FACTORS INFLUENCING RE-ENGINEERING PROCESS BY KENYATTA INTERNATIONAL CONVENTION CENTRE IN KENYA

BY

GRACE MAUREEN CHOGO

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DECLARATION

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

Signature …….…….

Date ……..……

GRACE MAUREEN CHOGO

This research project has been submitted for examination with my approval as the University Supervisor

Signature: ……. Date : ……..…….

ELIUD O. MUDUDA

LECTURER

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

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DEDICATION

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ABSTRACT

The fundamental factor affecting Kenyatta International Convention Centre has been the implementation of its business process reengineering plan. This is as a result of organizational leadership commitment, information technology, Employee training and organizational cultural values. It is from this onset that the study aimed to examine whether the above named factors influenced reengineering at Kenyatta International Convention Centre. Theoretical review was used to give a detailed overview on strategy development and the implementation process. In addition, empirical review was undertaken for each independent variable in acknowledging past research studies that have been done and building on the gaps identified. The research design was a case study done at Kenyatta International Convention Centre located along Harambee Avenue, Nairobi County. The study targeted the Management team. The researcher used an interview guide in collecting the data for two (2) weeks then analyzed it. The findings from the study indicated that 87.25 of the respondents opined that situational leadership style was adopted by the organization in the reengineering process. The findings also indicated that 90% of the respondents had confidence in the financial resource mobilization of the Corporation. Further, 83% of the respondents were of the view that the Organization had sufficient information technology to drive the reengineering process however 53% found it was unreliable. With regard to employee training73% of the respondents felt that it was irrelevant. Finally, 73% of the respondents opined that the organizational values played a critical role which had a positive impact on the reengineering process.

LIST OF ABBREVIATIONS

BPR : Business Process Reengineering

CEO : Chief Executive Officer

ECM : Enterprise Content Management

IT : Information Technology

KICC : Kenyatta International Convention Centre

KANU: Kenya National African Union

MICE : Meetings, Incentive Travel, Conference and Exhibitions/Events

QMS: Quality Management systems

MS : Management systems

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Habib & Wazir (2012) defines business process reengineering as a crowd of interrelated tasks that create value operations. According to Davenport (1990), a business process is a set of logically related tasks performed to achieve a defined business outcome. Re-engineering emphasizes a holistic focus on business objectives and how processes related to them, encouraging full-scale recreation of processes rather than iterative optimization of sub processes. Organizational processes today are markedly different than they were previous years. Processes are what the organizations do in providing goods or services. When processes become old and inefficient and cannot deliver results that they were originally designed to, they cannot cope up with the business dynamics in the environment in which they operate. They must be redesigned or replaced.

Business Process Reengineering (BPR) is a process-based Management tool that can deliver, redesign or replace inefficient processes as required with breakthrough results. As such it can be applied to a single process, a group of processes, or the entire processes comprised in an organization. According to Peter & Sohal (1999) if people are motivated and working hard but the business processes are not good and remain as non-value-adding activities, organizational performance will be poor. Lindet (1994) stated that all organizations, whether service giving or manufacturing, are struggling to meet the tough and new competitive standards of the 1900s speed, quality, efficiency and increased productivity in order to become more competitive, and flexible to meet the desired

standard. In order to create a dramatic increase in efficiency, productivity, or profitability, a drastic change in the design of the organization's processes is required. According to Graham (2010) reengineering is a useful tool that has been adopted by and hailed as one of the current major drivers of change within many organizations. Business Process Reengineering is playing a vital role in the enhancement of productivity and efficiency of many organizations.

Reengineering primary goal is aimed at reducing wastage, improving efficiency and ultimately reducing costs Lotfollah *et al*., (2012). An increase in consumer requirements for both product and service efficiency and effectiveness has resulted in BPR Pressures to cut budgets and increase efficiency while maintaining superior performance. This has prompted the Kenyan Government to turn to the corporate based solutions. These include Performance contracting, Rapid results initiatives, Citizen service delivery charters, ISO certification, among others. In addition, the trends are changing in today's business world with rapid change and global expansion. Kenya's public organizations are shifting from product centered approach to customer oriented approach. Therefore the priorities are also changing and the State Corporations are trying to satisfy their customers by striving to deliver their needs. Thus, to meet customer needs and expectation and to get competitive advantage, a need to change in existent processes arises.

Re-engineering thus provides roadmap to achieve organizational goals that results in profit optimization and productivity enhancement. However, even with these initiatives, Kenya is still ranked poorly in the World Bank Doing Business Index; currently at 109 out of 183 as at January 2012.

1.1.1 Re-engineering Process

According to Feldman (1998) a five-staged-process to business reengineering in IDEF0 model was structured and consolidated to facilitate understanding. They include below stages:

Prepare for Reengineering. Planning and preparation are vital factors for the reengineering process to be successful. Before attempting the reengineering process, there should be a significant need for the same to be undertaken. The justification of this need begins with the recognition by the executive on the importance of the reengineering process and the link between breakthrough business goals and reengineering projects. A mandate for change is developed and a cross-functional team is established to spearhead the process of reengineering. The impact of the environmental changes that serve as the impetus for the reengineering effort must also be considered in establishing guidelines for the project.

Map and Analyze As-Is Process. Organizations need to map and analyze the existing processes first and thereafter design new ones that are geared towards improving the operations of the Organization. The main objective of this phase is to identify disconnects (anything that prevents the process from achieving desired results and in particular information transfer between organizations or people) and value adding processes. This is initiated by creating and documenting activities and processes by making use of the various modeling methods available.

Design To-Be process. The objective of this phase is to produce one or more alternatives to the current situation, which satisfy the strategic goals of the Organization. The first step in this phase is benchmarking. Having identified the potential improvements to the existing processes, the development of the To-Be models is done using the various modeling methods available, noting principles of process design. The several To-Be models that are finally arrived at are validated. By performing Trade off Analysis the best possible To-Be scenarios are selected for implementation.

Implement Reengineered Process. Reengineering efforts meet the most resistance and hence the most difficult phase. When much time and effort is spent on analyzing the current processes, redesigning them and planning the migration, it would indeed be prudent to run a culture change program simultaneously with all the planning and preparation. This would enable the organization to undergo a much more facile transition. Develop a transition plan from the As-Is to the redesigned process. This plan must align the organizational structure, information systems, and the business policies and procedures with the redesigned processes.

Improve Process Continuously. A vital part in the success of every reengineering effort lies in improving the reengineered process continuously. Monitor the progress of action and the results measured by how much more informed the people feel, how much more commitment the management shows and how well the change teams are accepted in the broader perspective of the organization.

1.1.2 Factors influencing Re-engineering Process

There were various factors influencing the business reengineering process of an organization as discussed herein.

Culture is one of the factors influencing the reengineering process. Sackmann (2001) captured the complexity of cultural influences on an organization. different levels of culture that influence an organization range from national, regional, industry and firm levels, and are intersected by the sub cultures of gender, ethnicity and profession. The Organization itself is influenced by functional domain, hierarchy and tenure.

Alvesson (2002) perceives “multiple cultural configurations” which portrays organizational culture as mixtures of cultural manifestations that affect business process reengineering. The influence of various forms of culture on the business reengineering process is rapidly emerging as a critical success factor. Johnson et al. (2011) argues that the emphasis is on strategy development in business reengineering as the outcome of the taken-for granted works to define, or at least guide, how people view their organizations and their environments. It is, therefore, an emerging trend that decisions about future strategy will be within the bounds of culture and that a pattern of continuity will be the outcome. subsequently post-rationalized by the managers. Culturally bound strategy development can lead to strategic drift (Karnani, 2006).

Technology is the other factor influencing the reengineering process. ICT is a critical component and even a natural partner of business process reengineering, which has a

continuous and important role in businesses. Attaran, 2003; Vidovic and Vuhic, (2003).Successful application of ICT is effective in implementing a successful business process reengineering process. Contrarily, overlooking the role of ICT can result in failure Motwani (2005), Shin and Jemella, (2002). ICT covers the areas of hardware, information system and communication technology, which provide individuals with the required information. Al-Mashari and Zairi, (2000); Attaran, (2003). These brings effectiveness in realizing organizational integrated success factors by pulling human, business, and organization together. Grant (2002); Motwani (2005). Multiple business strategies have been victims of the rapid emergence of what Hill (2010) terms as technological paradigm shifts. Business strategies have had difficult times coping with rapid emergence of technologically related paradigm shifts, both in terms of business reengineering and strategy execution, mainly due to the rapid rate of these changes. Organizations should be prepared for these changes even as they reengineer.

Structure is the third factor influencing the reengineering process. The supporters of the Business Process Reengineering movement uphold the bureaucracy as the dominant type of organization from the late 18th century and onwards. To reengineer these bureaucratic organizations, their bureaucratic functions are replaced with another mechanism – the business process Morgan (1997). Business Process Reengineering was about the overhaul of such bureaucracies in the first place. This perception of organizations can be understood in terms of the machine metaphor of Gareth Morgan (1997). If the organization is seen as a machine, then the first step is to set goals and objectives– the strategy. Next one has to organize the means to accomplish this strategy by organizing

rationally, efficiently, and clearly. Then the human factor will fall into place automatically, since they are submitted to the designed system. Although BPR tries to eliminate the endless formal specifications of work-breakdown structures – wherein each and every job detail is specified – it is at least questionable if a formal business process specification as a replacement is a real improvement. Mankins and Rogers (2010), are of the view that organizational structure is not the only determinant of performance and in some cases, it is not even particularly important. Failure to recognize the importance of organizational structure on the performance of firms will lead to serious bias in estimation of the costs and overall profitability. Therefore organizations should look at their own systems with an aim to overall improve their performance.

Systems also influence the reengineering process. Organizations have chosen to implement standardized Management systems (MSs), such as the ones based on ISO 14001 and ISO 9001 (the most certified and diffused standardized Management systems, see ISO, 2010 Piskar and Dolinsek, (2006) Llach (2011). Several authors have studied the integration of quality Management systems (QMSs) with other Management systems such as the ones for information technology, environmental Management or corporate social responsibility, among others, in order to increase business performance (Bajgoric and Moon, (2009); Sa´nchez-Rodrı´guez and Martı´nez-Lorente, (2011). Similarly, Moneva and Ortas (2010) study on the impact of integrating environmental with other Management systems. Park (2010) propose that business integration solutions should be developed and address the key questions of how to take advantage of standards based

capabilities to improve the efficiency and reliability of business integration solution development.

Processes is the other factor influencing the reengineering process. Process is a structured, measured set of activities designed to produce a specified output for a particular customer or market. It implies a strong emphasis on how work is done within an organization." Davenport, (1993). To understand the organizational orientation of process, a wider context of organizations is required. This context is provided by a paradigmatic view of sociology. Although many question the value of sociology nowadays (Casey 2002) it does encompass a level of analysis that is deemed most appropriate in business process reengineering and strategy implementation. In order to understand why processes, policies & procedures are so important one needs to clearly link an organization's "Vision" and their decision making process. This will help identify when there is need for review of the business processes or total overhaul.

1.1.3 Kenyan Parastatals

They are legal entities established by the Government to undertake a specified mandate on its behalf. They are common with natural monopolies and infrastructure such as railways and telecommunications, strategic goods and services like mail, weapons, natural resources and energy, politically sensitive business, broadcasting, demerit and merit goods like healthcare. **Section 2 of the *State Corporations Act,*** defines a State corporation as a body that is defined that way by statute; a body corporate established by an Act of Parliament, A bank or other financial institution or other company whose

shares or a majority of whose shares are owned by Government or by another State Corporation and a subsidiary of a State Corporation.

The President may establish a State corporation to perform the functions that are specified in the order. Section 4 allows the President to assign responsibility for any state corporation to a Cabinet minister. Some Parastatals exist to correct for market failure. This is the case, where, for instance, the service they give cannot be profitably provided by private investors. Sometimes they exist to meet explicit social and political objectives.

1.1.4 Kenyatta International Convention Centre

The Kenyatta International Convention Centre (KICC) building, formerly Kenyatta international conference centre was completed in 1973. It was registered as a Government building No. NRB/ADM/38/1. Upon completion, Management of the building was under Ministry of Finance but was later transferred to the Ministry of Tourism. On 10th May 1989, KICC building and the land on which it stands was allotted to KANU. The facility was managed by KANU until 11th February 2003 when an executive order was issued that KICC be repossessed from KANU and the Minister for Tourism acted pursuant to that order.

K.I.C.C. was transformed from a Government Department in the Ministry of Tourism to a State Corporation in July 2004, vide KICC Order 2004 of Legal Notice No. 77, following recommendations of a Task Force appointed by the Minister in charge of Tourism. With the enactment of the Tourism Act of 2011, the Corporation's name

changed to Kenyatta International Convention Centre, charged with the object of promoting the business of meetings, conventions and events. Its functions are to:- Organize and host meetings and provide incentives for Conventions and exhibitions at the Convention Centre, Develop and implement the National Meetings, Incentives for Conventions and Exhibitions (*M.I.C.E.*) Strategy in collaboration with the Tourism Board upon consultation with the relevant stakeholders, Market the Convention Centre in collaboration with the Tourism Board and Perform any other functions that are ancillary to the object and purpose for which the Convention Centre is established.

KICC is the only purpose built convention centre in the Country. KICC's mandate is national in nature which is to promote Kenya as a destination for meetings, conferences and Events (MICE) also known as business and conference tourism. MICE is the fastest growing tourism market segment in the world. it is also emerging as Kenya's new growth frontier, earning the country second position after South Africa in the year 2012 in the number of conferences held on the continent. KICC Corporation took over the Management of KICC building in February 2005. The Management immediately set about putting together a staff team to deliver on the mandate given to the Corporation. It also commenced refurbishing and renovating works at the centre with the support of Government of Kenya. The Management was able to steer the Organization to an improved overall performance wherein it has been able to finance its recurrent expenditure.

The organization's goal has been to increase international visitors from 1,800,000 in 2007 to 3,000,000 by the year 2012.In addition; the average spending per visitor was to increase from 40,000.00 to 70,000.00 Kenya Shillings by 2012 .This was projected to enhance annual Conference tourism earnings from 65,400,000,000 to 200,000,000 Kenya shillings by the year 2012. The purpose of KICC at its construction was to be the best Convention centre in Africa where major conferences and exhibitions are held.

1.2 Research Problem

According to Balasubramanian, (2010) Business Process Reengineering means not only change but dramatic change. What constitutes dramatic change is the overhaul of organizational structures, Management systems, Employee responsibilities and performance measurements, incentive systems, skill development, and the use of information technology. BPR can potentially impact every aspect of how we conduct business today. Change on this scale can cause results ranging from enviable success to complete failure (Khuzaimah, 2011).

In a study conducted by Muhammad Nauman Habib (2013) on understanding critical success and failure factors of BPR, he found out that most of the time reengineering effort fails because of resistance as it is considered as a threat to middle Management. Other reasons for BPR failure was communication gap and always aiming for profitability from top Management. Employees resist BPR because they consider failure as too risky which results in bankruptcy, lack of commitment and lack of coordination among cross-functional groups. In addition, Al-Mashari and Zairi (1999) conducted an

extensive study on the analysis of success and failure factors of BPR implementation process (both soft and hard factors).His findings suggests that these factors broadly includes; change Management, Management competency and support, organizational structure, project planning and Management, and I.T infrastructure.

From the two studies, change in culture was considered to be very difficult to mend and it is one of the major reasons that were not highlighted in their arguments. They concluded that BPR is a process that is used in bringing radical change in an organization. They emphasized bringing change in organizational processes and almost ignored dimensions that are likely to deal more frequently with the human (workforce) and behavioral side of the organization. They suggested that different approaches should be used for different dimensions of change and the interaction of different dimension should be considered while bringing change. The purpose of BPR is to bring a radical change into every part and process of the organization. There are a number of factors that could be influencing the re-engineering process at KICC, hence the interest on such factors. The study was thus guided by the question: what factors actually influence implementation of the re-engineering process by KICC?

1.3 Research Objectives

The objectives of the study were:

i) To determine re-engineering process adopted by KICC

ii) To determine the factors influencing the re-engineering process.

1.4 Value of the Study

The study aspired to aid the Kenyan Government in transforming Kenya into newly industrializing middle income country by redesigning initiatives to achieve the desired results, through adopting a structured process Management approach, measuring and tracking performance continuously and ensuring top Management support .

The study anticipated helping Management of KICC promote more efficient and effective processes and present more accessible and accountable services to conference delegates, by adhering to change Management techniques.

Lastly, the research aimed to benefit other researchers on studies of effective Business Process Re-Engineering in both private and public sectors by identifying the gaps and providing foundation for future studies based on the findings.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discussed the opinions, findings from different authors, publications, magazines, websites, and all possible sources as a basis of foundation for this research study. It comprised two parts. The first part presented an overview of the theoretical review. The second part of the chapter presented a literature study that highlighted some possible obstacles that had already been identified by the researcher in the area of business process reengineering.

2.2 Organizational Reengineering Process

The concept of reengineering traces its root back to Management theories developed as early as nineteenth (19th) century. The purpose of reengineering is to "make all your processes the best-in class". Fredrick Taylor suggested in the 1860's that managers could discover the best process of performing work and reengineering echoes the classical believe that there is one best way to conduct tasks. In Taylor's time, technology did not allow large companies to design processes in a cross-functional or cross dimensional manner. Specialization was the state-of- the- art method to improve efficiency given the technology situation at that time.

According to Hammer and Champy (1993) Business process reengineering (BPR) is defined as "The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such

as cost, quality, service, and speed." Although Hammer and Champy (1993) declared that classical organizational theory is obsolete, classical ideas such as division of labour have had an enduring power and applicability that reengineering has failed to demonstrate. Business process reengineering (BPR) does not appear to qualify as a scientific theory because among other things, it is not duplicable and it is limited in scope Maureen et al, (2005). Today organizational development is a continuous process but the pace of change had increased in manifold. This means that in this competitive environment, an organization will enhance its competitive advantage in its operation if it effectively design and implement Business Process Reengineering (BPR) selected processes. Davenport (1993) a famous BPR theorist emphasized the term process innovation, in his definition and he described it as ”encompasses the envisioning of new work strategies, the actual process design activity, and the implementation of the change in all its complex technological, human, and organizational dimensions”.

The question now is what is Business Process Reengineering? Business Process Reengineering (BPR) is the analysis and design of workflows and processes within and between an organization. Davenport and Short, (1990). According to Hammer and Champy (1993) Business Process Reengineering is the fundamental rethinking and radical redesign of business process to achieve dramatic improvements in critical and contemporary measures of performance such as cost, quality services and speed.

2.3 Empirical Review of Business Process Re-engineering

Organizational leadership commitment: According to Fernandez (2005); Moynihan and Pandey (2005), one of the factors influencing the reengineering process is the leadership commitment, which attributes public organization performance to Management and its leadership traits and quality. This perspective assumes that Management matters to the reengineering process and that the achievement of organizational performance and results is the ultimate goal of public organization managers (Moynihan and Pandey 2005). Public managers, both as actors in the political environment and as professionals, are considered critical to organizational performance and effectiveness through managing the influence of the external environment and implementing workable levers through which to manage the internal environment (Boyne 2003; Fernandez 2005; Moynihan and Pandey 2005).

Moynihan and Pandey (2005) demonstrates that managers do indeed matter to public organization reengineering. Specifically, their findings indicated that managers of public organizations could improve organizational performance through setting clear and well communicated goals, decentralizing the decision-making authority and empowering lower-level employees through development of a performance-based culture.

Similarly, Fernandez (2005) identified the experience of leaders, style of leaders in empowering subordinates and promoting change, and leaders' capacity to manage change and quality as critical to organizational effectiveness. Meier and O'Toole's (2002) investigation of the relationship between managerial quality and the organizational

performance of school districts, also showed that managerial quality is positively and significantly associated with performance.

According to Hammer (1990), Information Technology (IT) is a key factor in BPR for an organization that wants to witness a radical change in its operation. He prescribes the use of IT to challenge the assumption inherent in the work processes that have existed since long before the advent of modern computer and communications technology. He argues that at the heart of the reengineering process, there is the notion of discontinuous thinking or recognizing and breaking away from the outdated rules and fundamental assumptions underlying operations. These rules of work design are based on assumptions about technology, people and organizational goals that no longer hold.

Aremu and Saka (2006) argued that Information technology (IT) is a strategic resource that facilitates major changes in competitive behavior, marketing and customer service. In essence, IT enables an Organization achieve competitive advantages. Davenport and Short (1990) further posted that Business Process Reengineering requires taking a broader view of both Information Technology (IT) and business activity and the relationships between them. IT should be viewed as being more than an automating or mechanizing force to fundamentally reshaping the way business is done. Information technology (IT) and Business Process Reengineering (BPR) have a recursive relationship. IT capabilities should support business processes which should be in terms of the capabilities it can provide. Davenport and Short (1990) refer to this broadened, recursive view of IT and BPR as the new industrial engineering business process which represents

a new approach to coordination across the firm. IT promises and its ultimate impact is to be the most powerful tool for reducing cost of coordination (Davenport and Short, 1990).

According to Hammer & Champy, (1993), Teamwork and empowerment are abstractions and generalities around which it's impossible to get one's arms. They describe characteristics or attributes that one might want an organization to exhibit, but there is no direct way to achieve them. They are consequences of process designs and they can only be achieved in that context. A new culture is the outcome of BPR and the process of implementing a new process. This will force new behavior which will, in due course, change the culture and thus the characteristics of the organization.

They do recognize that the culture in an Organization may not be conducive to even initiating BPR. This is very much a case of breaking down the cultural resistance to change rather than creating a positive atmosphere for change. Their "New World of Work" is very much addressed to those that survive BPR, change their behavior and are self managed. They shall be rewarded with more fulfilling work. Despite a reduction in managerial layers there is still a role for leaders: "The leader's primary role is to act as visionary and motivator. From the leader's convictions and enthusiasm, the organization derives the spiritual energy that it needs to embark on a voyage into the unknown. Ambition, restlessness and intellectual curiosity are the hallmarks of the Reengineering Leader". Hammer & Champy, (1993). View of culture can be classed as an outcome, sometimes an inhibitor, and an internal variable influenced by actions that change behavior. There is an implication of an integrative culture. Change addresses behavior

patterns. The cultural type is predominately task. The leader's role is to create the right atmosphere.

According to Davenport (1993),"organizational and human resource issues are more central than technology issues to the behavior changes that must occur within a process". He sees two types of culture: "empowerment or control". The first reflects "the recent shift to empowerment, participation, open communications, leading to greater employee satisfaction" Davenport clearly sees people actively participating in innovative process redefinition. However, for those not so enthusiastic: "employees not expected to be committed to their jobs may be more appropriately executed in a control-oriented culture. Control in such an environment ensures the quality and efficiency of the work and guarantees that the knowledge does not reside solely with employees". His view of culture is multi-faceted. At times an enabler, an inhibitor, or an outcome. Culture tends to be a root metaphor but at times also seen as a possible internal and external variable. Change addresses the inner behavior norms and behavior patterns. There is an acceptance of cultural type as it is, with a belief that many desire a task culture but for those that do not, a role culture is necessary, but at a lower level. Management rather than leadership is key.

Johansson et al, during their "Phase 1 Discover" phase, seek the organization's "values and culture" (p195) but then ignores them during "Phase 2 Redesign" which uses systems techniques such as process mapping and heavily promotes Taylorism. During "Phase 3 Realize" culture comes to the fore again in order "to create a new corporate style that

helps the necessary changes to be introduced". There is an emphasis on 'force'. "Change Management requires a clear understanding of the existing culture and behavior patterns of the people in a business and a deliberate attempt to change this into some other form of behavior". and "Perhaps the most important value that BPR either forces or reinforces is teamwork". and "One of the key jobs of business unit leaders is to build and foster that trust, to reward trust, and to force those who cannot learn to trust and be part of a team to leave".

According to Towers, (1994); Berrington and Oblich, (1995); Zairi and Sinclair, (1995); Worsley, (1994); Bashein et al., (1994); Clemmer, (1994); Cooper and Markus, (1995); Arendt et al., (1995); Dawe, (1996), employee training and education is an important component of successful BPR implementation. Organizations that undertake re-engineering projects may have to increase their training budget by 30-50 percent. Towers, (1994). BPR related concept, skills, and techniques Cooper and Markus, (1995); Berrington and Oblich, (1995); Worsley, (1994) as well as interpersonal and IT skills Towers, (1994), skills in TQM implementation and process analysis techniques Dixon et al., (1994), are all important dimensions of training for BPR.

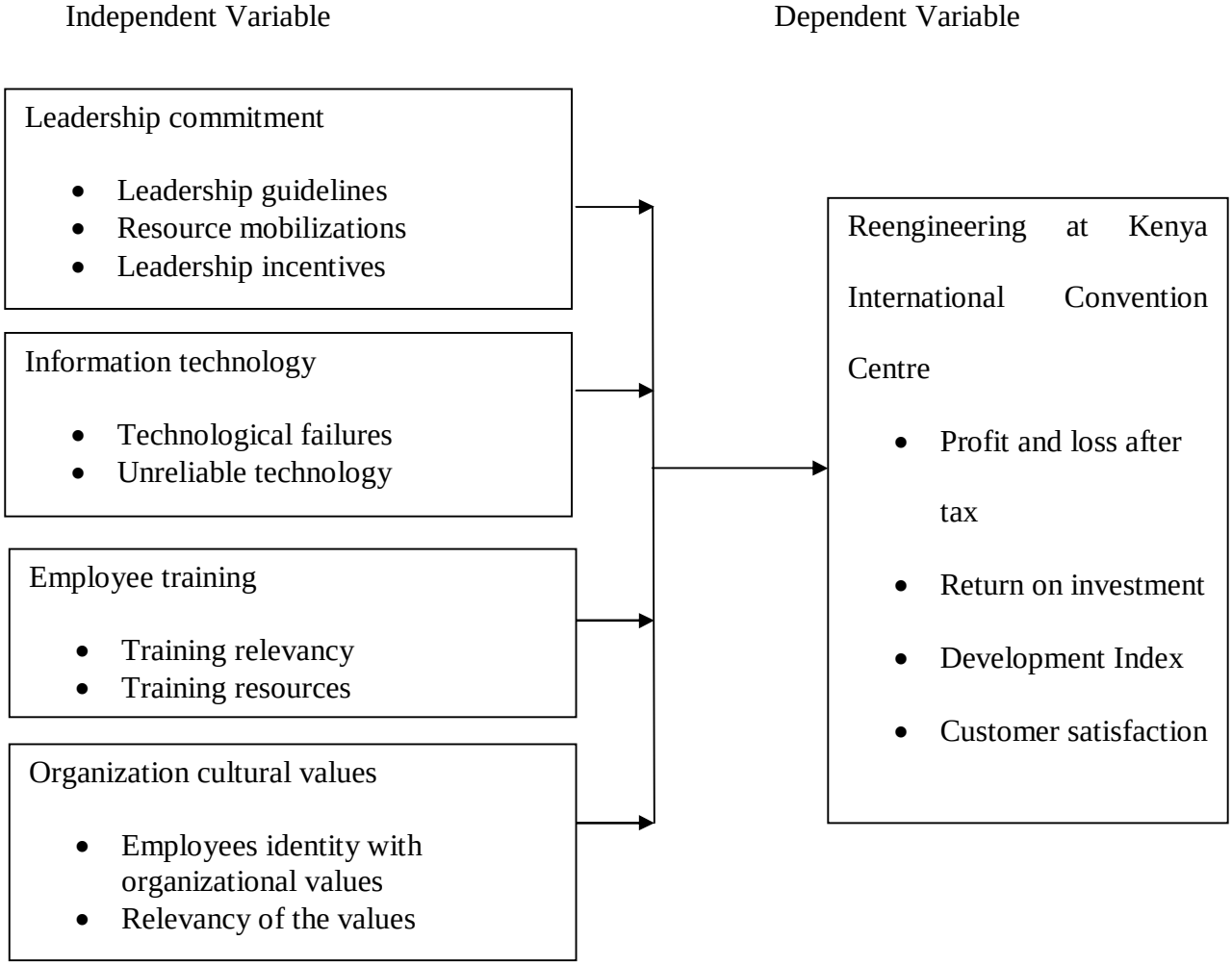
It is also important to educate people in IT related innovations for competitive advantage and its role in reshaping the business and the leadership of empowered organizations Bruss and Roos, (1993). Business managers, line managers, IS managers, and other staff in the front-line are the people who benefit most from education and training activities Towers, (1994) in both business and IT-related skills and expertise.

2.4 Factors Influencing Reengineering Process

While Re-engineering had been an area of interest for many researchers, very little had been done on the area of emerging state corporations and particularly Kenyatta International Convention Centre. The previous studies had failed to address the challenges faced by such institutions in terms of the re-engineering process. It was because of deficiency of that information that the researcher sought to identify what factors had influenced the re-engineering process by Kenyatta international Convention Centre. The Corporation had put in place strategies for the re-engineering process that is Organizational leadership commitment, information technology, Organizational culture and Employee training. This were the issues that the researcher could not get any information on during the literature review exercise.

2.5 Conceptual Framework

Fig 1.0 The Conceptual Framework



Throughout the study, the researcher sought to identify what policies and strategies had been put in place by the management of KICC concerning leadership commitment and evaluated their effectiveness. Secondly, From the background information, it was clearly outlined that ICT is a critical component and even a natural partner of business process reengineering, which has a continuous and important role in businesses. The policies that the management of KICC had put in place concerning information technology of its processes was evaluated and its effectiveness ascertained.

Employee training has also been found to be an important component of successful BPR implementation. Organizations that undertake re-engineering projects have had to increase their training budgets by 30-50 percent. The study sought to identify and evaluate the effectiveness of the employee trainings adopted by the organization. Lastly, The culture of an organization may be an enabler or an inhibitor to even initiate BPR. Organizational culture comes to the fore in order to create a new corporate style that helps the necessary changes to be introduced. Organizational culture therefore received consideration during the study

CHAPTER:THREE: RESEARCH METHODOLOGY

3.1 Introduction

The researcher intended to apply the information obtained in presenting the research methodology adopted in acquiring the data for the study. Attention was now drawn to the method that was applied to collect data with the purpose to answer the research questions.

3.2 Research Design

A case study research design was adopted for the purposes of this study. The mentioned approach was chosen as a measure of ensuring the obtaining of results that was relevant to the problem statement and the procedure would be economically executed. The researcher took a case study approach principally because of its capability to deal with a diversity of evidence in the area of Business process reengineering and because of its ability to articulate the research questions and theoretical prepositions of the study.

3.3 Study Population

In the case of this study the target population was drawn from the senior Management team. This comprised of Managers in charge of various divisions such as Executive division, sales and Marketing division, Operations division and Finance and Administration division. This totaled to about 8 to 10 managers.

3.4 Data Collection

The researcher used an interview guide to seek information from the relevant managers. This was done on a face to face basis. The interview guide contained open ended

questions as the researcher sought to capture the respondents' personal views concerning several phenomenon. Since the population under target was not such huge, the interviewing of respondents was done by the researcher personally.

3.5 Data Analysis

The information obtained was properly ordered and arranged. It was then categorized and analyzed through content analysis. In this regard, the use of charts, graphs frequency curves, histograms, pie charts and diagrams was employed in the presentation of the information.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter is a presentation of results and findings obtained from field responses and data, broken into two parts. The first section deals with the background information of the respondents, while the other section present findings of the analysis, based on the objectives of the study where descriptive statistics has been employed in this analysis to discuss the issues in the best way possible.

4.2 Sample Characteristics

Ten (10) potential respondents (managers) in the institution were targeted in the study and 8 turned up for the interview. This represents 80% percent return rate. The researcher deemed it as adequate and decided to proceed with the data analysis and present the findings. According to Mugenda and Mugenda (2003) a 50% response rate is adequate, 60% good and above 70% rated very good. This also collaborates with Bailey (2000) assertion that a response rate of 50% is adequate, while a response rate greater than 70% is very good. This implied that based on this assertion; the response rate in this case of 80% is very good.

This high response rate can be attributed to the data collection procedures, where the researcher pre-notified the potential participants of the intended study. The interview guide consisted of 2 parts. The first part of the guide obtained data on the personal information (gender, age bracket, education level and position held in the organization) of

respondents and a table and graphical representation used to present the responses from various participants. The second part sourced data regarding the institution's capabilities to manage and control the business process reengineering.

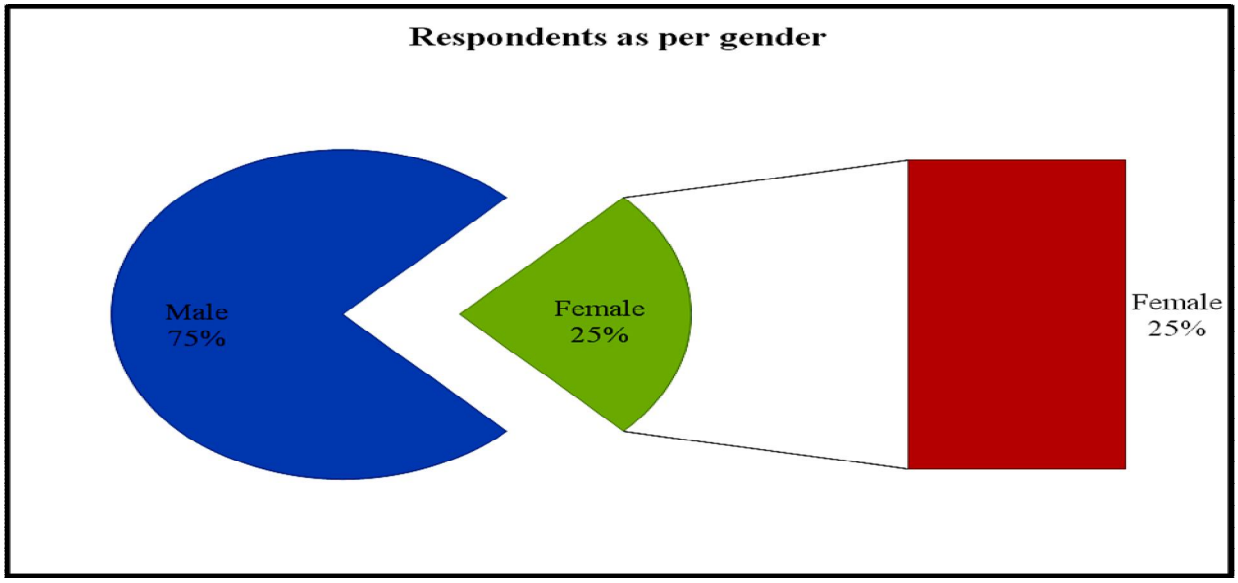
4.2.1 General Information

General information was sought on gender, age, education and level and position held in the organization

4.2.1.1 Respondents on gender basis

The study sought to find out the composition of the respondents in terms of sex. The reason that the researcher included this part is to determine the Management mix in terms of gender. From figure 4.1 Majority of respondents in this study were male at 75 percent while female were 25 percent. This implies that the Management team of the institution is majorly composed of male.

Figure 4.1 Respondents as Per Gender

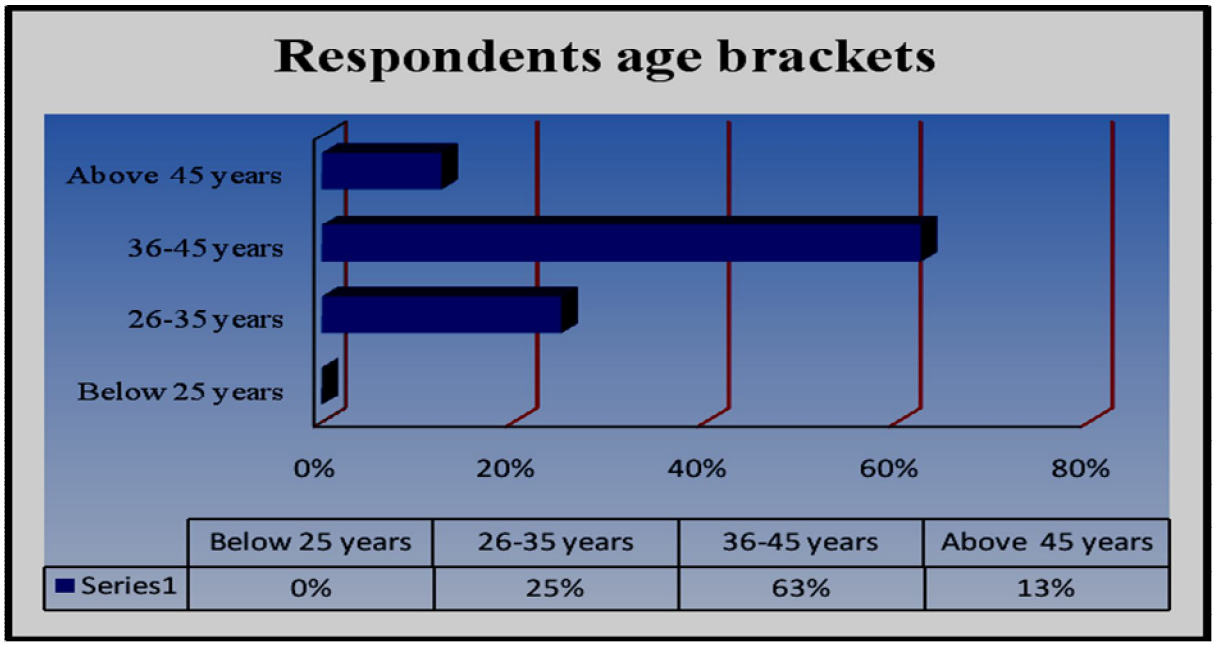


Source (Kenyatta International Convention Centre) Year 2013

4.2.1.2 Respondents According to Age Brackets

This information is useful for understanding the age distribution of the management team of the Corporation

Figure 4.2 Respondents Age Bracket

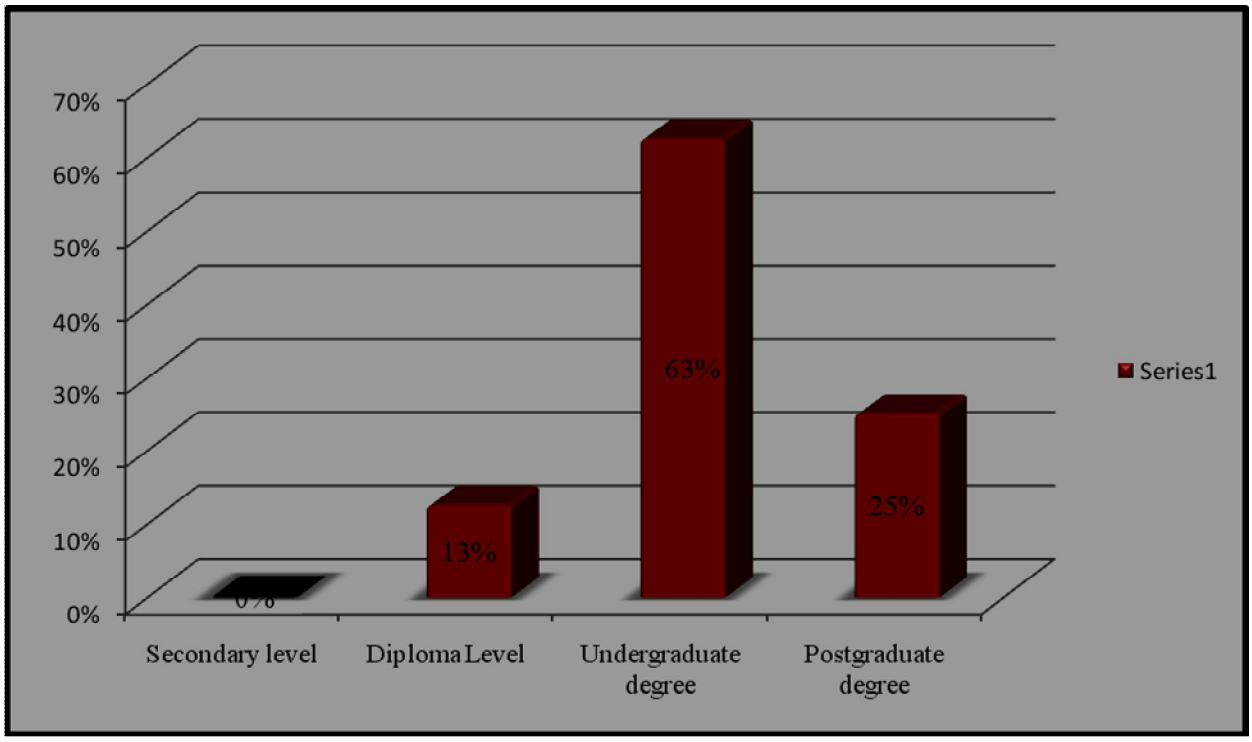


Source (Kenyatta International Convention Centre) Year 2013

Figure 4.2 shows that majority of Management team is mainly made up individuals aged between 36-45 years at 63 percent.Managers above 45 years was almost half the managers aged between 26-35 years.The institution lacks managers below 25 years.This indicates satisfactory mix in the Management where the juniors and seniors can easily blend in enhancing the reengineering process.

4.2.1.3 Respondents Educational Levels

Figure 4.3 Respondents Educational Levels



Source (Kenyatta International Convention Centre) Year 2013

From Figure 4.3 it is discernible that Management team has majority of individuals at 63 percent holding undergraduate degree. In addition, more managers at 25 percent are holding post graduate degree while diploma holders are at 13%.This implies that the organization portrays upward growth in educational levels of managers.

4.2.1.4 Respondent's position held in the organization

Majority of the respondents were not comfortable provide information regarding the positions they held in the Organization. This could be attributed to the fact that they did

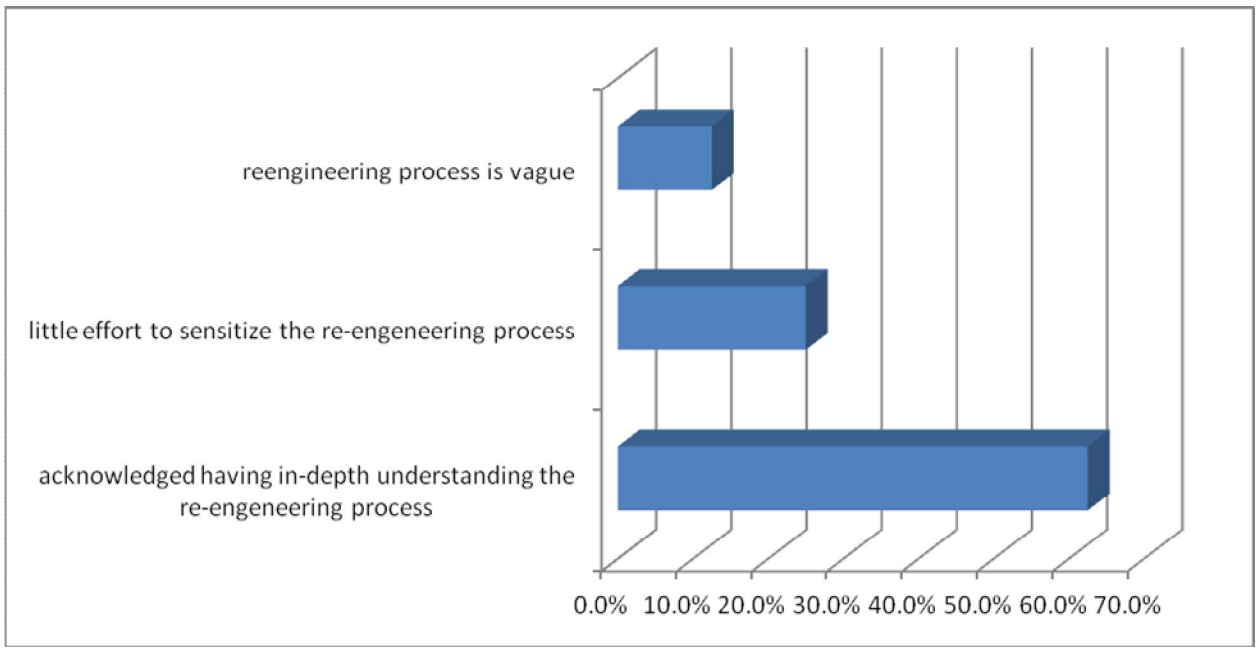
not want their identity revealed bearing in mind that it is a small organization with each manager holding a distinct position.

4.2.2 The Reengineering Process Adopted by KICC

The question sought to find out whether the respondents understood the reengineering process adopted by KICC in enhancing quality of its services. The majority of the respondents (62.5%) acknowledged having in-depth understanding of the re-engineering process adopted by the corporation. In addition 25% confirmed that though reengineering might exist, there was very little effort to sensitize them while 12.5% felt that the reengineering process is vague and failed to define procedures to restructure each and every department.

From the results, a conclusion could be drawn that suggests that the reengineering process put in place was generally understood by the majority of the managers at the corporations as meant to improve the operations and structures initially adopted. This concides with Hammer and Champy (1993) where Business process reengineering (BPR) is defined as “The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance, such as cost, quality, service, and speed."The findings are illustrated in the following Figure

Figure 4.4 Reengineering Process Adopted by KICC



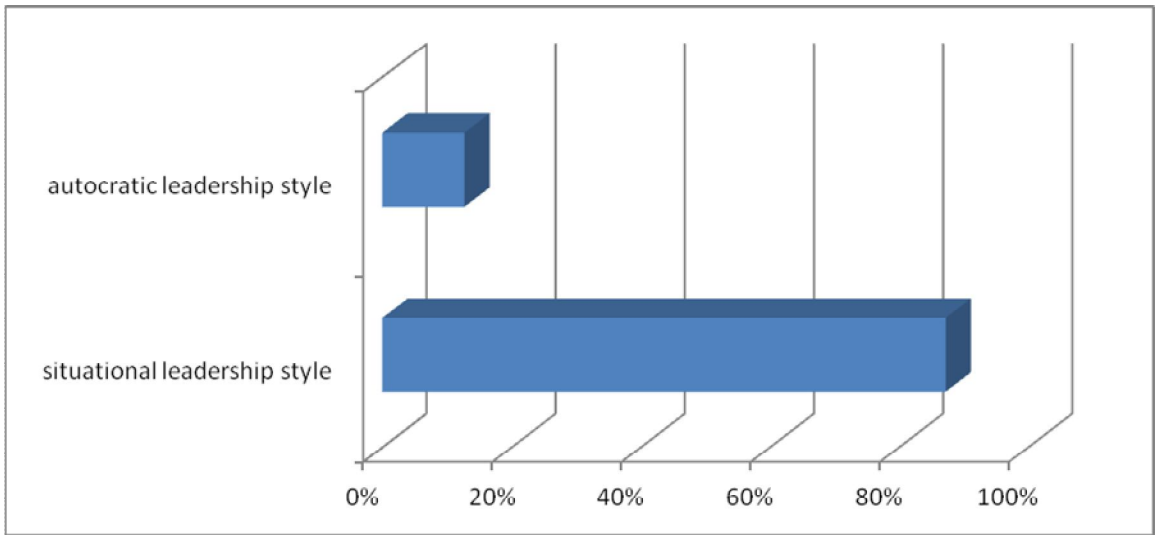
Source (Kenyatta International Convention Centre) Year 2013

4.2.3 Organizational Leadership Model

Respondents were asked on the Organizational leadership model applied to direct the reengineering process at KICC. An overwhelming majority of the respondents (87.25%) acknowledged that KICC has employed situational leadership style while 12.75% felt that it was an autocratic style of leadership. The fundamental underpinning of the situational leadership is that there is no single "best" style of leadership. Effective leadership is task-relevant, and the successful leaders were those that adapt their leadership style to the maturity (the capacity to set high but attainable goals, willingness and ability to take responsibility for the task, and relevant education and/or experience of an individual or a group for the task) of the individual or group they are attempting to lead or influence.

From Figure 4.5 it is clear that the leadership model adopted by KICC to direct the reengineering process was acceptable to a majority of the employees. The findings are shown in the Figure 4.5

Figure 4.5 Organizational Leadership Model

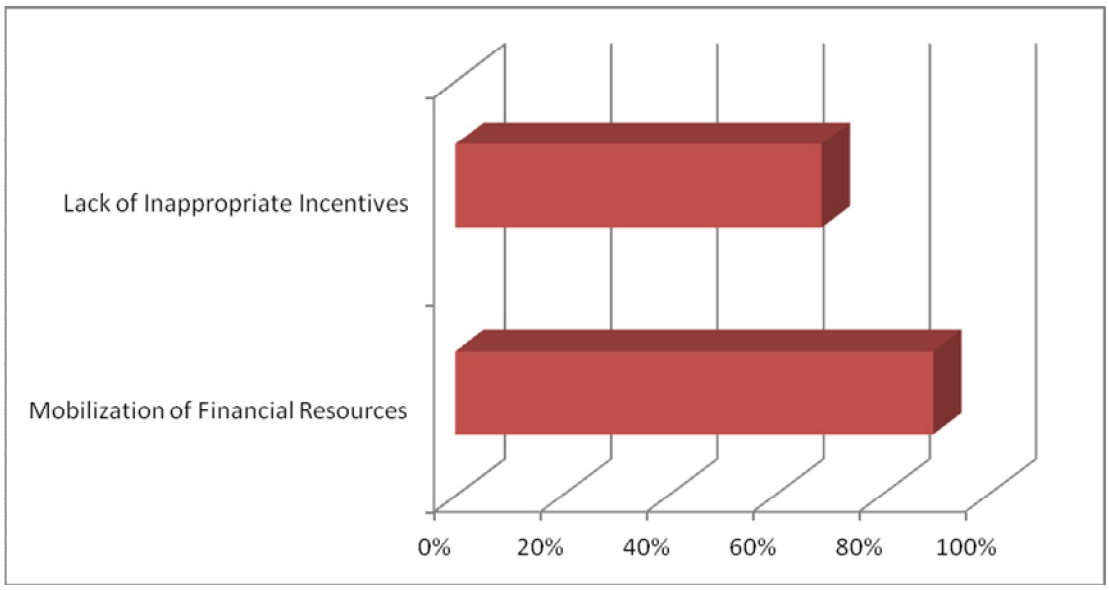


Source (Kenyatta International Convention Centre) Year 2013

4.2.4 Mobilization of Financial Resources and Provision of Incentives

The question sought to find out KICC's leadership ability in mobilizing financial resources as well as providing incentives to support the implementation of the reengineering process. Finance management team was viewed to have mobilization strength at (90%) for financial resources to implement the reengineering process. However, lack of incentives or inappropriate incentives to support implementation of the reengineering objectives was extremely high at 69%. The incentives identified included remunerations, trainings and awards. This is a strong indication that the Corporation has excellent capabilities in resource mobilization and it also providing incentives to support the reengineering process. The findings are illustrated in figure 4.6

Figure 4.6 Mobilization of resources against incentives.

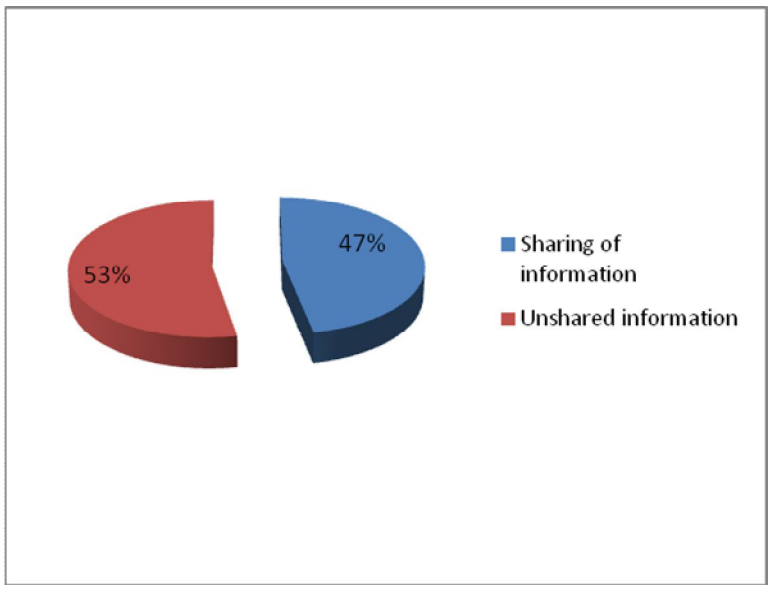


Source (Kenyatta International Convention Centre) Year 2013

4.2.5 Information Sharing

The nature of information sharing between organizational leaders and willingness of junior employees to share important information was examined in this study. Majority of the respondents acknowledged that information sharing was quite minimal at the organization. This pointed out that insufficient time is spent in communicating reengineering plans and lack of comprehensive training programs for employees to create understanding across all levels. Employee training and education is an important component of successful BPR. The findings are shown in Figure 4.7

Figure 4.7 Information Sharing



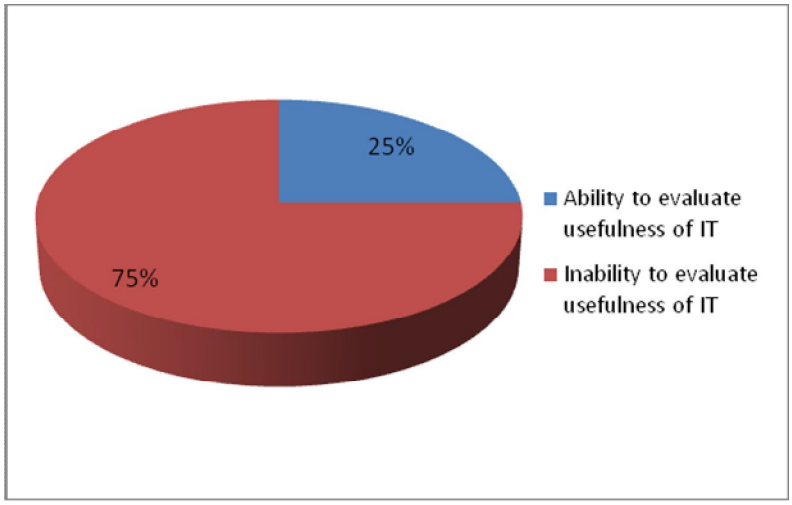
Source (Kenyatta International Convention Centre) Year 2013

4.2.6 Information Technology

Information technology has been for long regarded as an important element in BPR. The study findings show that 83% of the respondents acknowledged that there is sufficient information technological resources most of it (53%) was unreliable. This implies that preponderance of technological resources employed by the institution at times failed to meet the growing trend in conferencing .This conforms to Aremu and Saka (2006) who argued that Information technology (IT) is a strategic resource that facilitates major changes in competitive behavior, marketing and customer service. In essence, IT enables an Organization achieve competitive advantages. Davenport and Short (1990) further posted that Business Process Reengineering requires taking a broader view of both Information Technology (IT) and business activity and the relationships between them.

IT should be viewed as being more than an automating or mechanizing force to fundamentally reshaping the way business is done. The findings are illustrated in the Figure 4.8

Figure 4.8 reliability and availability of IT resources.



Source (Kenyatta International Convention Centre) Year 2013

4.2.7 Usefulness of Available Information

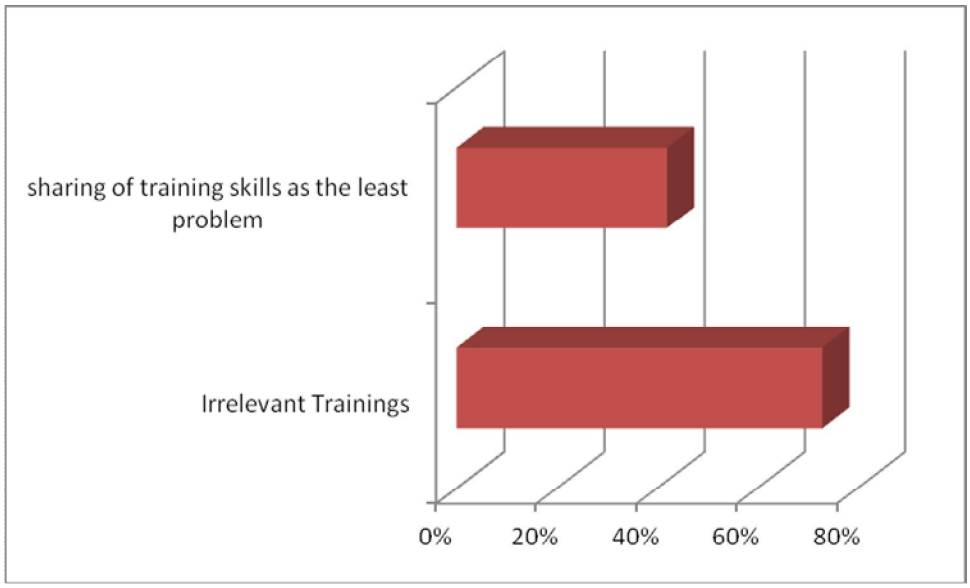
This question sought to examine the employees' ability to understand or evaluate the usefulness of available information in enhancing the reengineering process. Majority of respondents acknowledged that assessment and understanding the importance of available information technological resources was minimal. This pointed out high prevalence of unreliability of IT resources discourage the evaluation and high valuation of IT in enhancing BPR. IT capabilities should support business processes which should be in terms of the capabilities it can provide. Davenport and Short (1990) refer to this broadened, recursive view of IT and BPR as the new industrial engineering business process which represents a new approach to coordination across the firm. IT promises

and its ultimate impact is to be the most powerful tool for reducing cost of coordination Davenport and Short, (1990).

4.2.8 Employee Training

The Researcher sought to know whether the trainings provided to employees was appropriate in enhancing the reengineering process. Further, she also sought to know whether the employees had the ability to understand or evaluate the usefulness of available trainings. 73% of the respondents felt that some trainings were irrelevant hence did not impact much on enhancing operational efficiency. 42% of the Respondents considered sharing of training skills as the least problem. The findings demonstrated a lack of information sharing that could be regarded as a problem confronting the institution. The results also showed that there was a possibility of departments operating as independent units with opposing objectives. According to Cooper and Markus, (1995); Arendt et al., (1995); Dawe, (1996), employee training and education is an important component of successful BPR implementation. Organizations that undertake re-engineering projects may have to increase their training budget by 30-50 percent.

Figure 4.9 Employee Training

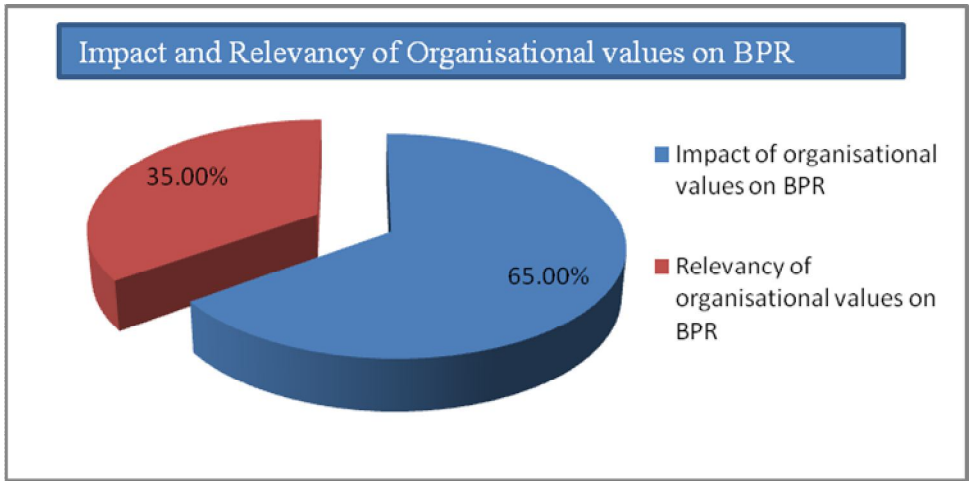


Source (Kenyatta International Convention Centre) Year 2013

4.2.9 Impact of the Organization's Value's on BPR

Respondents were examine on the impact and the relevance of organizational values in executing the reengineering process of the Organization. From the findings, 65% of the respondents opined that the Organisational values had a positive impact on the reengineering process. 35% of the respondents considered irrelevancy of the organizational values as a problem though majority who did not approve the problem were more neutral than those who never saw it as a problem. This conforms to Hammer & Champy, (1993), that lack of culture of teamwork and empowerment are abstractions and generalities around which it's impossible to get one's arms.

Figure 4.10 Impact and relevance of Organizational values on BPR



Source (Kenyatta International Convention Centre) Year 2013

4.2.10 Other Factors Influencing Reengineering at KICC

Finally the respondents were of the opinion that other factors were also contributing to the implementation of business process reengineering at the Kenyatta International Convention Centre .The following are the additional factors raised by respondents as the contributing factors to an unsuccessful strategy implementation process.

The respondents highlighted insufficient control of restructuring plans, improper approach in communicating required changes as well as fear amongst employees of change. The organizational culture at the institution does not encourage good performance amongst employees. It was also pointed out that insufficient time is spent on communicating reengineering plans and lack of comprehensive training programs for employees to create understanding across all levels.

Focus on individual benefits instead of organizational or customer benefit were highlighted by the respondents as well as Government interference in particular the changes in the Board of Directors, delayed the reengineering process. This happens when changes are made at Ministerial level resulting in some strategic programs having to be reviewed and shifted forward.

Conflicting information from some managers is sometimes misinterpreted which consequently causes misunderstanding amongst employees. Further, Given the prevalent economic factors that have forced some Organizations out of business, employees regard any process of reengineering as a recipe for retrenchment. Therefore individuals turn a blind eye to the positive aspect of the process and fail to pinpoint the positives that would come with the particular change.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

In this chapter, the most crucial points of concern highlighted in the previous chapters are summarized together with a number of conclusions. Certain recommendations will be put forward as well as some suggestions on the areas for further research.

5.2 Summary

The research had aimed to study factors influencing business process Re-engineering at Kenyatta International Convention Centre. From the research questions indicated in the interview guide, various responses had given clear indication that some variables like information technology, leadership commitment, training and organizational values do indeed impact on the reengineering process as shown in the data analyzed in chapter four. The findings indicate that 87.25% felt that situational leadership style was adopted by the organization in directing the reengineering process. This is an indication of commitment from the management in implementing the BPR process. The findings also indicate that 90% of the respondents had confidence in the financial resource mobilization of the Corporation. This is equally a positive indication as the BPR process requires adequate financing for it to be successful.

Majority(83%) of the respondents were of the view that the organization did have sufficient information technology to drive the reengineering process however 53% felt

that majority of it was unreliable. With regard to employee training, 73% of the respondents felt that the trainings provided at the Organization were irrelevant. Finally 73% of the respondents opined that organizational values played a critical role and it had a positive impact in the reengineering process. few of the respondents however felt that some of the Organizational values were irrelevant.

Moving forward, the researcher derived various recommendations that could be adopted by the institution to enhance effective reengineering process. In addition, areas of further research identified and conclusion derived by the researcher.

5.3 Conclusions

A number of obstacles to strategy implementation have been highlighted in the study. These obstacles are inadequate training, lack of leadership commitment, unreliable information technology and Organizational culture. these appear to be a serious stumbling block to successful business reengineering at the Kenyatta International Convention Centre. Failure to address these obstacles will result in failure of many programs aimed at improving the performance of the institution. Several interventions are needed to improve the communication process at the institution. Measures are also needed to ensure team spirit across all functional departments.

5.4 Recommendations

In light of the issues highlighted as the research findings in Chapter four, the following recommendations are made to improve business reengineering process at the institution:

The institution should enhance tangible mechanism to manage change in order to facilitate the reengineering process. Personnel need to be adequately prepared through regular information sharing to eliminate misunderstanding of plans. A platform needs to be created whereby employees in teams are given the opportunity to express their fears, as well as detailed explanations on the proposed changes and their effect.

Furthermore, clarity where necessary must be provided to everybody on what the organization intends to do for the sake of the future growth of the institution. The responsibility to change certain aspects of the institution's operation must be made everybody's responsibility. Ongoing follow up meetings should be conducted to ensure that everybody understands the purpose of the strategy adopted.

The institution should be able to identify key employees who could be given clear mandates to report on the progress of certain reengineering plans in terms of its acceptance by general staff and progress towards achieving the results. A team spirit must be created in such a way that team members are free to express opinions on whether a particular strategy is workable and how it should be made to work if it is found to be not working.

To keep momentum, cooperation needs to be rewarded to ensure that those who are ready to work as a team are rewarded accordingly. Information sharing must be an ongoing process within all departmental units as well as across departmental level. Good

information must be shared timely to ensure that up to date information is reaching everybody in the organization.

Management must always be ready to provide support wherever it is needed for the strategy to work. Management must be able to provide leadership and at the same time be willing to listen to complaints from employees. Employees' complaints must be timely addressed to ensure that everybody gets the feeling of being a critical component to the overall progress of the system.

Regular interaction between managers and subordinates should be encouraged to ensure ongoing communication in departments. Managers should be visible to all team members even when there is no problem to address but only to show that they are part of the team.

The timeframe it takes to implement changes should be given serious consideration. The change process should be explained with a specific timeframe in mind. There should be serious commitment from the institution's Management to keep to the proposed timeframe. Any failure to meet the target date must be communicated timely to employees to ensure that trust is maintained for the process.

Changes at the Management level must be organized in such a way that they do not hamper the process as a result of many new faces at the institution strategic level. The changes should come as reinforcement in areas where the Management is lacking necessary expertise. Consideration could be given to rotating at least three managers in a given cycle to ensure that continuity is maintained.

Government intervention should be of strategic nature and should not be a stumbling block to the operation of the institution. Government for example, should give a clear mandate to the board of directors and the latter must be accountable for any decision that is made based on the particular mandate.

5.5 Areas for Further Research

To determine the impact of slow response to customer complaints by the institution. Investigate the impact of regular changes at board of director level on the performance of the institution. Lastly To investigate the possible reasons why some planned programs take too long to implement

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APPENDICES

Appendix I: Letter of Introduction to the respondent

Grace Maureen Chogo,

Legal and Regulatory Affairs Manager,

The Kenyatta International Convention Centre,

P. O. Box 30746 - 00100

Nairobi.

T: +254 -020 - 247277/90

F: +254 - 020 - 310223

July, 2013

Dear respondent,

RE: REQUEST FOR RESEARCH DATA.

I am a student at University of Nairobi, pursuing a course leading to Masters of Business Administration (Strategic Management). In partial fulfillment of the requirements of the stated degree course, I am conducting a research project entitled, **Factors Influencing Re-Engineering Process by Kenyatta International Convention Centre.**

To achieve this, you are invited to participate in this academic research study being conducted. You are part of a carefully selected group that has been asked to participate in this academic research study and I greatly appreciate your assistance.

Please note that;

1. The responses are anonymous and confidential;
2. Approximately 15 minutes will be required to complete the interview
3. Participation in the study is voluntary and important;
4. Your responses will be used for academic purposes only;
5. The findings can be availed on request only;
6. Should you have any difficulties in responding, please contact me at the e-mail address; mchoc2000@yahoo.com or call me at +254725677855.

Please sign the form to indicate that;

1. You read the information and
2. You have given your consent.

Thank you for your participation

Respondent's signature: Date:

Appendix II: Interview Guide

Introduction

PART A- Personal Information			
What is your position in the company / department			
Gender		***Age bracket***	***Education level***
Male [ ]	Female [ ]	Below 25 years [ ] 26 – 35 years [ ] 36 – 45 years [ ] Above46 -55 years [ ]	Secondary level (KCSE) [ ] Diploma level [ ] Undergraduate degree [ ] Postgraduate degree [ ]

PART B

1. Describe your general understanding of the reengineering process adopted by KICC in enhancing quality of its services

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2. Explain the organizational leadership model applied to direct the reengineering process at KICC

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3. How is KICC's leadership ability in mobilizing financial resources used to implement the reengineering process.

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4. How does the top management provide incentives to support implementation of the reengineering process of the organization?

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5. Describe the nature of information sharing between organizational leaders or heads of business units responsible for reengineering process of the organization

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6. Explain the willingness of junior employees to share important information technologies on reengineering with others

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7. Describe the reliability information technologies applied by the organization in implementing the reengineering process

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8. Illustrate the employees' ability to understand or evaluate the usefulness of available information in enhancing the reengineering process

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9. Describe the sufficiency of information technological resources possessed by the organization in facilitating the reengineering process

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10. Illustrate appropriateness employees' trainings available in enhancing the reengineering process.

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11. Describe the managers' willingness to embrace training generated from sources outside their own departments to fast track reengineering at KICC

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12. Exemplify employees' ability to understand or evaluate the usefulness of available training to implement the KICC reengineering plan.

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13. Describe impact of the organization's values in executing KICC reengineering plan.

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14. Demonstrate the relevancy of organizational values to attainment of the reengineering process adopted by KICC

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15. Finally, describe other factors not mentioned in this survey that influence reengineering by the organization

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