field of strategy implementation. The specific areas covered here are strategy implementation, strategy implementation process, types of strategy implementation and finally the challenges of strategy implementation.

2.1.1 Strategy Implementation

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. 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 (Renaissance Solutions, 1996). However, at the same time, it is also understood that implementation is one of the more difficult business challenges facing today's managers (Piercy, 1992). Within this, management ability, or competence, is seen as an important contributor to achieving this aim (Boyatzis, 1982).

Implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. The components of strategy implementation such as communication, interpretation, adoption and action - are

not necessarily successive and they cannot be detached from one another. Okumus and Roper (1998) observe that despite the importance of the strategic execution process, far more research has been carried out into strategy formulation rather than into strategy implementation, while Alexander concludes that literature is dominated by a focus on long range planning and strategy content rather than the actual implementation of strategies, on which "little is written or researched" (Alexander, 1985). Reasons put forward for this apparent death of research effort include that the field of strategy implementation is considered to be less "glamorous" as a subject area, and that researchers often underestimate the difficulties involved in investigating such a topic - especially as it is thought to be fundamentally lacking in conceptual models (Alexander, 1991). More practical problems associated with the process of strategy implementation, meanwhile, include communication difficulties and "low" middle management skill levels (Otley, 2001).

2.1.2 Effectiveness of Strategy Implementation

Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of 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, 2000). Strategies must be well formulated and implemented in order to attain organizational objectives.

Thompson (1993) determined that the strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results. Here, the critical point is that effective and successful strategy implementation

depends on the achievement of good "fits" between the strategies and their means of implementation.

Chakravarthy and White (2001) have taken into consideration that no matter how effectively a company has planned its strategies, it could not succeed if the strategies were not implemented properly. Hendry and Kiel (2004) also clarified that the more ineffective the top management decisions, the more ineffective are the choices made at lower levels of management. Similarly, if top management's strategic choices tend to be successful, it reflects favorably on choices made in other parts of the organization.

Simons (1994) refer to three categories of factors that affected strategic decision making process as environmental factors, organizational factors and decision-specific factors. Here, environmental factors mean external agents such as national culture, national economic conditions and industry conditions. Organizational factors refer to organizational structure, organizational culture, structure of decision making bodies, impact of upward influence and employee involvement.

Decision-specific factors can be explained as time, risk, complexity and politics. According to Porter (1980) strategists must assess the forces affecting competition in their industry and identify their company's strengths and weaknesses, then strategists can devise a plan of action that may include first, positioning the company so that its capabilities provide the best defense against the competitive force, and/or second, influencing the balance of the forces through strategic moves, thereby improving the company's position, and/or third, anticipating shifts in the factors underlying the forces

and responding to them, with the hope of exploiting change by choosing a strategy appropriate for the new competitive balance before opponents recognize it.

Woolridge and Floyd (1990) emphasized that the strategy implementation could be more difficult than thinking up a good strategy. Hendry and Kiel (2004) explained that the real value of a decision surfaced only after the implementation of a decision. In other words, it will not be enough to select a good decision and effective results will not be attained unless the decision is adequately implemented.

Hitt et al (1998) argued that it was essential that strategic level manager's demographic characteristics should have been examined for the formulation and implementation of strategic decisions. Westphal and Fredrickson (2001) stated that there were mostly individual barriers to strategy implementation such as too many and conflicting priorities, insufficient top team functions, a top down management style, inter-functional conflicts, poor vertical communication and inadequate management development. Most companies trying to develop new organization capacities failed to get over these organizational hurdles such as competence, co-ordination, and commitment. Sandelands (1994) indicated that there were difficulties to conjecture the commitment, time, emotion and energy needed to translate plans into action. McGrath et al. (1994) explained that the political turbulence might be the most important issue facing any implementation process. Market, people, finance, operation, adaptability and environmental factors play a vital role to long-term successful strategy implementation.

Intended strategies would be implemented as they have been envisioned if three conditions were met. First, those in the organization must understand each important

detail in management's intended strategy. Second, if the organization is to take collective action, the strategy needs to make as much sense to each of the members in the organization as they view the world from their own context, as it does to top management. Finally, the collective intentions must be realized with little unanticipated influence from outside political, technological, or market forces.

Petersen and Welch (2000) noted two dimensions of strategy implementation which are structural arrangements and the selection and development of key roles. According to Govindarajan (1989), 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. Structure refers to the way in which tasks and people are specialized and divided and authority is distributed, how activities and reporting relationships are grouped the mechanisms by which activities in the organization are coordinated (Kaplan and Norton, 2004).

Systems refer to the formal and informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, planning, budgeting and resource allocation systems, and management information systems. Staff refers to the people, their backgrounds and competencies, how the organization recruits, selects, trains, socializes, manages the careers and promotes employees. Skills refer to the distinctive competencies of the organization, what it does best along dimensions such as people, management practices, processes, systems, technology and customer relationships (Kaplan and Norton, 2004).

2.2 Strategy Implementation Process

The main functions of strategic management have been explained as identifying the organization's current mission, objectives, 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. Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of 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 (Raps and Kauffman, 2005). Strategies must be well formulated and implemented in order to attain organizational objectives.

The strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results. Here, the critical point is that effective and successful strategy implementation depends on the achievement of good "fits" between the strategies and their means of implementation.

Simons (1994) refers to three categories of factors that affected strategic decision-making process as environmental factors, organizational factors and decision-specific factors. Here, environmental factors mean external agents such as national culture, national economic conditions, and industry conditions. Organizational factors refer to organizational structure, organizational culture, structure of decision making bodies, impact of upward influence and employee involvement. Decision-specific factors can be explained as time, risk, complexity and politics. According to Porter (1980) strategists

must assess the forces affecting competition in their industry and identify their company's strengths and weaknesses, then strategists can devise a plan of action that may include first, positioning the company so that its capabilities provide the best defense against the competitive force, and/or second, influencing the balance of the forces through strategic moves, thereby improving the company's position, and/or third, anticipating shifts in the factors underlying the forces and responding to them, with the hope of exploiting change by choosing a strategy appropriate for the new competitive balance before opponents recognize it.

Jauch and Glueck (2000) emphasized that the strategy implementation could be more difficult than thinking up a good strategy. The real value of a decision surfaced only after the implementation of a decision. In other words, it will not be enough to select a good decision and effective results will not be attained unless the decision is adequately implemented. McGrath et al (1994) argued that it was essential that strategic level manager's demographic characteristics should have been examined for the formulation and implementation of strategic decisions.

Tavakoli and Perks (2001) stated that there were mostly individual barriers to strategy implementation such as too many and conflicting priorities, insufficient top team functions, a top down management style, inter-functional conflicts, poor vertical communication and inadequate management development. Most companies trying to develop new organization capacities failed to get over these organizational hurdles such as competence, co-ordination and commitment. McGrath et al. (1994) explained that the political turbulence might be the most important issue facing any implementation process. Lingle and Schieman (1994) stated that market, people, finance, operation,

adaptability and environmental factors play a vital role to long-term successful strategy implementation.

McKinsey's (1982) model describes the seven factors critical for effective strategy execution. The 7-S model identifies the seven factors as strategy, structure, systems, staff, skills, style/culture and shared values. Strategy is the positioning and actions taken by an enterprise, in response to or anticipation of changes in the external environment intended to achieve competitive advantage. Structure refers to the way in which tasks and people are specialized and divided, and authority is distributed, how activities and reporting relationships are grouped, the mechanisms by which activities in the organization are coordinated (Kaplan, 2005).

Systems refer to the formal and informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, planning, budgeting and resource allocation systems and management information systems. Staff refers to the people, their backgrounds and competencies, how the organization recruits, selects, trains, socializes, manages the careers and promotes employees. Skills refer to the distinctive competencies of the organization and what it does best along dimensions such as people, management practices, processes, systems, technology and customer relationships (Kaplan, 2005).

Style/culture refers to the leadership style of managers, how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions, also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining

rooms, corporate jets, informal meetings with employees). Lastly, shared values refer to the core or fundamental set of values that are widely shared in the organization and serve as guiding principles of what is important; vision, mission, and values statements that provide a broad sense of purpose for all employees (Kaplan and Norton, 2004). The 7-S model posits that organizations are successful when they achieve an integrated harmony among three "hard" "S's" of strategy, structure, and systems, and four "soft" "S's" of skills, staff, style, and super-ordinate goals (now referred to as shared values).

Rapert et al (2002) identify three criteria that must be met by performance management systems if they are to effectively mediate between an organization's strategy and its day-to-day activities. These "necessary" conditions comprise that the system must explicitly link operational targets to strategic goals, it must integrate financial and non-financial performance information and the system should focus business activities on meeting customer requirements.

Successful strategy implementation, it is suggested, requires sound mechanisms for directing activity and behaviour Otley (2001), especially including effective communication systems as well as appropriate strategic and management controls. The balanced scorecard's four perspectives as manifested in Kaplan and Norton's (2004, p. 10) strategy maps provide "a level of granularity that improves clarity and focus" thereby creating clear direction and, potentially, through the development and publishing of the strategy map, facilitate understanding and coordination across the organisation.

The importance of enabling sound "two-way" communications within organisations is seen as fundamental to the effective implementation of strategy (Rapert et al., 2002), with

a particular emphasis on facilitating useful feedback and "bottom-up" messages (Otley, 2001). The process of creating an organisational balanced scorecard essentially commences with a full strategic appraisal and the clear articulation of the organization's strategic vision and objectives (Kaplan and Norton, 1992). This process can in itself can build consensus and engender learning which can be of enormous value. Through this process of definition and communication of core values throughout an organisation, moreover, the Balanced Scorecard provides an effective "boundary" control system. Then, as the balanced scorecard approach makes explicit the "cause and effect" of a strategy, it also usefully converts strategic aims into tangible objectives and measures (Kaplan and Norton, 1996). This stage, moreover, if the scorecard is implemented participatively with measures identified and targets set cooperatively rather than imposed, actively supports organisational learning and reflection, which encourages "interactive" control through the testing of "cause and effect" relationships. This also enables front line managers to have a "basis for selecting among the diverse opportunities they might face" and resisting the distraction of other activities (Beer and Eisenstat, 2000).

In addition to substantially meeting Rapert's (1995) necessary conditions, the balanced scorecard appears to offer a range of additional attributes that may also support successful strategy implementation. It has been shown that the keys to enabling such communications are an organization's "middle managers" who have been shown to play a pivotal role and are viewed as strategic "actors" playing an important role in strategic transformation. The scorecard approach encourages the establishment of co-ordinated scorecards at every level of an organisation which, when implemented properly engage middle managers. Such a process not only necessitates considerable active

communication involving everyone within an organisation (Alexander, 1985). It also permits the useful integration of such scorecards with management and employee incentive programmes potentially involving the development of individual/personal scorecards which can be positively utilised to align personal and organisation goals and encourage "ownership".

It is further suggested that the balanced scorecard approach should be viewed as a template not a strait-jacket (Kaplan and Norton, 2004, p. 34). Such a standpoint potentially offers organisations a considerable degree of flexibility to address their unique circumstances while still "pulling" management and employees in the core strategic direction. In fact it is argued by some that strict adherence to the scorecards four perspectives cannot be appropriate (Tavakoli and Perks, 2001). This adaptive capacity also assists the balanced scorecard to address Rapert et al (2002) previously noted concerns regarding "matching" appropriate control mechanisms to different levels of environmental turbulence and an organization's ability to identify and monitor its strategic objectives.

2.3 Challenges of Strategy Implementation

2.3.1 Organisational Culture

One of the major challenges in strategy implementation appear to be more cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment. Corboy and O'Corrbui (1999), meanwhile, identify the deadly sins of strategy implementation which involve a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the

strategy, difficulties and obstacles not acknowledged, recognised or acted upon and ignoring the day-to-day business imperatives. Marginson (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

Organisational culture refers to the leadership style of managers, how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions, also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees).

In Collaborative Model of strategy implementation, organisations have both a strong culture and deep-rooted traditions. The challenges of successful implementation results from lack of cultivation of strong cultural values to meet the changing organisational needs. The distinction between "thinkers" and "doers" begins to blur but does not totally disappear.

In organisations adopting the cultural model that emphasizes a lower level employee participation in both strategy formulation and implementation there is separation of "thinkers" and "doers". It seeks to implement strategy through the infusion of corporate culture throughout the firm. The cultural model contradicts and challenges the basic objectives from the economic perspective of a firm (Parsa, 1999). A "clan-like" (Ouchi, 1980) organisation is expected to prevail, where a powerful culture results in employees aligning their individual goals and behaviours with those of the firm. However, a high

level of organisational slack is needed to instill and maintain a cultural model. This model has several limitations since it assumes well-informed and intelligent participants, firms with this model tend to drift and lose focus, cost of change in culture often comes at a high price, increased homogeneity can lead to a loss of diversity and creativity consequently (Parsa, 1999).

2.3.2 Commitment

The healthiest family firms formally and systematically commit to strategy development. An annual, balanced process comprises both internal and external analysis and convenes not just the family but also key non-family managers. In practice, off-site workshops that integrate education, analysis and strategy development work best. Part of the agenda should be to lay out the rationale for resource allocation and demystify the priority-setting process. According to Alexander (1985), the ten most frequently occurring strategy implementation problems include underestimating the time needed for implementation and major problems surfacing that had not been anticipated. In addition, uncontrollable factors in the external environment had an adverse impact. Based on empirical work with 93 firms he observed that senior executives were over optimistic in the planning phase and it is noteworthy that the first two issues which occurred most frequently in Alexander's study are planning issues. He also found the effectiveness of coordination of activities and distractions from competing activities inhibited implementation, in addition key tasks were not defined in enough detail. With regard to people, the capabilities of employees involved were often not sufficient, leadership and direction and "training and instruction given to lower level employees were not adequate"

(Alexander, 1985). Although the least frequent in this study in many cases the information systems used to monitor implementation were not adequate.

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Reed and Buckley (1988) discuss problems associated with strategy implementation identifying four key areas for discussion. They acknowledge the challenge and the need for a clear fit between strategy and structure and claim the debate about which comes first is irrelevant providing there is congruence in the context of the operating environment. They warn that, although budgeting systems are a powerful tool for communication, they have limited use in the implementation of strategies as they are dominated by monetary based measures and due to their size and the game playing associated budget setting "it is possible for the planning intent of any resource redistribution to be ignored" (Reed and Buckley, 1988). Another problem is when management style is not appropriate for the strategy being implemented, they cite the example of the "entrepreneurial risk taker may be an ideal candidate for a strategy involving growth, but may be wholly inappropriate for retrenchment" (Reed and Buckley, 1988).

Nutt, (1995) points out that subtle changes taking place in the attitudes of employees towards working, their employers, and their lives are requiring companies to change their personnel management techniques accordingly to motivate their employees and instill them with commitment. Employees want to work for companies they can be proud of, which exhibit values and viewpoints similar to their own and are concerned about long-term goals. He states that there are certain phases in commitment-building. They include the scientific phase where management motivates workers using the carrot and stick method, the human relations phase where firms treat employees with fairness and

kindness, and a phase emphasizing human resources principles, where managers make better use of their employees' creativity and imagination.

2.3.3 Coordination

Strategic managers may choose to commit to a course of action for an extended period and enjoy the benefits of organizational learning and a clear customer image. Alternatively, an organization can remain flexible so that it does not become committed to products, technology, or market approaches that may become outdated. In a perfect world, organizations commit to predictable, successful courses of action and strategic change is incremental. However, outcomes are not always predictable in a dynamic environment. Hence, for most firms, strong arguments can usually be made for substantial strategic shifts, even when performance is not lacking (Grewel and Tansuhaj, 2001).

Al Ghamdi (1998) replicated the work of Alexander (1985) in the UK and found for 92 percent of firms implementation took more time than originally expected, that major problems surfaced in 88 percent of companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in 75 percent and distractions from competing activities in 83 percent cases. In addition key tasks were not defined in enough detail and information systems were inadequate in 71 percent of respondents. What is interesting is that there is congruence between these findings, which implies that lessons have still not been learned as Al Ghamdi states, "the drama still continues" (Al Ghamdi, 1998).

More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer and Eisenstat's (2000) who assert that six silent killers of strategy implementation comprise a top-down/laissez-faire senior management style, unclear strategic intentions and conflicting priorities, an ineffective senior management team, poor vertical communication, weak co-ordination across functions, businesses or borders and inadequate down-the-line leadership skills development (Beer and Eisenstat, 2000). It is recognised that such change requires a shared vision and consensus (Beer et al., 1990) and "failures of strategy implementation are inevitable" if competence, coordination and commitment are lacking (Eisenstat, 1993).

Corboy and O'Corrbui (1999), meanwhile, identify the deadly sins of strategy implementation which involve a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the strategy, unclear individual responsibilities in the change process, difficulties and obstacles not acknowledged, recognised or acted upon and ignoring the day-to-day business imperatives. Overall though, it is increasingly acknowledged that the traditionally recognised problems of inappropriate organisational structure and lack of top management backing are not the main inhibiting factors to effective strategy implementation.

2.3.4 Communication

One of the central ongoing challenges in a family business is bridging the line of demarcation between "insiders" and "outsiders". Formal strategy development helps break down the barriers. Clear communication of that strategy is the logical next step. A

crucial component of the message is a clear set of performance metrics. Too often in family businesses middle managers don't know what they're being judged on and many suffer from trying to satisfy competing performance metrics (for example growth versus profitability). The solution is distilling the strategy and the metrics that count into a small set of easily understandable measures and sharing them throughout the organization. Simplicity and communication by the company leadership enhance the chances for manager buy-in and commitment to implementation.

Rather, the major challenges to be overcome appear to be more cultural and behavioural in nature, including the impact of poor communication and diminished feelings of ownership and commitment. Bartlett and Goshal (1996) talk about middle managers as threatened silent resistors whose role needs to change more towards that of a "coach", building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes.

Many family organizations are faced with the challenge of lack of institution of a two-way communication program that permits and solicits questions from employees about issues regarding the formulated strategy.

2.3.5 Management Controls

In addition, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organisation's existing management controls and particularly its budgeting systems (Marginson, 2002). Although it is increasingly suggested that budgets suffer from being bureaucratic and protracted, and that they focus on cost minimisation rather than value maximization, they

still represent the main integrative control mechanism in many, if not most, business organisations (Otley, 2001).

There is increasing evidence that strategy implementation is linked to the top executive's philosophy and personality (Kotey and Meredith, 1997). Management's self-interest, personalities, interpretations and influences on strategy have also been examined (Grant, 2002). Simply stated, examining the strategy formulation process without considering the personal and philosophical idiosyncrasies of the manager is shortsighted. To facilitate the implementation in general implementation instruments should be applied to support the processes adequately. Two implementation instruments are the balanced scorecard and supportive strategic solutions.

A strategic planning system cannot achieve its full potential until it is integrated with other control systems like budgets, information and reward systems. The balanced scorecard provides a framework to integrate the strategic planning and meets the requirements that the strategic planning system itself can display.

The strategy implementation perspective demands systems with different criteria than those of conventional systems. The supportive character in monitoring and tracking the implementation process should be in the center of interest.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology that was used in gathering the data, analyzing the data and reporting the results. Here the researcher aimed at explaining the methods and tools used to collect and analyze data to get proper and maximum information related to the subject under study.

3.2 Research Design

This was a case study since the unit of analysis was one organisation. This was a case study aimed at getting detailed information regarding the challenges of strategic implementation at Simba Technology. According to Yin (1994), a case study allows an investigation to retain the holistic and meaningful characteristics of real life events. Kothari (2004) noted that a case study involves a careful and complete observation of social units. It was a method of study in depth rather than breadth and places more emphasis on the full analysis of a limited number of events or conditions and other interrelations. Primarily data collected from such a study is more reliable and up to date.

3.3 Data Collection

The researcher used both primary and secondary data. Primary data was collected using self-administered interview guide while secondary data was collected by use of desk search techniques from published reports and other documents. Secondary data included the companies' publications, journals, periodicals and information obtained from the internet.

The interview guide had open-ended questions. The open-ended questions enabled the researcher to collect qualitative data. The interview guides were preferred over other methods of collecting data because of their capability to extract information from the respondents as well as giving the researcher a better understanding and a more insightful interpretation of the results from the study. Interview guides were also preferred because they enable the researcher obtain more up to date information as well as eliciting information which might not be captured in the other data collection techniques. Previously, interview guides were used successfully by Kiptugen (2003) and Odhiambo (2008). The interview guide designed in this study comprised of sections to determine fundamental issues including the demographic characteristics of the respondents. The second part was devoted to the identification of the challenges of strategic implementations at Simba Technology where the main issues of the study were put into focus.

The respondents of this study were 12 individuals in the company who included directors and other staff in the ranks of management such as top level managers, middle level managers and lower level managers. This made it easier to get adequate and accurate information necessary for the research.

The interview guide was self-administered by the researcher. Each interview guide was coded and only the researcher knew which person responded. The coding technique was used for the purpose of matching the completed interview guides with those delivered to the organizations.

3.4 Data Analysis

Before processing the responses, the completed interview guides were edited for completeness and consistency. A content analysis and descriptive analysis were employed as appropriate. The content analysis was used to analyze the respondents' views about the challenges of strategy implementations at Simba Technology. The advantage of using content analysis was that it enables grouping of the collected data into various groups for easier analysis which is presented in continuous prose while descriptive statistics employed descriptive tools such as frequencies, percentages and other graphical presentations as appropriate which were used for ease of understanding and analysis. These were used in previous studies by Kiptugen (2003) and Muguni (2007).

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents the analysis and interpretations of the data from the field. It presents analysis and findings of the study as set out in the research methodology on the challenges of strategy implementation at Simba Technology Limited. The data was gathered exclusively from an interview guide as the research instrument. The interview guide was designed in line with the objectives of the study. To enhance data quality of data obtained, unstructured questions were used whereby interviewees indicated their views and opinions about the challenges of strategy implementation at Simba Technology Limited.

4.2 Response Rate

The study targeted 12 respondents out of which 10 responded. The response is summarized in the table 4.1 below.

Table 4.1: Response Rate

Rate	Frequency	Percent (%)
Responded	10	83.3
Not responded	2	16.7
Total	12	100

Source: Author, 2010

As can be seen from the table above, the response rate of 83.3%. This is further summarized in the figure 4.1 below. This commendable response rate was made a reality

after the researcher made personal calls and visits to request the interviewee to fill-in the interview guide as well as insisting the importance of participating in the study.

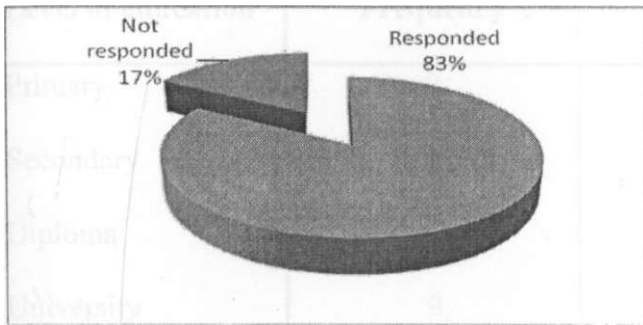


Figure 4.1: Response Rate

Source: Author, 2010

4.3 General Information

4.3.1 Interviewees Departments

The study sought to investigate the departments from which the interviewees of the study hailed from. From the findings, the interviewees indicated that they worked in the human resource, finance, strategic management, operations, marketing and business development departments.

4.3.2 Interviewees Designation in their Departments

Further, the study sought to establish the designation of the interviewees in the departments. The interviewees were found to hold positions such as senior managers, assistant human resource managers, human resource managers, marketing managers, account managers and business development managers.

4.3.3 Highest Level of Education

Table 4.2: Education Level

Level of education	Frequency	Percent
Primary	0	0
Secondary	0	0
Diploma	1	12.5
University	9	87.5
Total	10	100.0

Source: Author, 2010

The study sought to investigate the respondents' level of education with an aim of establishing their ability to respond to the questions in this study. According to the findings, majority of the respondents had a university degree as shown by 87.5% while 12.5% of the respondents were college diploma holders.

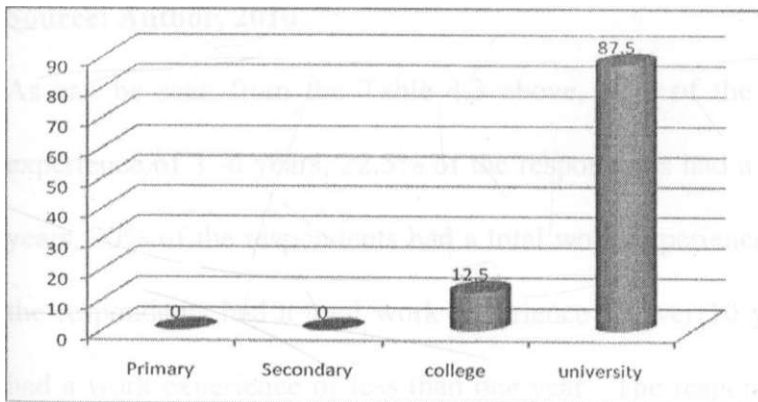


Figure 4.2: Education Level

Source: Author, 2010

4.3.4 Respondents' Total Work experience

The study also sought to establish the interviewees total work experience in years.

Table 4.3: Total Work Experience

Years	Frequency	Percent
Less than 1 year	0	0
1 - 3 years	2	7.5
3 -6 years	4	50
6-10 years	2	22.5
Over 10 years	2	20
	10	100

Source: Author, 2010

As can be seen from the Table 4.3 above, 50% of the respondents had a total work experience of 3 -6 years, 22.5% of the respondents had a total work experience of 6 -10 years, 20% of the respondents had a total work experience of 1 - 3 years, while 7.5% of the respondents had a total work experience of over 10 years. None of the respondents had a work experience of less than one year. The responses are also summarized in the Figure 4.3 below.

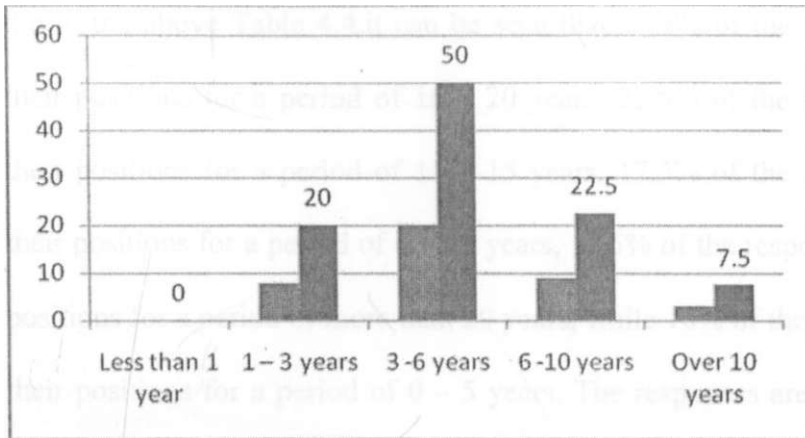


Figure 4.3: Total Work Experience

Source: Author, 2010

4.3.5 Years Served in the Current Position

The respondents of this study were requested to indicate the number of years they had worked in their current positions. The responses are summarized in the Table 4.4 below.

Table 4.4: Length of Time Worked in the Current Positions

Years	Frequency	Percent
0-5	1	10
6-10	2	17.5
11-15	2	22.5
16-20	4	37.5
Above 20	1	12.5
	10	100

Source: Author, 2010

From the above Table 4.4, it can be seen that 37.5% of the respondents had worked in their positions for a period of 16-20 years, 22.5% of the respondents had worked in their positions for a period of 11 - 15 years, 17.5% of the respondents had worked in their positions for a period of 6 - 10 years, 12.5% of the respondents had worked in their positions for a period of more than 20 years, while 10% of the respondents had worked in their positions for a period of 0 - 5 years. The responses are further summarized in the figure 4.4 below.

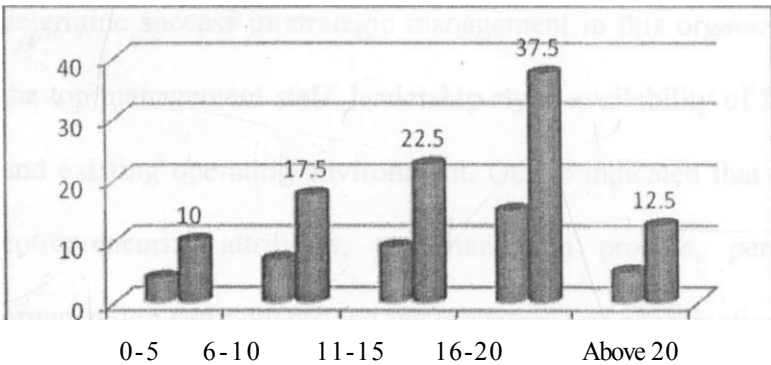


Figure 4.4: Length of Time Worked in the Current Positions

Source: Author, 2010

4.4 Strategy and Strategic Implementation

The study sought to investigate the most important thing when implementing strategies in the organization. The interviewees indicated that the most important thing when implementing strategies in the organization involves ensuring that the activities stipulated in the strategic plan are executed to completion, involvement of firm members in the strategic plans and decisions taken by the company are essential to the progress and development within their organisational environments.

On how effective the strategy implementation is in the organization, the interviewees indicated that it is moderately effective. This is attributed to the processes involved in strategy implementation, unforeseen bottle necks, ownership, new policies and changes which in turn contribute to personal and professional motivation towards successful strategy implementation.

The respondents of this study were required to indicate the factors that determine success in strategic management in this organization. From the findings, the factors that determine success in strategic management in this organization include commitment of the top management staff, leadership style, availability of finance, organizational culture and existing operating environment. Others indicated that aspects of employee attitude, entrepreneurial attributes, communication process, perceived relationships among organization components and the processes and coordination of activities.

The study sought to establish the people responsible for strategic management process in this organization. An overwhelming majority of the respondents indicated that the management staff are mainly responsible, while a small proportion of the respondents felt that staff members from all cadres in the organization are responsible for strategic management process in the organization.

Further, the study required the interviewees of the study to indicate how the organizational culture affects the strategy implementation in the organization. Majority of the respondents indicated that leadership style of managers, lack of appreciation by customers and staff on the strategy, the way managers make decisions, conscious and unconscious symbolic acts taken by leaders, ignoring the day-to-day business

imperatives, lack of understanding of strategy implementation and dominant values and beliefs and the norms affected strategy implementation in Simba Technology Limited. The respondents also felt that organizational culture affects strategy implementation mainly through employees' resistance to change. Other aspects of organization culture that affect strategy implementation were customer and staff appreciation of strategic implementations, leadership style and dominant values and beliefs.

The specific issues about organization culture pose a challenge in strategy implementation at Simba Technology as indicated by the respondents of this study include leadership style, appreciation by customers and staff on the strategy, decisions making, managers' responsibilities, business imperatives, understanding of strategy implementation and dominant values and beliefs and the norms. Other challenges include supporters of the strategic decision leaving the organization during implementation, change of guiding policies by umbrella bodies, system breakdown, low or underestimated budget allocation and underestimation of the commitment, time, emotion, energy needed to overcome inertia in their organization and translate plans into action. Other challenges include supporters of the strategic decision leaving the organization during implementation, change of guiding policies by umbrella bodies, system breakdown, low or underestimated budget allocation and underestimation of the commitment, time, emotion, and energy needed to overcome inertia in their organization and translate plans into action.

The study sought to investigate how the organization dealt with challenges of organizational culture in the strategy implementation process. The interviewees indicated that the organization dealt with the challenges by offering training to the staff,

benchmarking, by creating awareness to the staff and customers on the importance of strategic implementations and ensuring that there is a proper policies on the strategic implementations. They also indicated that the strategy implementation practices employed by the company include allocation and management of sufficient resources (financial, personnel, operational support, time, technology support), establishing a chain of command or some alternative structure, assigning responsibility of specific tasks or processes to specific individuals or groups, monitoring results (comparing to benchmarks and best practices, evaluating the efficacy and efficiency of the process, controlling for variances, and making adjustments to the process as necessary), taking advantage of supportive implementation instruments like the balanced scorecard and assessing the obstacles to strategy implementation (both those internal and external to the organization).

The study also sought to investigate the challenges of organizational culture that the organization has not been able to address. The respondents indicated that some of the challenges of organizational culture that the organization has not addressed include poor attitudes of the employees regarding strategic implementations, some believes and norms that hinder successful strategic implementations and lack of consistency on employee performance. Others were lack of support, non involvement of all players, inadequate know-how on the key stages, poor coordination, poor communication, unclear strategic intentions, conflicting priorities, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, competing activities and uncontrollable environmental factors. The interviewees indicated that the challenges of strategy implementation that are still not addressed by Simba Technology Ltd were such as lack

of support, non involvement of all players, inadequate know-how on the key stages, poor coordination, poor communication, unclear strategic intentions, conflicting priorities, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, competing activities and uncontrollable environmental factors.

On how commitment affects strategy implementation at Simba Technology, the interviewees indicated that lack of top management backing is the main inhibiting factor, top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed, lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes, top management's commitment to the strategic direction itself is the most important factor and managers do not spare any effort to persuade the employees of their ideas for strategy implementation to be effective.

The study sought to investigate the areas of strategic management that are affected by challenges of commitment amongst the participants of strategy implementation at Simba Technology. Majority of the interviewees indicated that lack of finance, lack of training, misunderstanding amongst the managers among others cause challenges of commitment. Others are increasingly sophisticated customers and management practices, escalating globalization, more prevalent and subtle product differentiation, credit crunch, political environment, breakneck competition from other players. The interviewees further indicated the challenges posed by the inadequacy of information systems used to monitor strategy implementation include the implementers not knowing how effective the strategy implementation has been, may lead to loss of opportunities, lack of timely feedback and false report on progress and consequently ultimate failure.

The study sought to investigate the major causes of delays in communicating with employees concerning issues related to the strategy implementation. The interviewees indicated that issues like organizational developments to all levels, lack of proper communication process, employees are not informed about the new requirements, tasks and activities to be performed, lack of frequent communication with employees and frequent delays until changes have already crystallized are some of the causes of delays in communication of the strategy.

The study sought to investigate how management control poses a challenge in strategy implementations in Simba Technology. The interviewees indicated that early involvement of firm members in the strategy implementation process helped members understand super-ordinate goals, style and cultural norms and thus become essential for the continued success of a firm' strategy implementation. It also prevents them from being taken by surprise, puts all members at the same platform and helps the employees to own the process thus ensuring better results. According to some interviewees, early involvement of firm members in the strategic plans and decisions taken by the company are essential to their progress and development within their organisational environments. Involving staff in such processes increased their confidence and sense of ownership of new policies and changes which in turn contributed to their personal and professional motivation towards successful strategy implementation.

The respondents were also required to indicate how the responsibilities of managers affect strategy implementation at Simba Technology. From the findings, the managers' act as role models in strategy implementation, managers provide support for employees in strategy implementation, managers role in allowing employee participation in making

job-related decisions and creating and sharing as well as encouraging creativeness which affect strategy implementation in Simba Technology limited.

The interviewees were requested to indicate how coordination of activities affects strategy implementation in the organization. The study found that strategic control systems provide a mechanism for keeping today's actions in congruence with tomorrow's goals. They also indicated that strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions. The respondents also felt that addition key tasks are well defined in enough detail and information systems are adequate at Simba Technology resulting in successful strategy implementation. Other respondents indicated that coordination is essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures, while they also felt that effectiveness of coordination of activities is a problem in most of the firms' activities and distractions from competing activities in some cases.

On the policies in place that ensure co-ordination of activities across functions in this organization, the interviewees indicated that there are policies such as structure, control and the corporate culture to assist in co-ordination of activities across functions in Simba Technology.. The interviewees also indicated that strategy monitoring and accountability are effective in addressing the challenge of strategy implementations as they ensure that the implementation process is followed to the letter. The interviewees further indicated that strategic planning assists in responding to the challenge.

The study sought to investigate how sufficient the policies were in solving the challenges of co-ordination of activities in Simba Technology. They indicated that the policies were

sufficient in dealing with coordination of activities in strategy implementation at Simba technology.

The interviewees were also required to suggest the possible measures that could also be implemented to counter the challenges of strategy implementation at Simba Technology.

The study established that in order for Simba Technology to remain profitable and competitive in the market, the company should continuously train its employees on how the strategy should be implemented, involve staff in decision making and employ an efficient communication system that avails information on strategy to all stakeholders.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

From the analysis of data collected, the following discussions, conclusions and recommendations were made. The responses were based on the objectives of the study which was to determine the challenges of strategy implementation in Simba Technology Limited.

5.2 Summary of Findings

The study found that the most important thing when implementing strategies in the organization involves ensuring that the activities stipulated in the strategic plan are executed to completion, involvement of firm members in the strategic plans and decisions taken by the company are essential to the progress and development within their organisational environments. From the findings of the study it was established that commitment of top level management affects strategic implementation to a moderate extent. The study found lack of top management backing is the main inhibiting factors, the top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed, lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes, the top management's commitment to the strategic direction itself is the most important factor and the managers must not spare any effort to persuade the employees of their ideas for strategy implementation to be effective.

The study found that strategy implementation is moderately effective. This is attributed to the processes involved in strategy implementation, unforeseen bottle necks, ownership, new policies and changes which in turn contribute to personal and professional motivation towards successful strategy implementation. The study found that communication was a key success factor. On the extent to which communication process affects strategy implementation at Simba Technology, the study found that communication process affects strategy implementation to a moderate extent. The study found that most of the respondents agreed that Simba Technology Limited is faced with the challenge of lack of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy, it is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion, lack of communication causes more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees, communicating with employees is frequently delayed until changes have already crystallized and integrated communications plan must be developed at the Simba Technology Limited to enhance strategy implementation.

The study found that leadership style of managers, lack of appreciation by customers and staff on the strategy, the way managers makes decisions, conscious and unconscious symbolic acts taken by leaders, ignoring the day-to-day business imperatives, lack of understanding of strategy implementation and dominant values and beliefs and the norms affected strategy implementation in Simba Technology Limited. The respondents also felt that organizational culture affects strategy implementation mainly through employees'

resistance to change. Other aspects of organization culture that affect strategy implementation were customer and staff appreciation of strategic implementations, leadership style and dominant values and beliefs.

The specific issues about organization culture pose a challenge in strategy implementation at Simba Technology as indicated by the respondents of this study include leadership style, appreciation by customers and staff on the strategy, decisions making, managers' responsibilities, business imperatives, understanding of strategy implementation and dominant values and beliefs and the norms. Other challenges include supporters of the strategic decision leaving the organization during implementation, change of guiding policies by umbrella bodies, system breakdown, low or underestimated budget allocation and underestimation of the commitment, time, emotion, and energy needed to overcome inertia in their organization and translate plans into action.

On the effects of coordination of activities on strategy implementation at Simba Technology, the study found coordination of activities affect strategy implementation to great extent. On the respondents' level of agreement on effects of coordination of activities on strategy implementation the study found that most of the respondents agreed that strategic control systems provide a mechanism for keeping today's actions in congruence with tomorrow's goals, silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions, addition key tasks are well defined in enough detail and information systems are adequate at the Simba Technology Limited resulting in successful strategy implementation, coordination is essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the

everyday pressures and that effectiveness of coordination of activities is a problem in most of the firms and distractions from competing activities in some cases.

On the effects of organization culture on strategy implementation, the study found that most of the respondents indicated that organizational culture affects strategy implementation. On the extent to which organizational culture affects strategy implementation, the study found that organizational culture affects strategy implementation to moderate extent. On the respondents' rating various aspect of organizational culture the study found majority of the respondents rated the following to great extent leadership style of managers, customers and staff not fully appreciating the strategy, how managers make decisions, conscious and unconscious symbolic acts taken by leaders, ignoring the day-to-day business imperatives, lack of understanding of strategy implementation and dominant values, beliefs and norms.

5.3 Conclusion

The study concludes that the most important thing when implementing strategies in the organization involves ensuring that the activities stipulated in the strategic plan are executed to completion, involvement of firm members in the strategic plans and decisions taken by the company are essential to the progress and development within their organisational environments. From the findings of the study it was established that commitment of top level management affects strategic implementation to a moderate extent.

From the findings the study concludes that commitment of the top level management affects strategy implementation at Simba Technology. Lack of top management backing

is the main inhibiting factor, the top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed, lack of manager's commitment to performing their roles leads to the lower ranks of employees missing support and guidance through encouragement of entrepreneurial attributes, the top management's commitment to the strategic direction itself is the most important factor and the managers must not spare any effort to persuade the employees of their ideas for strategy implementation to be effective.

The study also concludes that communication affects strategy implementation of strategy at Simba Technology Limited. Communication is a key success factors in strategy implementation and affects strategy implementation at Simba Technology Limited. The study also deduces that responsibilities of managers also influence the strategy implementation at Simba Technology Limited, through acting as role models, providing support for employees, allowing employee participation in making job-related decisions and creating and sharing an organizational goal and encouraging creativeness.

The study also concludes that coordination of activities affects strategy implementation at Simba Technology Limited. Coordination is essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures and that effectiveness of coordination of activities is a problem in most of the firms and distractions from competing activities in some cases.

The study finally concludes that organizational culture affects strategy implementation at Simba Technology Limited, through leadership style of managers, customers and staff not fully appreciating the strategy, how managers make decisions, conscious and

unconscious symbolic acts taken by leaders, ignoring the day-to-day business imperatives, lack of understanding of strategy implementation and dominant values, beliefs and norms.

Other challenges include supporters of the strategic decision leaving the organization during implementation, change of guiding policies by umbrella bodies, system breakdown, low or underestimated budget allocation and underestimation of the commitment, time, emotion, and energy needed to overcome inertia in their organization and translate plans into action

5.4 Recommendations

The study recommends that commitment of the top level management should be emphasized as it affects strategy implementation in the organization to a considerable extent. This would involve offering back up (support) to the top management to increase their commitment. Further, the top managers must demonstrate their willingness to give energy and loyalty to the implementation process for it to succeed.

The study also recommends that communication should be enhanced within the organization to improve flow of information from one level to the other. This will ensure success in strategy implementation.

The study also recommends that managers should be self motivated towards attending their responsibilities so as to realize the intended results of strategic decisions within the organization. This could be realized through managers acting as role models, providing support for employees, allowing employee participation in making job-related decisions and creating and sharing an organizational goal and encouraging creativeness.

The study further recommends that coordination of activities need to be streamlined to enhance success in strategy implementation. This will ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures.

The study finally recommends that for Simba Technology Limited to be successful in implementing its strategies there is need to relook at the leadership style of managers, customers and staff support and appreciation of the strategic implementations. Further, decision making, symbolic leadership, understanding of the strategy and how to implement strategies need also to be enhanced to ensure success in strategy implementation at Simba Technology Limited.

5.5 Recommendations for Further Studies

The study has investigated challenges of strategic implementation in Simba Technology Limited and established that commitment of the top level management, communication, management controls, coordination of activities and organizational culture are the main challenges affecting implementation of strategic decision at Simba Technology Limited. The family owned organizations in Kenya however are comprised of various other organizations which differ in their way of management and have different settings all together. This warrants the need for another study which would ensure generalization of the study findings for all the organizations in Kenya and hence pave way for new policies. The study therefore recommends another study to be done with an aim of investigating the factors affecting implementation of strategic decision in family based organizations in Kenya.

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APPENDICES

Appendix I: Introduction Letter

June 2010

The Chief Executive Officer,

Simba Technology Ltd,

P.O Box 46728-00100

Nairobi.

Dear Sir,

RE: REQUEST TO COLLECT DATA FOR MBA RESEARCH PROJECT

I am a student at the University of Nairobi pursuing a Masters of Business Administration program.

Pursuant to the pre-requisite course work, I would like to conduct a research project on **CHALLENGES OF STRATEGY IMPLEMENTATION AT SIMBA TECHNOLOGY LIMITED**. The focus of my research will be Simba Technology Ltd and this will involve use of interview guides administered to members of the management team.

I kindly seek your authority to conduct the research at Simba Technology Ltd through interview guides and use of other relevant documents available to complete this study. I

have enclosed an introductory letter from the University. Your assistance is highly valued. Thank you in advance.

Yours Faithfully,

Shelmith Mwangi

Appendix II: Interview Guide

Kindly answer the following questions by filling the spaces provided.

Part A: General information

1. Name of department.

2. What is your designation in the department?

3. What is your highest level of education?

Primary

Secondary

Diploma

Bachelors degree

Other (Specify)

4. What is your total work experience in years?

Less than 1 year t]

1 - 3 years []

3 -6 years t i

6-10 years []

Over 10 years t]

5. How many years have you worked in the current position?

0-5 []

6-10 []

11-15 []

16-20 []

Above 20 []

PART B: SPECIFIC INFORMATION

1. What is the most important thing when implementing strategies in the organization?

2. How effective is the strategy implementation in this organization?

3. What are the factors that determine success in strategic management in this organization?

4. Who are responsible of strategic management process in this organization?

5. How does the organizational culture affect the strategy implementation in the organization?

6. Which specific issues about organization culture pose a challenge in strategy implementation at Simba Technology?

7. How does the organization deal with challenges of organizational culture in the strategy implementation process?
8. What are some of the challenges of organizational culture that this organization has not been able to address?
9. How does commitment affect strategy implementation at Simba Technology?
10. What could be the major cause of lack of commitment of the people involved in strategy implementations?

11. Which areas of strategic management are affected by challenges of commitment amongst the participants of strategy implementation at Simba Technology?

12. What are the possible ways of dealing with the challenges of lack of commitment in strategy implementation at Simba Technology?

13. What causes delays in communicating with employees concerning issues related to the strategy implementation?

14. How does management control pose a challenge in strategy implementation at Simba Technology?

15. How does the responsibility of managers affect strategy implementation at Simba Technology?

16. What are the management practices that affect strategy implementation in Simba Technology organization?

17. In your own opinion, how does coordination of activities affect?

18. What are the policies in place that ensure co-ordination of activities across functions in this organization?

19. How sufficient are these policies in solving the challenges of co-ordination of activities in Simba Technology?

20. Suggest the possible measure that could also be implemented to counter the challenges of strategy implementation at Simba Technology?

THANK YOU