

**FACTORS INFLUENCING STRATEGY IMPLEMENTATION AT
THE INSTITUTE OF ADVANCED TECHNOLOGY (IAT) KENYA**

**BY
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Declaration

I, the undersigned, declare that this research project is my original work and to the best of my knowledge it has not been submitted to any University for the award of a degree.

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Dedication

I would like to dedicate this project to my father, Daniel Mwangi for the financial support and encouragement throughout the years I have been dependent on him, my late mother who tirelessly did all within her reach to mould my life at my tender age and to my family at large for the continued encouragement and the assurance that I will make it. I would like also to dedicate this project to my lovely husband, George Thuku. There is no doubt in my mind that without his continued support and counsel I could not have completed this project.

Abstract

The environment in which organizations exist is that which is complex and very turbulent. For some organizations, the environment is more turbulent than for others. It is possible, though not easy, for organizations to turn strategies and plans into specific actions that are necessary to produce great business performance. Most organizations both in the private and public sectors know their businesses, and the strategies required for success. However, most of them struggle to translate the theory into action plans that will enable the strategy to be successfully implemented and sustained.

The ability to implement strategies successfully is important to any organization. Despite the importance of the implementation process within strategic management, this is an area of study often overshadowed by a focus on the strategy formulation process. This project concentrates on the strategy implementation process, investigating the factors that influence strategy implementation. To identify the factors that influence strategy implementation, a case study of Institute Of Advanced Technology was conducted. This involved focused interviews with five participants from various departments and the General Manager which was a source of primary data. Secondary data was gotten from other sources such as company data.

The findings of this study revealed that like other organizations, IAT undertakes strategic management practices. Of interest in this study is the implementation process. From the data gathered, IAT is among the few organizations that have succeeded in the implementation of the set plans. The organizations has managed to accomplish approximately all the plans they have in the strategic plan.

The process is influenced by a number of factors. The factors are the same like those discussed in the literature review in chapter two of this project. These factors are, training of the people who implement the strategies. This ensures that they are educated on their roles in the process. The other factor is effective communication whereby everyone is informed of what is happening and the level at which the process is at, organizational structure, organizational culture, Information Technology and commitment of the management to provide the needed resources to ensure for success in the implementation process. The study has revealed another factor that is crucial if the implementation of strategy is to succeed. This factor is team work. It is important for the people to work as a team if they are to succeed in achieving the objectives of the organization.

Strategy implementation results into benefits to organization. Some of these benefits include expansion in terms of number of growth in the number of branches, number of customers, increased revenue and number of products offered within the organization among other factors. It is therefore possible to implement strategies successfully and harvest the benefits mentioned above.

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List of Abbreviations

IAT	Institute of Advanced Technology
ICDL	International Computer Driving Licence
ICT	Information and Communication Technology
EBCL	European Business Competence Licence
UK	United Kingdom
NCC	National Computing Centre
MOL	Management of Learning
TFU	Training for Understanding
IT	Information Technology
ISO	International Organization for Standardization.
CompTIA	Computing Technology Industry Association
NGO	Non- Governmental Organization
USA	United States of America
MBA	Master of Business Administration

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations do exist in a complex commercial, economic, social, technological and political context: An environment that is very turbulent and complex. It is hence imperative for organizations to understand historical and environmental effects and the potential changes in the environmental variables (Johnson and Scholes, 2002). This change in environment leads to the emergent of a number of influences on the purpose of the organizations. The environmental turbulence necessitates an equal need for rapid recognition of appropriate strengths, opportunities to be exploited, threats to be countered and weaknesses to be overcome. (Pearce & Robinson, 2002). In response, organizations have hence sought to create flexibility in responding to environmental turbulence. (Balogun & Johnson, 2004) Therefore, the critical determinant of firms' success is a successful implementation of the strategic plans.

It is possible, though not easy, for organizations to turn strategies and plans into individual actions that are necessary to produce great business performance. Most companies and organizations both in the private and public sectors understand their businesses, and the strategies required for success. However, most of them struggle to translate the theory into action plans that will enable the strategy to be successfully implemented and sustained.

Successful strategy formulation does not guarantee successful strategy implementation. Implementation causes the chosen course of action to be carried out within the organization. It is that moment in the total decision-making process when the choice is transformed from an abstraction into an operational activity. (Harrison,

1999) It is always more difficult to do something (strategy implementation) than to say you are going to do it (strategy formulation). The key reasons why many organizations fail to attain their initial objectives occur predominantly during implementation rather than during decision-making. (Nutt, 1999)

1.1.1 Strategic Management Process

Strategic management is a set of decisions and actions that results in the formulation and implementation of plans which are designed with the aim of achieving an organization's objectives. It involves the planning, directing, organizing and controlling of an organization's strategy-related decisions and actions. (Pierce II, Robinson, and Mital, 2007). A process refers to the flow of information through interrelated stages of analysis towards the achievement of an aim. It is important for organizations to reposition themselves if they are to practice strategic management. This is in order for them to create new competencies and capacities for them to be in a position to exploit and deal with new situations.

Strategic management process is very fashionable in both the profit and non-profit organizations. The reason behind this is that it helps in achieving organization's corporate goals. Strategy is the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a changing environment to meet the market needs and fulfill stakeholder's expectations. As a process, strategic management consists of different phases which are sequential in nature (Kazmi, 2002). The phases includes establishing the hierarchy of strategic intent, formulation of strategies, implementation of strategies and performing strategic evaluation and control. In reality, strategy formulation and strategy implementation are usually intertwined.

According to Pearce II, et al, (2007), businesses vary in the processes they use to formulate and direct their strategic management activities. Small businesses that rely on the strategy formulation skills and limited time of an entrepreneur typically exhibit more basic planning concerns than those of larger firms in their industries. More so, firms with multiple products, markets, or technologies tend to use more complex strategic management systems. Despite these differences in the detail and degree of formalization, the basic components of the models used in the analysis of the strategic operations are very similar.

Due to the above similarity, there exists a strategic management process model which portrays the key components of the strategic management process. The components of this model include company mission, internal analysis, external environment, strategic analysis and choice, long-term objectives, generic and grand strategies, short-term objectives, functional tactics, policies that empower action, restructuring, reengineering and refocusing the organization and strategic control and continuous improvement.

Viewing strategic management as a process has a number of implications (Pearce II, 2007). First and foremost, a change in any component will affect several or all of the other components. This is because most of the arrows in the model point two ways, therefore the flow of information is usually reciprocal. Secondly, strategy formulation and implementation is sequential.

According to Thompson, Strickland and Gamble (2007), strategic management process is a managerial process of crafting and executing an organization's strategy. They view this process as consisting of five interrelated and integrated phases. The

first phase is the developing a strategic vision of where an organization need to head and where its future product, market, customers or technology for the company should be. This is followed by setting the objectives and using them as yardsticks for measuring the organization's performance and progress. The next phase is that of crafting a strategy in order to achieve the objectives and move the organization along the strategic course that management has chart. Implementing and executing the chosen strategy efficiently and effectively follows. The final phase according to Thompson, et. al. (2007) is evaluating performance and initiating corrective adjustments in the organization's long-term direction, objectives, strategy and its execution in light of experience, changing conditions, new ideas and new opportunities.

1.1.2 Strategy Implementation

Strategy implementation is that moment in the total decision-making process when the choice is transformed from an abstraction into and operational activity (Harrison, 1999). This is what causes the chosen course of action to be carried out within the organization. Pearce and Robinson, (2007) defines strategy implementation as the effective direction, use and control of an organization's resources in order to achieve the desired results. It is a process in which management allocates resources that are available for the purpose of putting a chosen strategy in motion. The activities involved in this among others includes decision making on how best to apply the organization's resources in order to achieve the desired outcomes, how to monitor the progress against targeted outcomes and how to manage deviations in order for the end goal to be achieved.

Strategy implementation is the most important stage in the strategic decision making process and probably one of the most difficult aspects of strategic planning. It is viewed as the most complicated and time consuming part of strategic management which cuts across all levels of management and that which must be initiated from many points of the organizations. (Thompson and Strickland, 1993)

Having been successful at selecting a strategy does not necessarily mean an organization will be successful at implementing that strategy. As much as there is a familiar ring here, these are two different processes that are independent of each other even though they are, in fact, interdependent. Implementing a strategy is a much tougher process than selecting one. (Larson, 2010)

Successful strategy implementation is a major challenge to organizations even though majority of them have very good strategies. Holman (1999) pointed out that 80% of organizations directors believe that they have good strategies but only 14% believe they implement them well. A considerable proportion of over 65% of organizational strategies fail to get implemented effectively. (Mintzberg & Quinn, 1991; Wang, 2000)

A number of reasons have been put forth. They revolve around the fit between strategy and structure, organizational structure, leadership, allocation of resources, rewards and the nature of the strategy. The reason for the above is the fact that transferring these strategies into action is complex, difficult and a challenging undertaking. Despite the challenge, strategy implementation is the most important stage of all the stages in the strategic decisions making process.

Thompson Jr. (2007) argues that, strategy implementation need to be custom tailored to each organization's overall conditions and setting, nature of the strategy and the amount of strategic change involved and finally the skills and style of the manager. These issues are still the ones which will determine the organization's response to strategy implementation challenges.

Strategy implementation has a number of characteristics which according to business management, strategy implementation is putting strategy into action, that is; It is an operational process and a managerial job in that it requires managerial skills and leadership, requires coordination among all business units and functions, involves strategic control, and it involves management of change. When organizations find out that the chosen strategy has not produced the expected outcomes, the assumption is that the strategy is wrong. But the problem is usually with the implementation of the strategy.

1.1.3 Factors Influencing Strategy Implementation

The main problem of managers and business owners is implementation of strategies. Studies and researches show that most big companies have had problems in implementing their strategies and in some occasions they have failed in that. According to Hrebiniak (2006), formulating a consistent strategy is a difficult task for any management team, but making that strategy work that is, implementing it throughout the organization is even more difficult. Numerous factors can potentially affect the process by which strategic plans are turned into organizational actions. Different from strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously

been described as fragmented and eclectic (Noble, 1999b). Due to this therefore, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. He continues to note that the best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented.

Strategic decisions and how they have been reached do have a major impact on strategy implementation success. Hard, institutional, factors which include organizational structure and administrative systems and on the other hand soft, people-oriented factors which include executors, communication, implementation tactics, consensus, and commitment influence implementation outcome.

Other factors that have been identified to influence strategy implementation are lack of commitment from managers, right performance on activities co-ordination, capable implementing staff, well trained subordinates, well defined activities and key tasks of implementation process, information system for sufficient control of activities

1.1.4 Training in Kenya

Training refers to a process of acquiring knowledge, skills, competencies through vocational teaching or practical skills. Kenya has been in a position to promote its Education, through the variety Training Institutions that cater for the Kenyan students. Among the institutes in Kenya include Institute of Technology, psychology, statistics, business among other fields. The training industry is rapidly growing and as a result, a number of learning institutions have been started. Competition is on the rise and all these institutions are aligning their structures so that they can attain a competitive edge and stand out in the competition. Training in Kenya is currently

undergoing changes. There has been a call of urgency to expand the capacities for middle level colleges and universities so that a higher number of qualified students can be absorbed. Under the training industry there are; Universities, Middle level colleges, polytechnics, Secondary and primary schools.

1.1.5 Institute of Advanced Technology

IAT's vision is "To be recognized as Africa's center of excellence, role model and authority in education and training". IAT's mission is "To delight our customers, enhance stakeholders social and economic well being and continuously expand our market share by aligning our training with industry best- practice benchmarks and providing world class quality education and training through modern and conducive learning environments".

The Institute of Advanced Technology (IAT) is an ICT and Business learning organization in Kenya and the East African Region. It was established in 1991 with its major focus being on professional courses that enable proficient use of ICT to the learner. It has since switched its focus from End User and Professional courses to Career Training and Education to individuals as well as Public and Private corporate organizations seeking to develop their personnel. It has also widened its scope from ICT to business courses. As part of its mission, IAT seeks to achieve customer satisfaction and continuously expand its market share. It does this by scanning the environment in order to improve on its service delivery and to fill the gap in the industry by introducing new products. IAT has grown and is well known in the Kenyan ICT and Business job market for producing high quality graduates who are skilled and proficient in their areas of study. It has succeeded in conducting ICT and Business courses in partnership with distinguished international and local partners

which include Maseno University, St' Paul's University, NCC Education (UK), the European Business Competence License (EBCL), International Computers Driving license ICDL among others since 1991 and have gained valuable experience in this area.

1.2 Research Problem

Strategy implementation being the translation of chosen strategy into organizational action so as to achieve strategic goals and objectives, is the most important stage in the strategic decision making process and probably one of the most difficult aspects of strategic planning. It is viewed as the most complicated and time consuming part of strategic management which cuts across all levels of management and that which must be initiated from many points of the organizations (Thompson and Strickland, 1993). According to Lynch (2003), many organizations begin new strategic initiatives but more often, these have little impact on the organizations. Organizations both in public and private sector come up with excellent strategies but very few of them manage and succeed in implementing them. Half the decisions in organizations result in failure (Nutt 1989). In his study in the USA and Canada, he found out that the key reasons why so many organizations failed to attain their initial objectives occurred predominantly during implementation rather than during decision-making.

The training industry is rapidly growing and as a result, a number of colleges have been established. Examples of such colleges include, computer pride, computer learning center, New Horizon among others. Amidst this rising competition, IAT which is a middle level training institution in the training industry has managed to build a strong brand. This is a set of assets that are linked to a brand name and symbol and that which adds value to the product perceived quality and brand

association. It has also managed to open up branches and at the moment it has eight branches- six in Nairobi, one in Mombasa and the last and the most current one in Nakuru. As part of its mission, IAT seeks to achieve customer satisfaction and continuously expand its market share. This is possible because it scans the environment so that it is aware of the changes within its environment. IAT has succeeded in conducting ICT and Business courses in partnership with distinguished international and local partners who include Maseno University, St. Paul University, NCC Education (UK), International Computer Driving License (ICDL) and European Business Competence License (EBCL).

A number of studies have been done on strategy implementation. Majority of them focused on the challenges and barriers to strategy implementation (Aosa, 2001, Awino, 2001; Koskei, 2003; Ngunjiri, 2006; Machuki, 2005; Muthuiya, 2004). So far there is no similar study that has been conducted on the Institute of Advanced Technology. However, a similar study was conducted looking at the factors influencing strategy implementation but was for the international NGOs operating in Kenya (Michael, 2006). Strategy implementation in the training industry has not received the same attention as other components of strategic management. This has led to a significant gap in the body of knowledge. This study focused on bridging this gap by looking at the factors influencing strategy implementation at the Institute of Advanced Technology. The study sought to address the question: What are the factors influencing strategy implementation at the Institute of Advanced Technology?

1.3 Research Objective

The objective of this study was to determine the factors influencing strategy implementation at the Institute of Advanced Technology.

1.4 Value of the study

The findings of this study will be useful to a variety of users. Among these is;

The Institute of Advanced Technology Ltd will use the findings to determine factors that influence strategy implementation in the organization. They will be able to use the findings and recommendations forwarded for them to be able to capitalize on the factors that result into successful strategic plan implementation. It will also highlight areas in which the institution needs to improve.

This study will also provide vital information to facilitate middle level training institutions in Kenya to design appropriate methods geared towards improvement in the strategy implementation. They will also benefit as they will be able to identify the factors which leads to the success and on the other hand the failure of the implementation of their strategic plans. This study will be of importance to public and private sector organizations that are facing difficulties in their strategy implementation.

Similarly, the study will add to the body of knowledge hence used by scholars, academicians and researchers as it will form a reference point in examining different aspects of strategy implementation. The study will also serve as a stimulus for carrying out further research in the same and related industries so as to increase the existing body of knowledge.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter aims to explore the available literature on the topic strategy implementation. It reviews the work of various scholars on strategy implementation. The chapter focuses on operational definition of the following key terms; strategy, strategy formulation and strategy implementation. The chapter further explores the concept of strategy implementation, strategy implementation models and an exhaustive of the factors that influence strategy implementation.

2.2 The Concept of Strategy Implementation

Strategy formulation refers to the process of determining appropriate courses of action for achieving objectives. It involves analysis, planning, and selecting strategies that increase the chances of achieving organizations objectives. Strategy implementation is a vital component of strategic management. It is that moment in the total decision-making process when the choice is transformed from an abstraction into and operational activity (Harrison, 1999). According to Steiner et.al (1989), implementation of policies and strategies is concerned with the design and management of systems so as to achieve the best integration of people, structures, processes and resources in reaching the organizational goals. This is what causes the chosen course of action to be carried out within the organization.

Effective strategy implementation begins during strategy formulation when questions of “how to do it” should be considered in parallel with “what to do”. It results when organization’s resources and actions are tied to strategic priorities and at that point

when key success factors are identified and there is the alignment of performance measures and reporting. (Deloitte and Touche, 2003)

In order for an organization to achieve its objectives, it must not only formulate but implement its strategies effectively. Organizational strategies must be translated into concrete action and the actions must be implemented carefully in order to enhance successful accomplishment of the organizational strategic plan. Strategy implementation is one of the components of strategic management. Thompson & Strickland (1998) argue that strategy implementation impacts every part of the organization structure ranging from the biggest organizational unit to the smallest frontline work group. They continue to say that, however brilliant a strategy is it cannot be of any value to an organization if it is not and/or cannot be implemented.

The process of strategy implementation begins during strategy formulation and it results when organizations' resources and actions are tied to strategic priorities and key success factors are identified and performance measures and reporting are aligned (Koskei, 2003). Shifting from strategy formulation to strategy implementation results into three interrelated concerns; these concerns include identification of measurable and mutually determined annual objectives, development of specific functional strategies and communication of concise policies to guide actions. (Pearce & Robinson, 2002)

According to Howe (1986), Strategy implementation embraces all those actions that are necessary to put strategy into practice. He identifies some key things that are involved in this process. They include the identification of the key tasks to be

performed, allocation of those tasks to individuals, providing for co-ordination of separated tasks, the design and installation of an appropriate management information system, the drawing up of specific program of action including a time schedule down to the level of operating budgets or standards, setting up a system to compare actual performances with those standards and the tasks to be performed. He further categorizes the above into leadership implementation which entails the process of putting the right people in the right places within the organization, functional implementation which involves the allocation of resources In order to allow for the implementation of the chosen policies, and finally organizational implementation which involves adopting the right organizational structures for the chosen policies.

It is of great importance to have an understanding of the organization for which a strategic plans to be implemented.

Thompson Jr. (2007) argues that strategy implementation need to be custom tailored to each organization's overall conditions and setting, nature of the strategy and the amount of strategic change involved the and finally the skills and style of the manager. These issues are still the ones which will determine the organization's response to strategy implementation challenges.

Thompson, Strickland & Gamble (2007) identified eight managerial components of strategy implementation. These are Building the organization with competencies, capabilities and resources, strength to execute strategy successfully, Marshalling sufficient money and people behind the drive for strategy execution. Adopting best practices and pushing for continuous improvement in how value chain activities are performed, installing information an operating systems that enable company personnel to carry out their strategic roles proficiently, tying rewards directly to

achievements of strategic and financial targets and to good strategy execution., installing a corporate culture that promotes good strategy execution and exercising strong leadership to drive execution and achieve operating excellence as rapidly as feasible. It is therefore up to the managers to perform the above tasks. This is because; the manner in which they are performed will have an impact on the outcome.

There is a link between strategy and the structure. For organizations to be successful, the organizational structure has to be consistent with strategy. According to Hill (2001), strategy implementation involves designing appropriate organizational structures and control systems in order to put the organization's strategy into action. He breaks this process down into: designing the organizational structure involving allocation of roles and responsibilities for different managers and subunits within the company, matching strategy and structure that is achieving a fit among its strategy, structure and control, designing control systems which entails deciding on how best to assess performance of the strategy and control of subunits and finally being in a position to manage change.

Ansoff & McDonnell (1990) argue that strategy implementation calls for the alteration of the existing procedures and policies across all organization's levels. They pointed out that problems and challenges of strategy implementation are unique to particular organizations despite the fact that some of them are common across all organizations. It is imperative therefore for those charged with the role of making decisions to pay regular attention to the implementation process so that they can be in a position to focus on any possible difficulties and come up with ways of addressing them.

Kazmi (2002) continue to argue that strategy implementation calls for shifts in the responsibility from the strategies to divisional and functional managers. He continues to say that the process calls for the alteration of existing procedures and policies. It is important therefore for those charged with strategy implementation to be fully involved in strategy formulation. This will ensure that they will own the process.

Barnat (2007) identified six principal administrative tasks that shape a manager's action agenda for implementing strategy. The following are the specific components of each of the six strategy-implementation tasks: Building an organization capable of executing the strategy whereby an organization must have the structure necessary to turn the strategy into reality. It is also necessary for the firm's personnel to possess the skill needed to execute the strategy successfully. Establishing a strategy-supportive budget is the next task. This is important if the firm is to accomplish strategic objectives, top management must provide the people, equipment, facilities, and other resources to carry out its part of the strategic plan. The other task is to install internal administrative support systems. He defines internal systems as policies and procedures to establish desired types of behavior. These internal systems must support the management process, the way the managers in an organization work together, as well as monitor strategic progress.

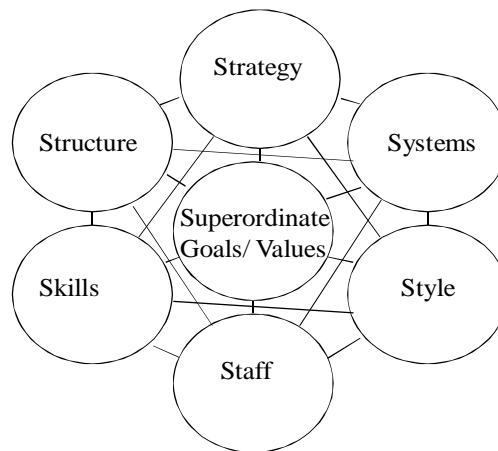
The people and departments of the firm must be influenced through incentives, constraints, control, standards, and rewards, to accomplish the strategy. Hence the task of coming up with rewards and incentives that are tightly linked to objectives and strategy. The other task is shaping the corporate culture to fit the strategy. This is because a strategy-supportive corporate culture causes the organization to work not only hard but also intelligently toward the accomplishment of the strategy. Finally the

management should exercise strategic leadership. This entails obtaining commitment to the strategy and its accomplishment and constructive use of power and politics, and politics in building a consensus to support the strategy.

2.3 McKinsey's 7-S model of strategy implementation

This model got its name from McKinsey and company which was a consulting firm. The firm conducted research in business and the industry (Peters and Waterman, 1982). It describes seven critical factors for effective strategy execution (Kaplan 2005). The seven factors are: strategy, structure, systems, staff, skills, styles/culture and shared values. (Rasiel and Friga 2001)

Seven-S Framework



Source: Rasiel and Friga's The McKinsey Mind

According to this model, strategy is the plan of action which an organization prepares in response to changes in its external environment. Strategy deals with three questions: where an organization is at a given moment, where an organization wants to be and how to get there. In other words, strategy aims at transforming the firm from

its present position to an anticipated position as described by the objectives, subject to constraints of the capabilities or the potential.

Structure is the way in which tasks and people are specialized and divided and how the authority is distributed. It also entails how activities and reporting relationships are grouped and how activities are coordinated (Kaplan 2005). Organizational structures are dependent on the objectives and culture. It is this structure which dictates how the organization operates and performs. (Waterman et al, 1980)

System refers to both formal and informal procedures which are used in the management of an organization. It includes management control systems, performance measurement and reward system, planning, budgeting and resource allocation systems, and management information systems. Organizations usually follow the system within them with the aim of achieving maximum effectiveness. Unlike traditionally where organizations followed bureaucratic style process model, today organizations are simplifying and modernizing the processes by innovation and by use of technology. This aims at making the decision making quicker, and make the processes which involves the customers as user friendly as possible. (Lynch 2005)

Staff is the people, their background and competencies. It also entails how the organization recruits, selects, trains, socializes and manages the career and promotion of the employees. The people in an organization are the ones who make the real difference in the success of the organization. In the increasingly knowledge based society, human resource is increasingly becoming important. To an extent, it has got into the central position of the organizational strategy unlike capital and land. It is therefore imperative for organizations to continually instill confidence among

employees about their future in the organization and future career growth as an incentive for hard work (Purcell and Boxal, 2003). On the other hand skills are the distinctive competencies in an organization.

Styles/culture refers to the leadership style of managers i.e. what they focus attention to, how they make decisions, how they spend their time. The organization culture includes the dominant values and beliefs, norms and the conscious and unconscious acts taken by the leaders. All organizations have their distinct culture and management style.

Shared values are the core fundamental set of values which are widely shared in the organization and that which serves as guiding principles of what is important. It is the vision mission and value statements that provide a broad sense of purpose for all the employees. (Kaplan, 2005)

The 7-S model observes that organizations are successful in the event that they achieve an integrated harmony among the three S's of strategy structure and systems and four soft S's of skills staff style and super ordinate goals (shared values). The hard S's are feasible and easy to identify in an organization because they are usually well documented and seen in form of tangible objects or reports for example: strategy statements, corporate plans and organizational charts. The others are more difficult to comprehend and are more difficult to change and are termed as the most challenging elements of any change management strategy.

2.4 Factors influencing strategy implementation

The greatest impediment to successful use of Strategic Plans has been failure to implement the plans. Numerous studies acknowledge that strategies frequently fail not because of inadequate strategy formulation, but because of insufficient implementation. In this sub-section, reviews the factors that enable or impede effective strategy implementation. Although formulating a consistent strategy and coming up with a well written strategic plan is a difficult task for any management team, implementing it is even more difficult. A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. For the organizations that are adopting a more comprehensive view of implementing their strategic plan, the strategy must be supported by decisions regarding the appropriate organizational structure, technology, human resource, reward systems, organizational cultures and leadership styles.

2.3.1 Communication as a factor

Communication is the way by which ideas, facts, opinions and feelings are created, transmitted and interpreted. Communication can be upward, downward, lateral or diagonal. It can also be formal (official), and can be informal where the source of the information are grape vine (Bateman and Zeithmal 1990).

Jones (2001) observes that communication is the main challenge in strategy implementation. The argument is that many well formulated strategies may not be successful mainly because the people at the operational level do not quite well understand their role in the strategic plan in the efforts of making it successful. Effective communication is necessary and of great significance because it helps every

employee to be aware and informed of what the company is trying to achieve and how he/she fit into strategy. This will also enable them know what is required of them and hence reduce resistance.

Communication barriers become a challenge to implementation of strategic plans. Bateman and Zeithmal (1990) point out that the barriers arise from verbal difficulties, information overload, inadequate machinery for communication, lack of trust and openness, individual biases, and employees not embracing communication. An important element of communication is feedback, which if it lacks could deter communication.

2.3.2 Commitment from all levels of the organization

A successful strategic plan implementation requires for total commitment from all levels of the organization (Mugo, 2007). This is because it is an all inclusive process that requires input from both the management and the middle and lower level employees. Noble & Mokwa (1999) put forward three dimensions of commitment that emerged as central factors which directly influence strategic outcomes. These are: organizational commitment, strategy commitment and role commitment.

They describe Organizational commitment as the extent to which a person identifies with and works toward organization-related goals and values, Strategy commitment as the extent to which a manager comprehends and supports the goals and objectives of a marketing strategy and Role commitment as the extent to which a manager is determined to perform his individual implementation responsibilities well, regardless of his beliefs about the overall strategy.

It is important therefore to ensure that shared understanding is back-up with commitment so that it can results into positive effect on performance. This shared understanding of middle management and those at the operational level to the top management team's strategic goals is of critical importance to effective implementation. This can be achieved by involving employees and managers, right from the start in the strategy formulation process, and should be throughout the implementation process.

2.3.3 Organizational Structure

For a successful strategy implementation, the activities, responsibilities and the inter relationships should be organized in a manner which is consistent with the strategy chosen. This makes the organizational structure a major priority in strategy implementation. It is considered to either enhance or inhibit strategy implementation (Pearce and Robinson, 2002). For strategy implementation to succeed, an organization should be sensitive to the demands of the strategy in place (Thompson, 1998). Organizational structure also determines the resource allocation which has an impact on the strategy implementation.

Chandler (1962) observes that it is imperative to match structure with strategy. He further observes that structure follows strategy to mean that structure is deliberately adjusted in the efforts of embracing strategy that is pursued by the organization. Where matching strategy and structure fail, strategy execution suffers disorder, inefficiency and friction.

2.3.4 Leadership as a factor

Leadership is an essential element if organizational strategies are to be implemented successfully. Within the organizational structure, individuals, groups and units are the

mechanisms of organizational action. Leaders play an important role in strategy implementation. They ensure successful strategy implementation. They influence others hence creating a strategy supporting work environment while holding as top priority the chosen strategy implementation (Thomson and Strickland, 1989). The CEO is the catalyst of strategic management and she/he is accountable for strategy's success. She/he is responsible for influencing the strategy and key long term objectives. Abbott (2010) stated that a CEO who is a guru in the overall operation and who is not involved in the entire strategy implementation process will lead to the process failing. Further still if the managers do not have an understanding of the scope of the intended strategy, they will not know what to measure or look out for or which way they should measure the staff.

2.3.5 Organization's resources

The organizational resources include physical, financial and human resources. Though scarce, the competitive advantage of every firm is based on its unique internal resources and competences (Mahoney and Pandian 1992). Organization resources are viewed in terms of competent human and technical skills. The internal capability of an organization is critical in the strategy formulation because it aids organizations achieve a sustainable competitive advantage in the market. They give an organization a superior performance compared to others in the industry. Effective strategy implementation is a factor of relevant internal skills of execution. Right management and technical skills gives a firm the required competences in pursuit of strategy. Organizations therefore have to look at the resources they have which are unique and which can give rise to unique competitive advantage. Finances are a crucial resource which each department in an organization requires for them to carry out their

functions. Proper budgeting is hence necessary. This is due to the fact that improper budgetary allocation may hamper strategy implementation.

2.3.6 Reward system

Reward systems are procedures, rules, and standards associated with allocation of benefits and compensation to employees. Performance recognition helps employees avoid focusing on individual interests and instead focus on the long term objectives of the organization (Steiner 1989). This could be altered if there is lack of recognition of performance through reward system which acts as a motivating factor to employees. De-motivated employees may result into withdrawing their efforts from strategy implementation. Linking employees' performance to rewards gives rise to increased levels of commitment to strategic success and as well creates good atmosphere to perform.

2.3.7 Organizational culture

Culture is a set of important assumptions that members of an organization share. It plays an important part in individuals because it influences behavior, set a pattern of activities, opinions and actions within an organization. According to Pearce and Robinson (2002), culture can be a positive factor in an organization on condition it supports strategy implementation. However, developing a culture that fully matches the strategic plan is the biggest challenge (Thomson 1978). This is at times addressed by the adjustment of an organization culture in case of new strategies in order to support them. It is usually a challenge due to resistance to change. Though inevitable, change is a great threat to successful strategy implementation. All staff therefore needs to be involved in the formulation stage of the strategy to avoid change resistance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

This chapter reviews the research methodology that was used in carrying out the research. It entails a description of the research design used, how data was gathered that is, the methods used in data collection process, and the procedures followed in the analysis and interpretation of the data gathered. This is for the purpose of identifying the correlations or statistical significance in the results.

3.2 Research Design

In order to allow for an in depth study and to ensure for a greater reliability of the data collection, a case study was adopted for the research. A case study was considered as the most appropriate because the focus was on a single organization and hence a detailed focus on a single phenomenon. The organization under study was The Institute of Advanced Technology Ltd.

3.3 Data Collection

The data collection method used to collect the data was of primary nature. This research involved qualitative data hence primary data was collected using personal interview which was administered by the help of an interview guide (appendix 3). The interview guide included open ended questions so as to be able to dig deeper into the respondent's comments to find out additional details in investigating the factors influencing strategy implementation at The Institute of Advanced Technology (IAT).

The data was collected from five managers. These were; The Dean ICT programs IAT Campus, The IT Manager, The General Manager IAT, The Test center manager IAT and The Center Manager IAT Pension Towers. To enable the respondents to

familiarize with the questions, the interview guide was issued in advance. The choice of the managers was based on the fact that they have relevant information as far as this research is concerned and they have worked with IAT for a considerable time and have interacted with the organization at both managerial level and subordinate level.

3.4 Data Analysis

The data collected from various respondents was analyzed and evaluated for consistency, usefulness, credibility and adequacy. It was documented as findings of this study. Based on the nature of the data intended from the interview guide, a qualitative content analysis was the best technique to use for making inferences.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter contains an analysis of the findings from the study undertaken on the factors influencing strategy implementation at the Institute of Advanced Technology. The data was collected by personal interview of the management of institute of Advanced Technology (IAT). The managers from various departments were interviewed on different dates and the results of the interview was analyzed and presented as a report of the discussions held. Of the five respondents intended to be interviewed only four were available for the interview hence having 80% of the targeted respondents.

4.2 Respondents Profile

The respondents were drawn from the top management, middle level and line management. The respondents had a working experience of at least four years. The minimum academic qualification for all the respondents was a Bachelors Degree. Further all the respondents have at least ten subordinates who reports directly to them. Owing to these factors, all the respondents had a good understanding of the organization and were therefore competent and suitable to respond to the broad issues in strategy implementation within IAT. The respondents were the General Manager, the Centre Manager Pension Towers, IT manager, and the manager Test Centre.

4.3 Strategy Implementation Process

Institute of advanced technology has a mission and vision. The mission reads “To delight our customers, enhance our stakeholders' social and economic well-being and continuously expand our-market share by aligning our training with industry best-practice benchmarks and providing world class quality education and training through

modern and conducive learning environments.” Its vision is “To be recognized as Africa's center of excellence, role model and authority in education and training.”(Appendix 1) The institution has a five year strategic plan which has both long-term and short-term objectives (one year). The strategic plan is usually reviewed annually to check for consistence and to check the progress and relevance. Strategy implementation process at IAT involves all the levels within the organization. The top management is charged with the task of offering the guidance in the whole process in order to ensure that all the efforts by other levels are geared towards realizing the mission and the vision of the organization. The middle level and the lower level of management are the ones who actually implement the strategies at IAT. They ensure that the resources both physical and financial resources are well aligned in their respective department to ensure for effective implementation of the strategic plans.

During the planning phase, the line managers and the centre managers set objectives for their respective areas and they present them to the general manager who validates and approvals them. They are then taken to the board of Directors who approve the entire process. Strategy formulation also involves all the departments within the organization. The departments give their key strategic areas which forms the organizational corporate strategies. The strategic plan implementation process entails breaking down of the strategic plan into activity phases which is one year action plan. Each department is given specific tasks to accomplish within a period of one year. They are charged with coming up with projections, strategies and activities which will enable them achieve the objectives for that year. Then they go ahead and come up with action plans. To ensure for compliance, reviews are carried out. The same way the planning process is bottom-up approach, the same happens during the

implementation process. It is up to the middle level and the line managers to ensure that everything is in place of course in liaison with the top management for the objectives to be realized. They do a follow up to ensure that they attain the goals for their department.

All employees sign a performance contract to ensure for control of their performance and it is reviewed semi-annually. Each performance contract has a performance matrix which is issued out by the operations managers. The operations' managers also review the performance with the employees under them. The contracts contain key aspects of the overall goals and with the guidance of the department managers, employees note the tasks they are supposed to achieve at the end of a given year. All these stem down to the realization of the strategic plan hence success in strategy implementation.

4.4 Factors Influencing Strategy Implementation

Implementation of strategies has and is a major problem for business owners and managers. Successful strategy implementation is a major challenge despite the fact that organizations have good strategies. A great percentage, that is, 80% of organizations feel they have good strategies but only 14% believe that they implement them well. (Holman, 1999)

A number of factors have been attributed to these results by all the respondents. These factors include; commitment of the management, effective communication, organizational structure and culture, leadership style, organization's resources, and motivation of staff.

The findings of this study indicate that the above factors are at play at IAT and they do play a very important role in the strategy implementation in the institution. Below is a discussion on the factors that influence strategy implementation at the Institute of Advanced Technology. The factors include; Information Technology, training of staff, organizational culture, organizational structure, commitment to providing resources by management, involvement of the management, continuous and effective communication across all levels within the institution, quality control, reward system, teamwork and human resource factors.

4.4.1 Staff Training and Development

Strategy implementation happens at all levels within the organization. IAT undertakes training to all the members of staff in order for them to know what is expected of them and know the ways in which they can be in a position to undertake their roles, it help reduce the stress levels during one's duty, the staff perform their duties as expected and enables them to be effective in the strategy implementation process through their job description.

Due to the above benefits, all the respondents felt that training though resource intensive is of great significance when it comes to strategy implementation. The institution comprises of both teaching staff and non-teaching members of staff. Induction is done to the non-teaching staff. During this process, the new members of staff are taken through their Job description, the targets and the parameters to be used to measure their performance. The same is done to the teaching staff. This category of staff is further taken through an intensive training called management of learning (MOL) and Teaching for Understanding (TFU). This is to ensure that they deliver

quality education to the students owing to the fact that training is the core business of the organization.

4.4.2 Organizational Structure

This refers to the way an organization arranges people and jobs so that its work can be performed and its goals can be met. All the respondents pointed out that the organizational structure determines power. IAT adopt a decentralized structure whereby managers at all levels are empowered to make decisions that affect their departments without necessarily getting a get authorization from the head office. In other words, more power is delegated to lower levels.

Organizational structure is a major priority in strategy implementation due to fact that for the strategy to be successful, the activities and responsibilities should be organized in a manner that is consistent with the strategy. The respondents were in agreement that organizational structure follows strategy. As a result, IAT thrives at ensuring that the structure matches the strategy. There have been a number of changes within the structure of the organization to enhance the process of strategy implementation. Instances include adopting a flat organizational structure to enhance efficiency, effectiveness and cut cost of operations within the organization. As per Chandler (1962) that strategy follows structure, IAT deliberately adjust the structure all in the efforts of embracing strategy which they are pursuing.

4.4.3 Effective Communication as a factor

Communication is a key component in strategy implementation. If strategy implementation is to be successful, organizations should adopt a clear and effective communication channel. Well formulated strategies may not be successful due to people who are supposed to implement do not quite understand their role in the

strategy plan in the efforts of making it successful. IAT embraces an open door policy in that it allows communication to take place from the bottom of the organization to its top. The management ensures that updates are provided on regularly to supervisors and workers on the status of various projects. The operational managers and head of departments ensure that there are regular meetings in order to allow for communication from all directions that is, from them and from the subordinates, in order to review progress toward goals.

The major communication channels used is email and telephone. There is an internal mail that is used internally within the organization. Any information that needs to circulate to all members and in case of lengthy issue is to be communicated. All members of staff have a calling code to ensure that everyone is in a position to communicate across and within centers if need be

4.4.4 Reward System and Motivation of Staff

All the respondents were in agreement and they maintained that staff recognition plays a major role in the strategy implementation process. Because IAT adopts an open door policy it requires that it recognizes and rewards good work and good performance with promotions, bonuses, raises and public praise. Those employees who perform best and who meets the target and benchmarks are usually rewarded. There is usually an open day where the non teaching staffs are rewarded and a function called customer loyalty event where the teaching staff are recognized for the work well done.

This has enabled healthy competition to thrive between various departments. Healthy competition is evident at IAT where staff in the same departments across various

centers work very hard in achieving the goals set. This has enabled the staff to focus on achieving both the short and long-term objectives. This factor contributes much to staff motivation in the organization and as a result they become committed in realizing the goals of the organization and hence leading to success.

4.4.5 Information Technology as a factor

IAT embraces IT in all its operations from teaching to the administrative work. The IT department plays a key role in the realization of the objectives of the strategic plan. All the respondents pointed out that IAT relies heavily on IT. This is because IT enhances strategy implementation of strategy by providing accurate data and also making it easy for the organization to generate report for analysis by management. It also enhances the function of budgeting. IAT uses simple applications like Microsoft Excel forecasting, monitoring performance of the staff and quality monitoring. The Quality department uses an online feedback system to collect feedback from the customers.

To ensure for accountability, reliability and consistency, examinations are done online. This enables the organization realize the goal of ensuring quality evaluation of the performance of the students. Microsoft exams, compTIA exam and ICDL are done online. This ensures for objectivity and as well being able to collaborate with international examination bodies.

Without proper IT system, this may not be possible. The feeling of the respondents was that the field keeps changing at a very high rate and hence it is both a challenge and opportunity for the organization to come up with IT systems that will always be relevant in the market for them to achieve their goals in the ever changing environment.

4.4.6 Organizational Culture

Organizational culture can only be positive if it supports the process of strategy implementation. At IAT, the culture is that of openness, accountability, fairness and equity. The top management ensures that this is maintained and in the lead is the Human Resource Manager. She ensures that everyone is given equal chances of training, self development and promotions wherever there is an opportunity. Everyone in the organization is given a chance to participate in any activity that comes up without being biased on tribe, race or gender.

There are instances where the culture had to be altered in order to achieve the set goals. According to one of the respondents, for a long time, the minimum qualification of IAT staff has been Bachelors degree, but due to changes in the strategy, they lowered the minimum qualifications of the teaching staff in order to achieve the goals. This however can only be evaluated in the course of time to determine if it will have effects on the quality of delivery of the courses offered in the institution. This was faced with a lot of resistance to change but with time tings cooled off and it embarked to smooth running of the organization. Therefore, in situations where the culture deviates from the norm, it takes some time to have the employees adjust and work to the plan.

4.4.7 Team Work and Team Spirit

Unless people work as a team, they may not be in apposition to achieve the set goals and targets. Therefore team work plays an important role in the strategy implementation process. IAT has realized the importance of team work if they are to successfully implement their strategies. It has embraces teamwork. This is one of the parameter used during the selection process for new members of staff. Team work is

encouraged and enhanced throughout the organization to an extent it is one of the parameters in the performance appraisal. Tasks and objectives are accomplished as a team. This contributes a big deal to strategy implementation. Failure to achieve high sense of team spirit results into division among staff members and this result into divided outputs which pose a challenge to strategy implementation.

4.5 Benefits Accrued from Strategy Implementation

IAT like any other organization is faced with challenges in the implementation of strategies. Despite this fact, they have managed to effectively implement strategic plan though not wholly. All the respondents were in agreement that strategy implementation is of great importance to the running of the organization.

A number of things were attributed to successful strategy implementation. It has witnessed growth both in the number of branches and also in the number of products offered. In the past years since 1991, there has been a rapid growth in line with its expansion plan. IAT started as a single centre and currently there are a total of eight centers, six of them in Nairobi, one in Mombasa and the latest one being in Nakuru.

The number of products offered in the institution has over the past years increased. Initially, IAT offered ICDL and IT professional courses only. Currently there are many more courses that are offered which include among others business modules, statistical packages, Microsoft courses, Diploma courses and degree courses in collaboration with international university as well as local universities for instance Maseno University and St Paul's University.

The institution has also managed to acquire ISO standard since 1999. This is attributed to them being able to realize their goals and maintaining quality services. It

was noted that a lot need to be done if the organization is to continue being relevant and stay ahead of competition. Unlike the time it was starting, the competition from many other middle level training institutions have come up and they need to come up with relevant strategy and implement them successfully if they are to remain ahead of competition. This is also imperative for them to acquire a University Charter in the near future.

Among other benefits include, revenue generation, increase in human resource and improved teaching. The IAT has a Research and Development Department and despite research being an expensive venture, the organization has put resources for it to be in a position of coming up with industry relevant courses. As a result marketable graduates are produced in this organization. This is evident because organizations look for IT skills from the students from the institution and a good number of graduates have been absorbed in the job market as a result of this.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter includes summaries of the findings, conclusions drawn from the research findings, highlights the limitations of the study, recommendations and suggestions for further study.

5.2 Summary

Institute of Advanced technology exercises strategic management. There is a mission, vision and a strategic plan in place. There are numerous strategies as stipulated in the strategic plan. Since its inception in 1991, the management has spearheaded a number of strategies' implementation. From the sections above strategy implementation is the process in which management allocates resources that are available for the purpose of putting a chosen strategy in motion. From earlier studies, successful strategy implementation is posed as a major challenge to organizations even though majority of them have very good strategies. This has resulted into a considerable proportion (65%) of organizational strategies failing to be implemented effectively.

From the above observations therefore, it means that there are factors that are at play which necessitates for failure or success of strategy implementation. Strategy implementation is the most important phase in strategic management. Strategic formulation is important but unless the plans are implemented the objectives will not be realized. IAT goes through a process when implementing its strategies which involves directions from the top management then the people at the lower levels are charged with the task of implementing the strategies.

There are factors that influence strategy implementation in the institution. These factors are training, organizational culture, communication, reward system and motivation of staff, Information Technology, organizational structure and teamwork. Other factors that play a role in the implantation of strategy implementation are commitment of the management in resource allocation. If these factors are considered in the strategy implementation process, then it will be successful and the objectives of the organization will be attained in the long run. On the other hand, if the opposite happens, the organization will be faced with challenges during the implementation of the strategies. IAT is aware of these factors and the management is working hard to ensure that they are able to implement their strategies well.

There are a number of benefits that the institution has accrued from strategy implementation. Although not all strategies have been implemented wholly, there are those things that they can lay their fingers on and say it is as a result of implementing the strategies. Among others benefits they have been in a position to grow in terms of the number of branches, number of staff, number of customers and also the number of products offered. There is also growth in terms of the revenue.

5.3 Conclusions

Of all other aspects in strategic management, strategy implementation is the most important. It brings into reality the plans put down in the formulation process. Organizations need to be aware of the environment in which they exist. An environment that is complex and very turbulent. For some organizations, the environment is more turbulent than for others. Therefore it is important for organizations to customize their organization to fit the strategy they have in place.

Turning strategies and plans into individual actions that are necessary to produce a great business performance is not easy, though it is possible. It is important to note that no matter how creative the formulated strategy, the organization will not benefit if it is incorrectly implemented.

Moreover, organizations that formulate and implement strategies better than competitors can expect a competitive advantage. There are great benefits that organizations get as a result of successful strategy implementation. This cannot be possible if the management of the organization is not aware of those factors that influence strategy implementation. This paper has described these factors. If all this factors are in place then the organization will has huge benefits.

The management should be effective leaders in the implementation process by influencing others. This will create a strategy supportive environment. They are the catalyst of strategic management and as a result they are accountable for strategy success. Involvement of the employees in the planning phase enable them own the process and hence reduces the chances of change resistance. Effective communication throughout the entire strategic management process is vital. This ensures that everyone is aware of the part they are supposed to play in the implementation process. It is important therefore for the management to know what the factors that influence strategy implementation in organizations are. This paper addresses these factors.

For strategy implementation to be successful, it is of importance for the management to be practical enough when formulating the plans. The plans should focus on reality

rather than theoretical aspects. It is also necessary to ensure that there is hands on monitoring of what is being done.

5.4 Recommendations

From the findings of this study, it is clear that the Institute of Advanced Technology is involved in the process of strategy implementation. Like any other organization, the process has and is not smooth. For this organization to be able to survive in this very dynamic environment, the following recommendations will help the management better the process.

The top management should aim at ensuring that the structure of the organization matches the strategy without compromising the quality of the services that are offered. This will enable them remain ahead of the competition. As a result they will not lose their clients to the competitors. There should also be clear communication from the top management to the lower levels within the organization. This will allow for openness and transparency. Effective communication that is instant and relevant is important at all levels of strategic management process.

If the strategy implementation is to be successful, all employees need to be involved. This enables everyone to own the entire process. In respect to this study IAT should involve everyone in the planning phase of the strategic management process. Everyone will know their role in the entire process. When the implementation time comes they will be aware of the plans and also the changes that will come along with it and hence this will reduce resistance to change from the implementers of the strategy. It is also important for the staff morale to be boosted because it is them who

are involved in the strategy implementation. Even though the reward system is there it is not good enough to enable successful strategy implementation.

5.5 Limitation of the study

Having adopted a case study, it is difficult to generalize the findings of this study. Therefore the findings of this study cannot be inferred to other organizations. They also cannot be taken as the actual representation of the situation within the training industry in Kenya as they are organizational specific.

Another limitation is time. Due to the limited time, it was not possible for the researcher to be exposed to all the subject variables. As a result only the top managers were interviewed.

5.6 Suggestions for further Research

There is a need to undertake a study on the strategic implementation approaches undertaken by the Institute of Advanced Technology.

It is also important to carry out a study on the challenges of strategy implementation at the Institute of Advanced Technology and how these challenges can be or are overcome. Another area of interest that needs to be studied is a study on the best practices during the strategy implementation process

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APPENDICES

Appendix 1: IAT's Vision Statement, Mission Statement and Quality Policy Statement



OUR VISION

To be recognized as Africa's center of excellence, role model and authority in education and training.

MISSION

To delight our customers, enhance our stakeholders' social and economic well-being and continuously expand our-market share by aligning our training with industry best-practice benchmarks and providing world class quality education and training through modern and conducive learning environments.

QUALITY POLICY STATEMENT

- We will listen to our customers and strive to deliver uncompromisingly high quality services to meet their needs and expectations.
- We will communicate the vision and objectives of our organization and aim to achieve them through leadership, teamwork and accountability.
- We will entrust our people with responsibility at all levels, encourage them to realize their potential, promote them on merit and recognize their contributions to the success of the organization.
- We will manage our activities as a system of interrelated processes and measure their effectiveness against the organization's objectives.
- We will continually improve our organization's overall performance by striving to meet increasingly challenging targets for all our processes and by reviewing the effectiveness of our quality management system.
- We will use our experience, logic and intuition to make effective decisions based on data collected from our customers, our market and our industry.
- We will establish partnerships with our suppliers to enhance responsiveness to changing market conditions and to create value for our customers.
- We will conduct our business in accordance with statutory and regulatory requirements.

Appendix 2: Request letter to carry out research

REQUEST FOR RESEARCHING IN YOUR ORGANIZATION

Human Resource Manager,
Institute of Advanced Technology
P.O Box 20653-00200
Nairobi.

Dear Madam,

I am a postgraduate student undertaking Master in Business Administration at the University of Nairobi, School of Business. In partial fulfillment of the requirements for the award of Master of Business Administration, I am required to conduct a case study on factors influencing strategy implementation at the Institute of Advanced Technology (IAT)

I humbly request you to allow me to use your company for this research. Strict confidentiality will be maintained and all the information collected through this interview guide will remain confidential. The information provided will not be used for any other purpose apart from its intended academic use.

Thank you for your willingness to assist.

Mwangi Teresiah Wambui	D61/72768/2009
Supervisor	Mr. E. Mududa

Appendix 3: Interview Guide

PART A

Background information

1. Gender of respondent Male Female
2. Academic qualification
 Degree PhD
 Masters Other (specify) _____
3. Work experience
 3 years and below
 4-10 years
 10 and above
4. What is your management position?
5. What is the current number of subordinates?
6. Which programs are offered in IAT?

PART B

1. Does your institution have a mission?
2. Does your institution have a vision?
3. Do you have a strategic plan?
4. How long is your strategic plan?
5. How often is it reviewed?
6. At what level is the strategic plan implementation process?
7. Are you engaged in strategy implementation?
8. Do you undertake training during strategy implementation at your organization?
9. If the answer above is yes, how would you rate the importance of training during strategy implementation?
10. Rate the commitment to providing financial resources and other resources to support the implementation of strategies.
11. Did the use of IT enhance strategy implementation?
 If yes, briefly elaborate
12. Does the organizational structure affect the strategy implementation process?
 If yes explain.
13. How can you rate the involvement of management in the whole process of strategy implementation?

14. To what extent are the employees involved in the implementation of strategy?
15. Does the organizational culture affect the strategy implementation process? If yes explain
16. To what extent does communication within organization affect the strategy implementation process?
17. Does readiness to organizational change a factor you can consider to influence strategy implementation?
18. Has strategic planning enabled the growth of the organization in terms of programmes offered?
19. What effects to the organization can you say they are attributed to effective strategy implementation
20. Has strategy implementation resulted into improved teaching, high level of discipline among students? If yes explain
21. Are there more pressing needs in the institution than strategy implementation? If yes please explain.
22. What other factors do you think play an important role in strategy implementation in your organization?

Thank you very much for taking time to go through this interview guide.