

**CHALLENGES OF STRATEGY IMPLEMENTATION AT  
AGRO-CHEMICAL AND FOOD COMPANY LIMITED, KENYA**

**BY**

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## **ABSTRACT**

Strategy development helps to articulate objectives that an organization hopes to achieve and mapping out the optimal desirable route to the attainment of the set goals amidst the environmental threats and opportunities that it faces. Strategy therefore forms a link between the organization and the external environment. The action phase of strategic management is the implementation stage that encompasses the process of institutionalization and operationalization of strategy and remains the most difficult area of management and in most cases challenges arise hindering the intended noble goal of the strategy. The objective of this study was to establish the challenges of strategy implementation at Agrochemical and Food Company, Kenya. It also sought to establish the measures ACFC has put in place to address the identified challenges. The research was conducted by way of case study. Face to face interviews were done with ten Heads of Department at ACFC using an interview guide. Content analysis technique was then used to analyze data by giving emphasis to certain concepts that are determined by the frequency of certain words and phrases emanating from the interview process. The study found out that there are several challenges that mitigate strategy implementation at ACFC. The most prevalent of them include inadequate resource allocation, resistance to change and technological challenges. Various measures were also in place to mitigate the identified challenges such as participation and involvement in managing resistance to change, allocating resources to critical activities during budgeting, managing human resources concerns and matching organizational structure to strategy. ACFC finds itself in the same position in facing challenges available in theories as most of the organization as far as implementation of strategy is concerned hence the study is valuable to the management of ACFC and the public corporations for policy formulation . Further studies can be done to ascertain the effectiveness of the measures taken to mitigate the challenges and a comparison study of the extent of strategy implementation to the company performance.