STRATEGY IMPLEMENTATION CHALLENGES AT UNGA GROUP LIMITED, KENYA

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Organizations are environment dependent and environment serving and the strategy that the organization adopts is what connects it to the environment hence all organizations operate in an open system. The study was anchored on the open system theory which states that organisations are affected by a number of factors that occur in the external environment and that they can have an effect on factors that exist in the internal environment. This study sought to investigate strategic implementation challenges at Unga Group Limited. The objective of the study was to establish the strategy implementation challenges experienced at Unga Group limited during strategy execution and to determine the measures that the company will take to deal with the strategy implementation challenges. For the purpose of this study, the researcher applied a case study and he used both primary and secondary data which was collected using personal interview guide. Content analysis was used to analyze the respondent’s views about strategy implementation at Unga Group Limited, strategy implementation challenges and the measures that Unga Group Limited will take to deal with the strategy implementation challenges. From the findings, the study concluded that Unga Group Limited faces a couple of challenges in the implementation of its strategies among which include lack of the right skills and abilities for strategy implementation, ownership of the strategy and related implementation activities, disconnect between strategy formulation and strategy implementation, high staff turnover rate and the reporting and decision making structure. The study recommends that the management should build an internal organization structure that is responsive to the needs of the strategy such that major decisions are delegated down to the plants so that much time is not wasted in waiting for decisions from the central support office. The researcher recommends that a study should be undertaken in all milling industries in Kenya that will focus on the entire strategic management process which includes formulation, control, monitoring and evaluation aspects.