

CHALLENGES OF STRATEGY IMPLEMENTATION BY

KENYA GOLF UNION

JESSE MWAURA MUNGAI

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DECLARATION

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

Signed.....

Date.....

JESSEE MWAURA MUNGAI

This research project has been submitted for examination with my approval as the university supervisor

Signed.....

Date.....

Mr. Eliud Mududa

LECTURER

DEPARTMENT OF BUSINESS ADMINISTRATION

UNIVERSITY OF NAIROBI

DEDICATION

This research project is dedicated to my family and friends. Thank you for the love, support and always being there for me. God bless you more.

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ABSTRACT

As the operating environment changes drastically due to the forces of globalization, internationalization and advancements in information technology, organizations too have to develop appropriate strategies that would align their operations to this changing environment. Firms must therefore constantly operate plans to tap the opportunities in the environment and handle the threats therein. Strategy implementation is the process of transforming strategic intentions into actions which maximize firm value. Successful strategy implementation is as critical and difficult as the strategic choice. The objective of this study is to determine the challenges of strategy implementation by Kenya Golf Union. The study concluded that the tenure of the chairperson of the KGU was too short to allow long term planning. This led to development of short term plans. The study further concludes that the Union had limited financial capabilities and resources. The study further concludes that the Union faced a breakdown in the communication. The Union faced a breakdown in its communication as the strategies formulated were not well communicated to staff to promote their implementation. The study further concludes that in response to the challenges above, the union made several strategies including seeking assistance from the Government. The Union further developed clear responsibility and accountability for the success of the overall strategy project by clearly demarcating what each staff is supposed to do and given clear deliverables. In order to promote strategic implementation at the Union, the study recommends that the tenure period for the chairperson be extended to a period of five years. The study further established that the Union lacked financial and human capital capability to implement the strategy. This study therefore recommends that communication process be well managed and have staff involved in the process of strategy formulation and implementation to reduce resistance during implementation.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Firms are dependent on the environment for their raw resource materials and a market for their goods and services. The environment consists of both the internal and external environments. The internal environment constitutes the factors in the organization which are to a great extent under the direct control and manipulation of the organizations management. Such factors include organization technology, physical infrastructure of the organization as well as its human and production resources, among others. It is these resources that the organization utilizes in its leadership and management strategies to tap on the opportunities in the environment and handle subsequent business threats. The external environment of the organization on the other hand includes the remote, industrial and the operating environment (Ansoff, 1988).

Firms must therefore constantly operate plans to tap the opportunities in the environment and handle the threats therein. This is only possible if formulated strategies are effectively implemented. This is because more often than not the external operating environment is turbulent. This means it is rapidly changing; it is unpredictable as well as surpriseful. This turbulence exerts pressure on the Firms to change not only their strategic planning schemes but strategy implementation as well. Effective strategy implementation requires that firms match their internal capabilities with the pressure in the external environment, failure to which they would lose their business survival positioning (Ansoff, 1988). It is an executable plan of action which describes how an organization would achieve a stated mission.

Strategy implementation should indicate the competence advantage or the unique position that a company will develop vis-à-vis its competitors through its resource mobilization and the scope of its decision. Synergy is the last element of strategy and it is the joint effect that is sought from the company's resources employment and company scope of decisions. Porter (1996) also captures strategy implementation as the actual creation of a unique and valued position involving a different set of activities as a response to the environment.

The study was founded on the theory of resource based view and open systems. This study premised more on the resource based theory. This theory is interwoven with other theories such as open systems theory, and dynamic capability theory. Organizations are open systems which draw their raw materials from the environment. Firms utilize their resources to transform the raw materials into finished products and services which they in return release back into the environment. The open systems theory which states that there is no one organization that exists in a vacuum, all organizations are influenced and also influence the environment in which they operate. The rational systems perspective focuses on structure as a significant tool for the efficient achievement of organizational goals. It emphasizes the role of management in deciding such structures and determining the specific goals that are to be achieved.

The Kenya Golf Union has witnessed a lot of changes in the recent past as it struggles to increase the uptake of golf in the country. Several strategies developed have not been successfully implemented leading to pertinent questions which has remained un answered. First, the process of strategy implementation has un necessarily dragged thereby leaning some strategies not implemented at all or halfway implemented. This study therefore seeks to establish some of the challenges affecting strategy implementation and response strategies to these challenges.

1.1.1 Concept of strategy

Strategy is the long term plan that describes the direction and scope of the organization designated to attain a specific goal of the organization (Thompson & Strickland, 2007). It is a deliberate search for a plan of action that could be used to turn the business around and create a competitive advantage for the organization. Strategy must recognize and deliver the notion that the basis of differentiation between the organization and its competitors in actual fact is the competitive edge of the organization. Strategy therefore must tackle the strategic problem – the mismatch between the internal organization capability and its external environment. This mismatch will create a competitive disadvantage for the organization (Aosa, 1992).

Successful strategy calls for doing many things well and integrating all of them (Kamwere, 2007). The organization must therefore effectively relate to and serve the environment. This is because organizations use inputs from the environment and translate these inputs into outputs which they again release to the external environment (Porter, 1996). Strategy formulation must be, married to strategy implementation to ensure success. Strategy is the commonality and unity of all the enterprises decisions, also permitting the application of powerful analytical tools to help enterprises decisions, and also help companies create and redirect their strategies. Strategy can help the organization establish long term direction in its development and behaviour (Kamwere, 2007).

1.1.2 Concept of Strategy Implementation

Strategy implementation is the action phase of the strategic management process. The strategy implementation stage may be the more complicated stage of the

strategic management process, as it requires managers to convert strategies into actions that would ultimately maximize performance. The manager's ability to manage and motivate the team, communicate the vision and goals, monitor performance, as well as detect and rectify issues in a timely fashion, plays a significant role in the success and effectiveness of strategies (David, 1997).

Lacking the ability to effectively implement these strategies and convert them into positive results means that these strategies have gone to waste. It is of no use to the business to have innovative and valuable strategies, if managers lack the skills and capabilities to implement them. It is also needless to say that the capabilities of the employees, as well as the resources and processes of the business, play a vital role in undertaking the tasks required to achieve the objectives of strategy implementation (Mungai, 2007).

During strategy implementation, managers should consider the organisation as a whole, and its ability to accept strategies and perform to a high standard to realise the fruition of objectives and tasks. Gaining an understanding of the business' ethical standpoint, the organisational culture and structure, as well as any controls, allows the manager to gain a clear view of how strategies are to be integrated into processes. It is also very important for managers to be able to clearly convey and communicate the tasks required of employees to be able to achieve the required targets and results (Johnson & Scholes, 2002). Thompson & Strickland (2007) have identified various tasks required by managers to perform in order to ensure that the implementation of strategies is effective and lead to business success. These tasks are: Building an organisation with the competencies, capabilities, and resource strengths to carry out the strategy successfully, developing budgets to steer ample resources into those value

chain activities critical to strategic success, as well as establishing strategy-supportive policies and procedures.

Installing effective communication and operating systems that enable company personnel to carry out their strategic roles successfully is part of strategy implantation. At the same time tying rewards and incentives to the achievement of performance objectives is part of a good strategy execution process. Lastly implementation calls for creating a strategy-supportive work environment and corporate culture and exerting the internal leadership needed to drive implementation forward and to keep improving on how the strategy is being executed (Porter, 1985)

1.1.3 Sports Organisations in Kenya

The Government of Kenya, through the ministry of ports has been at the fore front of supporting the sporting fraternity because the sector is viewed as a vibrant engine for social economic development (Nyaumao, 2012). Various bodies have been set up to facilitate sports such as Kenya National Sports Council, Athletics Kenya, National Olympic Council of Kenya, Sports Stadia Management Board amongst others all aimed at harnessing the sports . The ministry of Education ensures that at the primary and secondary level of education, physical education is mandatory in order to instill the sporting culture amongst the growing children. School competitions in all types of games including swimming, athletics, football, volleyball, hockey etc are encouraged and participation starts right from the grass root, climaxing at the national competitions. (Boit, 2005)

Different federations exist in support of various sports, Kenya Football Federation (KFF) which manages the football clubs in Kenya, Athletics Kenya (athletics) etc. It is through these bodies that different sports have grown and the tapping of individual talents has been harnessed. This growth not only helps the individual but contributes

enormously to both the image of the country at the international scene as well as economic gains. Individual team members for instance who represent the country in various sports such as athletics bring in huge amounts of money in form of winnings.

Boit (2005), observes that sports personalities have also continued to steer development of sports in Kenya as the case of the annual Tegla Loroupe Peace Race (TLPR) which is a peace building initiative. It is used as a mobilizing tool to bring the warring communities of the Greater Horn of Africa Region. These peace races have been used to build trust among the warring communities in Northern Kenya, North Eastern Uganda and Southern Sudan.

Corporate organisations have joined the sporting bodies in supporting sporting activities as evidenced by events such as the Standard Chartered annual marathon, which brings together members from the professional arena and participants who run for personal achievements and fun annually in Nairobi (Standard Chartered Annual Report, 2005). Another good example is the Safaricom Lewa Marathon sponsored by Safaricom Ltd , which also serves as good forum for local tourism with a larger national circuit that embraces a unique concept of running in the wild (Keino, 2006)

1.1.4 Kenya Golf Union

The first attempt to form a Golf Union in East Africa, similar to Golf Unions in the United Kingdom and other parts of the Commonwealth, took place at a meeting convened by the late Mr. A. C. Tannahill and held at Nairobi Golf Club [now Royal Nairobi Golf Club] on 7th July, 1923. There were thirteen representatives present from golf clubs in Kenya, Tanganyika and Uganda. The late Major J. D. Leonard took the Chair and the late Mr. A. C. Tannahill acted as Honorary Secretary.

A formation committee was appointed and included in addition to the two names mentioned, Mr. W. T. Shapley and Mr. F. S. Dunn. It was finally decided to name the Union “The Golf Union of East Africa” and it is from this original venture that the present Kenya Golf Union owes its origin (Ndegwa, 2009)

The KGU was set up in 1928 to act as the national representative of all golfing clubs in Kenya. The KGU's tasks include promotion of the game and maintaining the international standards of the game in the country. An annual general meeting of the Kenya Golf Union is held each year in May. The main duty at this meeting is to elect the Chairman and the Executive Committee. The Executive Committee is then responsible for the work of the Union subject to the General Council. The day-to-day issues which arise are entrusted to the Executive Committee, but all decisions of this Committee are subject to review by the General Council. Since its formation, however, the work of the Union has grown to such an extent that it has become necessary to form permanent sub-committees working within the Executive Committee to deal separately with such matters as rules (interpretation and approval of local rules), The Junior Golf Activities, Golf Talent Foundation and The Kenya Open Championship. The Union does not interfere with the domestic affairs of Clubs, all it is concerned with is the organization of the game as a whole, the arranging of certain events and tours by visiting teams and giving advice to clubs when asked (<http://www.kgu.or.ke>).

1.2 Research problem

Strategy implementation is the process of transforming strategic intentions into actions which maximize firm value. Successful strategy implementation is as critical and difficult as the strategic choice. It requires consideration of the resources to be

used, human resource requirements, structure, systems, and other variables. Among strategic management studies that have been done, very few have focused on the implementation aspect of strategies of sporting organizations the world over. Furthermore, these few ones have laid their focus more on other contexts other than the golf context in Kenya. Biggs & Shah (1999) identified strategy implementation challenges to include financial, environmental and social concerns in business decisions. Wallace (1999) undertook research on Small Enterprise Development in Kenya while Tamer (1998), looked at the Internationalization Process of Firms. They highlighted challenges affecting strategy implementation such as globalization of markets and production, lack of financial support, and poor infrastructure.

Muambula (2002) found out that despite existing policies on financial support for Smes, very few entrepreneurs receive financial help when they need it. Basic physical and communication infrastructure required for economic development are in poor shape in most parts of Kenya. Access to information infrastructure is considered an indispensable condition for widespread socio-economic developments in this age of globalization (Cogburn & Adeya, 2000). All these researches shed more light on implementation challenges in other sectors other than sporting, which is the concern of this study. Kenya is a country with unparalleled splendour, enchanting landscape with unique splashes of rich flora and fauna. There is no doubt that Kenya can be a powerhouse in golf tourism. Undoubtedly, our weather is ideal for golf all year round. In spite of having all these unparalleled competitive advantages, the country is yet to optimally reap from the lucrative global golf tourism-a sector worth over £10 billion (US\$17.5 billion). There is therefore a need for a strategy that seeks to infuse innovative golfing concepts to position Kenya as an unparalleled golfing destination where players get an incredibly richer package that would allow them to sample the

unique beauty that the country has to offer. However to implement a successive golf strategy is not as easy as formulated. Several challenges abound as discussed above. This, therefore, necessitated a study on the strategy implementation challenges facing Kenya Golf Union; thus leading to the question: What are the specific challenges of strategy implementation by KGU?

1.3 Research objective

The objective of this study was to determine the challenges of strategy implementation by Kenya Golf Union.

1.4 Value of the study

This study would especially be helpful KGU and other similar organizations operating in Kenya. It should be particularly helpful to the organizations' strategic teams and managers of multi-programme golf Unions whose responsibilities include formulating and implementing strategies.

For future researchers, this study would provide the theoretical foundations for further related studies. This research would also add to the body of knowledge of the existing research, and act as a point of reference for further research. The study would identify problems encountered during the research and this would be a pointer on how to deal with such problems in research related to the current study.

For government, which is a key stakeholder of KGU, the study findings would enable policy makers address the challenges facing golf as a sport. It would help government come up with the best ways of implementing the golfing sport in various areas especially in schools. It would also hopefully provide the methodology to be used for further research related to this one.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This Chapter highlights the major issues relating to strategy implementation and the accompanying challenges. The chapter also covers the theoretical underpinning of the study, sporting organisations in Kenya, as well as the summary of the chapter.

2.2 Theoretical Underpinning

Theories underpin the foundations upon which research is built. This study premised more on the resource based theory. This theory is interwoven with other theories such as open systems theory, and dynamic capability theory. Organizations are open systems which draw their raw materials from the environment. Firms utilize their resources to transform the raw materials into finished products and services which they in return release back into the environment.

However, while undertaking this, firms must constantly modify their resource capability requirements to be in sync with the turbulent environmental demands. Given that settings in which the managers operate differ, environmental influences on firms is relevant to strategy implementation within and without the organization. Strategy executors should be prepared to shift resources from one area to another in support of new strategic initiatives and priorities. This is because a change in strategy almost always require budget reallocations (Kamwere, 2013; Aosa, 1992) How well the strategy implementers links the budget allocations to the needs of strategy can either promote or impede the execution process. Depriving strategy-

critical groups of the funds required to execute strategy can undermine the implementation process (Kamwere, 2013). Dynamic capabilities theory complements the premise of the resource-based view. If an organization is perceived as a bundle of resources and capabilities, dynamic capabilities underscore the processes of transforming firm resources and capabilities into outputs that stimulate competitive advantage.

This study is further founded on the open systems theory which states that there is no one organization that exists in a vacuum, all organizations are influenced and also influence the environment in which they operate. According to (Wren, 1994), Open Systems theory provides managers with metaphors, terminology and explanations about how organizations function. It has dominated as a framework for managerial behavior and organizational analysis. The rational systems perspective focuses on structure as a significant tool for the efficient achievement of organizational goals. It emphasizes the role of management in deciding such structures and determining the specific goals that are to be achieved. Hence, the focus is on formal structures, the specificity of goals, and the formalization of rules and roles. Open systems reflected the belief that all organizations are unique in part because of the unique environment in which they operate and that they should be structured to accommodate unique problems and opportunities (Daft, 2001).

Environmental influences that affect open systems can be described as either specific or general. The specific environment refers to the network of suppliers, distributors, government agencies, and competitors with which a business enterprise interacts. The general environment encompasses four influences that emanate from the geographic area in which the organization operates. The open-systems theory assumes that all large organizations are comprised of multiple subsystems, each of which receives

inputs from other subsystems and turns them into outputs for use by other subsystems. The subsystems are not necessarily represented by departments in an organization, but might instead resemble patterns of activity.

2.3 Strategy Implementation

Various perspectives that explain the concept of strategy have been proposed by various writers. Strategy is the long term plan that describes the direction and scope of the organization designated to attain a specific goal of the organization. It is a deliberate search for a plan of action that could be used to turn the business around and create a competitive advantage for the organization (Thompson & Strickland, 2007; Burnes, 1996). It is the determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and allocation of resources necessary for carrying out these goals. (Burnes, 1996) defines strategy as the match between an organization's resources and skills and the environmental opportunities and risks it faces and the purpose it wishes to accomplish. The purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment.

Strategy implementation is one of the components of strategic management and refers to a set of decisions and actions that result in the formulation and implementation of long term plans designed to achieve organizational objectives (Pearce & Robinson, 2003). Strategy implementation is the process by which the organization's chosen strategies are put into operation .Implementing a strategy is a tougher and more time consuming challenge than crafting it (Nyaumao, 2012). Strategy implementation is one of the components of strategic management processes and refers to a set of

decisions and actions that result in the formulation and implementation of long term plans designed to achieve organizational objectives (Pearce & Robinson, 2003) According to Hill and Jones (1999), implementing strategy requires the allocation of roles and responsibilities for different aspects of the strategy to different managers and sub units within the Sacco. Strategy is normally implemented through an organization's structure.

Strategy implementation includes considerations of who would be responsible for strategy operationalisation, a suitable organization structure that should support the implementation of strategy, the need to adapt the systems used to manage the organization), the key tasks to be carried out and desired changes in the resource mix of the organization (Johnson & Scholes, 2002). According to Aosa (1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. Successful strategy implementation involves empowering others to act on doing all things needed to put strategy into place and to execute it proficiently (Thompson & Strickland, 2003).The most important outcome that leaders, managers and planners should aim from successful strategy implementation is real value added through goal achievement and increased stakeholders satisfaction. Aosa (1992) argues that it is important that culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and demonization which in turn can frustrate the strategy implementation effort. When culture influences the actions of the employees to support current strategy, implementation is strengthened. According to Thompson and Strickland (2003), it is the strategy implementer's task to bring the corporate culture

into alignment with the strategy and keep it there once a strategy is chosen. It is important to align strategy with organization resources. Once a strategy option has settled upon, management attention turns to evaluating the resource implications on strategy. It is therefore possible to implement strategies with resources available and it is not possible to implement strategy which requires more resources than can be made available. As much as possible, the leadership of the organization should fill relevant positions with qualified people committed to the change efforts.

Leadership is also one of the most important elements affecting organizational performance. Leadership ensures that unity and direction of strategy as well as teamwork is sustained towards goal attainment. However, poor implementation of an appropriate strategy may cause that strategy to fail. An excellent implementation plan would not only cause the success of an appropriate strategy, but can also rescue an appropriate strategy. Strategy implementation is therefore crucial to effective management and leadership. Nyaumao (2010) posits that a brilliant strategy that cannot be implemented creates no real value. Effective implementation begins during strategy formulation when questions of “how to do it?” should be considered in parallel with “what to do?” Alexander (1985) identifies inadequate planning and poor communication to unsuccessful implementation of strategies. Other hurdles to implementation are ineffective coordination of implementing activities, insufficient capabilities of employees, inadequate training given to lower level employees, lack of clear responsibility being fixed for implementation and lack of support from other levels of management (Akwani, 2001; Nyaumao, 2010).

Thomson and Strickland (2003) states that strategy implementation challenge is to create a series of tight fits between strategy and the organization's competences, capabilities and structure, between strategy and budgetary allocations, between strategy and policy, between strategy and internal support system, between strategy and the reward system and between strategy and the corporate culture. The implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal and control processes. Strategic implementation is concerned with both planning on how the choice of strategy can be put into effect, and managing the changes required. Implementation needs to be considered not just as a single event with fixed or rigid plans but rather as a series of activities whose outcome would shape and guide the strategy. The full strategy cannot be known in advance but only emerge out of the implementation (Quinn, 1988). Implementation is a six step process thus; envision, activate, install, ensure, adjust and recognize. The success of strategy implementation depends on both the selection of an appropriate strategy and converting that strategy into action.

Communication and coordination largely depend on the principle during formulation. In order to enhance value chain linkages and synergy, some key issues needs to be emphasized and understood. This is to disallow any confusion or ambiguity, communicate clear judgments, assumptions, contingencies and possibly the choices made during the strategy formulation and implementation phase. Most strategies need adequate resources allocation if they are to be implemented successfully. Resource allocation process should be based on the contribution of the proposed resources towards the fulfilment of the mission and objectives of the organization. Implementation planning is key to successful implementation. The aim is to use a

forma planning system for the development and implementation of strategies related to the mission and objectives of the organization. Quinn (1988) suggested three ways in which strategic planning can assist firms namely communication process throughout the organization by setting out review and planning thinking, to find new strategic insights by posing new questions outside normal operations and to assist the presentation of alternatives and possible radical ways of viewing strategic issues.

Strategy implementation and control are crucial aspects of implementation because information can be used to assess resource allocation choices, to monitor progress on implementation and to evaluate performance of individual managers as they go about the achievement of their implementation tasks. Strategic control is deals with tracking a strategy as it is being implemented, detecting problems or changes in its underlying premises and making necessary adjustments and control. The principal tasks of implementation include building a capable organization, allocating ample resources to strategy critical activities, establishing strategy supportive policies and procedures, instituting best practices and mechanisms for continuous improvement, relying on middle and lower level managers to get things done, installing support systems enabling personnel to carry out their strategic roles successfully, tying rewards and incentives tightly to achievement of key objectives, creating supportive culture and exerting strategic leadership (Thompson & Strickland,2003). Strategy implementation is demanding because of the number of managerial activities required to be attended to, the many ways managers can tackle each activity, the skill that it takes to get a variety of activity, the skill that it takes to get a variety of initiatives launched and moving, and the resistance to change that has to overcome (Thompson and Strickland (2003). Akwani (2000), posits that to be considered effective a chosen strategy must

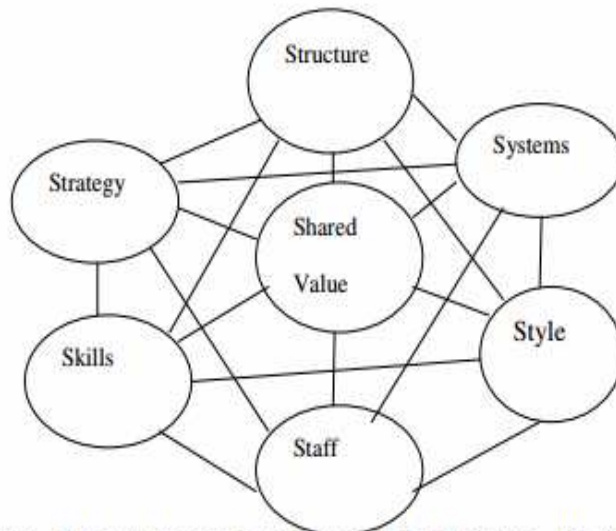
be implemented successfully. David (2001) points out that strategy implementation are an activity which focuses on efficiency in organizations. It is an operational process that requires special motivation, leadership skills and good coordination amongst staff and stakeholders.

2.4 Challenges of Strategy Implementation

Strategy implementation can pose a multiplicity challenges. The challenges may be as a result of sources that are internal and external to the firm. Challenges that would face strategy implementation would depend on the type of strategy, type of organisation and prevailing circumstances. Many challenges in strategy implementation can be avoided if strategy development is coupled with implementation. Involving key people especially those who would play a role in implementation in the development stage is important so that critical implementation issues are not left out of consideration during development. Kamwere (2013), Aosa (1992), Johnson and Scholes (2002), and Akwani (2001) identified several challenges in strategy implementation. These include; the amount of strategic communication from top to bottom, and competing activities that distract attention from implementing decisions. Other challenges include lack of clear definition of key employees' responsibility changes, a lack of participation of the formulators of strategy in the implementation process and lack of effective communication of management expectations during the process of strategy implementation. Insufficient resources, a mismatch between strategy and structure, and strategy and performance as well as resistance to change can also create implementation hurdles.

One of the first frameworks for strategy implementation was McKinsey's 7S-framework, which laid the foundation for a wide range of similar concepts (Feurer et al 1995). It identified seven factors (figure 2.4) that are essential for strategy implementation namely: strategy, skills, shared values, structure, systems, staff and style (Feurer et al., 1995).

Figure 2.1: The Mckinsey 7S Model



Source: John A. Pearce II & Richard B Robinson, JR, (1991)

The framework is based on the assumption that a change in strategy will require a change in the organization's skills and shared values and this in turn will determine the requirements for the remaining factors (Feurer et al 1995). Higgins (2005) then worked on McKinsey's 7S model, to formulate the Higgins' 8S Model. The 8S model differs from the 7S model in two primary ways: Resources has replaced Skills as one of the Contextual 'S' since an organization cannot successfully implement strategy without marshalling additional resources such as money, information, technology and time. They refer to the experience of leaders that have managed a successful strategy implementation and emphasize communication as the largest challenge.

According to Kaplan and Norton (2004), the main causes of poor strategy implementation are; vision and strategies that are not achievable, not linked to departmental, team and individual goals, long and short term resource allocation and feedbacks that are tactical but not strategic. They do not mention leadership style as a barrier. Beer and Eisenstat (2000) state that leadership influences strategy implementation. Galpin (1998) points out that what makes the difference between successful and unsuccessful strategy implementation is the way management motivates and educates its people. Kaplan and Norton (2004), argue that the most important driver of success in strategy is top management leadership style, and not the tool itself, that leadership style has a larger effect than the analytical and structural strength of the tool.

Cocks (2010) pointed out that implementation is not merely a matter of operationalizing the strategy by exercising command over resources, employees and their work. Forster and Browne (1996) point out that this approach assumes a logical and hierarchical distinction between strategy formulation and implementation, with implementation delegated to a subordinate status as the responsibility of “middle management” (Cited in Cocks 2010). Here, implementation is seen as more mundane and detailed compared with creating a grand design and vision of the future.

Successful strategy execution depends on doing a good job of working with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy- supportive manner, and instilling discipline of getting things done (Arthur et al., 2007). Li et al. (2008) view strategy implementation as a dynamic, iterative and complex process, which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated

internal and external factors – to turn strategic plans into reality in order to achieve strategic objectives.

Al- Ghamdi (1998) researched 15 implementation problems and found that six strategy implementation problems were experienced by over 70% of the sample group of firms. He further states that problems with implementation often occur when companies concentrate on new strategy development and in the process forget their main line of business that underlie within previously formulated business strategies.

Downes (2001) states that the kinds of execution obstacles most companies run into fall into two categories: problems internal to the company and problems generated by outside forces in its industry. These internal and external issues are affected by the extent of flexibility companies have to launch strategic initiatives successfully.

Hrebiniak (2005) recognized the difficulty of strategy execution and the reward from doing that correctly. He discussed various factors that can lead to incorrect implementation of any strategy. Additionally, Hrebiniak's research survey of 400 managers contributed to the identification of additional factors that may cause challenges to successful strategy implementation included: Lack feelings of "ownership" of a strategy or execution plans among key employees; not having guidelines or a model to guide strategy- execution efforts; lack of understanding of the role of organizational structure and design in the execution process; inability to generate "buy-in" or agreement on critical execution steps or actions; lack of incentives or inappropriate incentives to support execution objectives; insufficient financial resources to execute the strategy (Cited in Al- Ghamdi 2005).

Corboy and O'Corrbui (1999) views the challenges as “deadly sins of strategy implementation” and go on explaining them as follows: a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the strategy, unclear individual responsibilities in the change process, difficulties and obstacles not acknowledge, recognized or acted upon, and ignoring the day-to-day business imperatives.

Okumus (2003), found that the main barriers to the implementation of strategy include; lack of coordination and support from other levels of management and resistance from lower levels and poor planning activities. Sterling (2003 identified various reasons why strategies fail as such as unexpected market changes, lack of senior management support, effective competitor responses to strategy, application of insufficient resources, failure of buy-in, understanding and or communication, timeliness and distinctiveness, lack of focus, and bad strategy poorly conceived business models. Sometimes strategies fail because they are simply ill conceived. For example business models are flawed because of a misunderstanding of how demand would be met in the market.

Companies do not find difficulty with formulation of a strategy; the difficulty comes with implementation as it is not easy to implement a strategy (Sterling (2003) cited in Koyana (2009). As a result Sterling (2003) states that a study that was undertaken showed that only 30% of strategies are properly implemented by companies and this obviously needs improvement. One of the key impediments to strategy execution lies in the shortcomings and challenges of functionally based organisations where cooperation among many, if not all, functions is necessary (Cocks 2010).

Challenges that occur during the implementation process of a strategy are an important area of research because even the best strategy would be ineffective if not implemented successfully (Nyaumao, 2010). There are many organizational characteristics which act to constrain in strategy implementation. Insufficient leadership attention poses a great challenge to implementation of strategy. Much of the time firm managers view the strategy development process as a linear or finite initiative. Ineffective leadership may, also, contribute to a large extent a challenge to strategy implementation. Leading strategy implementation requires a balancing act - the ability to work closely with partners in order to build cohesion and support for the firm's strategy, while maintaining the objectivity required in order to make valuable decisions. Strategy implementation frequently fails due to weak leadership, evidenced by firm leaders unable or unwilling to carry out the difficult decisions agreed upon in the plan. To compound the problem, partners within the firm often fail to hold leaders accountable for driving implementation (Noble, 1994).

The challenge that most organizations face is the transition from strategy formulation to strategy implementation. David (2009) draws attention to the fact that, “the transition from strategy formulation to strategy implementation requires a shift in responsibility from strategists to divisional and functional managers. It is therefore obvious that strategy implementation is the key challenge to the organizations today. According to Johnson et al. (2003) some of the challenges include: availability of resources; leadership style; organization culture; corporate structure; lack of focus and failure of buy in by implementing team.

For strategy implementation to be successful, Thompson et al (2006) proposed a nine staged process. These are: Staffing the organization with the needed skills and expertise, consciously building and strengthening strategy-supportive competencies and competitive capabilities, and organizing the work effort. Creating a company culture and work climate conducive to successful strategy implementation. Developing budgets that steer ample resources into those activities critical to strategic success. Ensuring that policies and operating procedures facilitate rather than impede effective execution. Using the best-known practices to perform core business activities and pushing for continuous improvement.

The most important problem experienced in strategy implementation in many cases is lack of sufficient communication. Clear understanding of a strategy gives purpose to the activities of each employee and allows them to link whatever task is at hand to the overall organizational direction (Nyaumao, 2012). Resource allocation of an organization is dependent on the kind of structure the organization has. There is no one optimal organization design or structure for a given strategy or type of an organization (David, 2003). Pearce & Robinson (2003) identified reasons why strategies fail. These include; anticipated market changes, lack of senior management support, effective competitor responses to strategy, application of insufficient resources, failure for buy in, understanding and communication, timeliness and distinctiveness, lack of focus and bad strategy as well as poorly conceived business models.

Sometimes strategies fail because they are simply ill conceived. At the basic level, strategy is about managing change and resistance to change can be considered the

single greatest threat to successful strategy implementation. Strategic change constitutes the movement of an organization from its present state towards some desired future state to increase its competitive advantage (Hill and Jones, 1999). The behavior of individuals ultimately determines the success or failure of organizational endeavors and top management concerned with strategy and its implementation must realize this. Change may also result to conflict and resistance. People working in organizations sometimes resist such proposals and make strategy difficult to implement (Lynch, 2000).

Failure to align management processes and structures with a newly adopted strategy frequently results in a stall out of implementation efforts, as members of the firm direct individual behaviors to align with the firm's historic rewards system, and not the newly stated strategy. Organizational politics and unavoidable aspects also remain another key challenge in strategy implementation. Porter (1985), states that it is important to overcome the resistance of powerful groups because they may regard the change caused by new strategy as a threat to their own power. The implementation of strategy often encounters rough terrain because of deeply rooted cultural biases. Creating an organizational culture which is fully harmonized with strategic plan offers a strong challenge to the strategy implementer's leadership abilities.

Resource insufficiency is another common strategy implementation challenge. David (2003) argues that allocating resources to particular divisions and departments does not mean that strategies would be successfully implemented. This is because a number of factors commonly prohibit effective resource allocation. These include overprotection of resources, too great emphasis on short run financial criteria,

organizational policies, vague strategy targets, reluctant to take risks and lack of sufficient knowledge. Structure, culture, procedures and processes, resistance to change, inadequate motivational tools among others are some of the challenges to strategy implementation (Nyaumao, 2010).

2.5 Responses to Challenges of Strategy Implementation

For successful strategy implementation organizations should evaluate the challenges, failures and obstacles as well as strengths then address them without bias. Organizations should take appropriate measures to mitigate the challenges they face in implementing strategies. There should be tight fit between the strategy and how an organization does things. These involves creating a series of tight fit between organizational skills, competencies, strategy and organizational culture, strategy and reward systems, strategy and budgets, strategy and internal policies and procedures, leadership and support systems.

Organizations should train their strategy implementers on strategy formulation and implementation. The training should focus on management staff because if an organization is to realize successful strategy implementation, the people involved should be of relevant and right skills. Proper analysis should be done to determine the relevance, type, frequency and length of training as well as the costs involved. Management should undergo continuous training to be updated on new developments in the business environment. Those with specialized roles in various areas should be given a leading role to play, in order to improve the performance and competitiveness of organizations.

On resources, organizations should be linked to budgets and allocation of resources should be based on key issues and priorities identified. According to Thompson et al (2007), the funding requirements of a new strategy must drive how capital allocations are made and the size of each unit's operating budget. Underfunding organizational activities central to strategic success impedes strategy implementation. Resources needed for implementation should be readily available, ranging from finance, material to human. Control measures should be taken during implementation. Organizations should realize the importance of realigning organizational culture with what is needed for strategic success. Culture therefore has to be changed. Successful culture change has to be led by management since this task cannot be delegated to other staff. What management say and do plant the seeds of culture change. It is therefore only management that has the power and organizational influence to bring about change in culture.

2.6 Summary

Various researches have revealed a number of problems of strategy implementation. These include unawareness or misunderstanding of the strategy, poor or lack of communication, weak management roles and unaligned organizations systems. Other challenges include; structures and resources, inadequate capabilities, competitive activities, power culture and uncontrollable factors in the environment. Leaders have a vision and they move people and organizations in directions they otherwise would not go. In a competitively chaotic environment, one essential contribution of a strategic leader is to provide a clear vision, direction and purpose for the firm.

No organization can hope to perform the activities required for successful strategy implementation without attracting, motivating and retaining talented managers and employees with suitable skills and intellectual capabilities.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology of the study. It includes the research design, data collection and data analysis.

3.2 Research design

This research was conducted through a case study. According to Mugenda and Mugenda (2003), a case study allows an investigation to retain the holistic and meaningful characteristics of real life events. Kothari (2004) notes that a case study involves a careful and complete observation of social units. It is a method of in-depth study rather than breadth and places more emphasis on the full analysis of a limited number of events or conditions and other interrelations (Mugenda and Mugenda, 2003). Data collected from such a study is more reliable and up to date. It involved an in depth investigation of strategy implementation challenges facing Kenya Golf Union. This research design was successfully used by related studies (Nyaumao, 2010, 2005; Kweri, 2011 & Grace, 2012)

3.3 Data collection

The study used primary data using personal interview. The guide was developed in line with the objective of the study. The researcher interviewed senior management team because of their involvement in strategy implementation at the Union. The exact officers interviewed included: the chairperson, Vice chair person, Secretary and the

treasurer. The interview guide enabled the researcher to collect qualitative data. This was used in order to gain a better understanding and a more insightful interpretation of the results from the study.

3.4 Data analysis and presentation

Content analysis was used to analyze the data collected from the respondents since it was qualitative in nature. Kothari (2004) define content analysis as any technique used to make inferences through systematic and objective identification of specified characteristics of messages. Kothari (2004) also explains content analysis as the analysis of the contents of documentary and verbal material, and describes it as a qualitative analysis concerning the general import of message of the existing documents and measure pervasiveness.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1. Introduction

This chapter presents the analysis and findings of the study. First the chapter brings out the challenges encountered in strategy implementation by Kenya Golf Union. Secondly it highlights the proposed measures that could be adopted to overcome the identified challenges.

The study targeted senior management team because of their involvement in strategy implementation at the Union. All the four targeted managers responded by scheduling for an interview with the researcher thus giving a response rate of 100%. The high response rate was due to the simplified interview guide with unambiguous questions. Secondary data from publications at the Union was also used. The use of secondary data was necessary to support the data collected through interviews with the five senior managers.

4.2 Demographic Information

The respondents were requested to indicate their positions at the Kenya Gold union. From the responses, the interviewees included the chairperson, vice chair person, Secretary and the treasurer. These were key resource person at the Union as they actively participated in the process of strategy formulation and implementation hence were better placed to provide data relevant for the study.

The study further sought to establish the period that the respondents had worked at the Kenya Golf Union. From the responses, the interviewees had worked at the union for between three to five years. The interviewees had also served the Union in different

capacities and hence had a clear understanding of the phenomenon of strategy implementation and the challenges that come with it. This shows that they were well versed with the operations of the Union and following their key position, they were involved in strategy formulation in one way or another hence were better placed to provide information necessary for the completion of this study.

4.3 Challenges of KGU Strategy Implementation

The study further sought to establish the challenges of KGU strategy implementation. From the responses, the interviewees identified a number of challenges to the process of strategy implementation. First, the respondents were required to indicate the extent to which organizational culture affected strategy implementation. These are discussed below:

4.3.1 Communication Challenges

From the findings, the interviewees indicated that there were established systems of communication supporting the implementation of golfing sport strategies at the Union. The interviewees indicated that KGU normally held a monthly Board meeting where they assessed the progress of the Union against its set objectives and goals. The other challenge facing the implementation of strategic at KGU included communication challenges. The interviewees indicated that the Golf sport has been perceived by the general public as a game for the rich. It has been difficult for the KGU management to demystify the myth and mystery that golf is a rich man sport.

Another challenge noted by the interviewees included limited capacity of KGU to develop golf across the country. The Union relied heavily on the fees from the member clubs which was not sufficient to run its operations. In some instances, this

money from such fees came in late thus delaying the process of strategy implementation.

4.3.2 Organization Structure and Policies

Another key challenge was in the policies, rules and guidelines governing the tenure period of the chairperson's position. For instance, the respondents indicated that the Chairman of the Union only serves for one year upon which he has to seek fresh election. This happens so fast and nothing much can be achieved within such a short period. Therefore, there arise issues on priorities and preferences of various chairmen as soon as they assume office. For instance, the vice Chairperson was serving in the union for the four year but the other years; he had served as Hon. Secretary for two years, Vice Chairman for one year and current year as the Chairman. Therefore, this culture of the organization that the chairperson serves only for one year derails long term strategic planning and implementation at the Union.

Another challenge that the Union has encountered in its strategy implementation involved limited resources in terms of funding. The interviewees indicated that the strategies formulated required huge sums of money which was not available thereby derailing the implementation process. In some instances, the interviewees noted that the money was received late than expected.

4.3.3 Leadership Challenges

The interviewees also identified leadership as a challenge. From the interviews, it was established that the tenure of office bearers was short and at times not enough to formulate and fully implement strategies. With the coming in of a new chairperson, there is always some change of some strategies developed by previous leadership

even if they were good. This has pulled back the Union as there is no strategy that can be formulated and implemented within a year. Each leader as they join leadership comes in with a separate leadership styles.

4.3.4 Human Resource Challenges

The union did not have many employees. There were actually two employees as at the period of the study and one of them is the secretary to the board. Both employees are highly involved in the process of strategy formulation and implementation. The union also has subordinate staff that total six. However, the interviewees indicated that apart from the secretary to the Board, the rest of the employees did not fully support and own the process of strategy implementation hence failure in implementation.

The respondents also identified limited staff both in numbers and skills to execute the strategy implementation process. This slowed down the process of implementation thereby leading to missed targets. The interviewees noted that the employees had been very supportive on strategy implementation although there was generally some laxity as the office bearers did not understand the need of employees. The recruitment policy was well structured and was not compromised leading to the recruitment of able and qualified staff. However, these employees derailed strategic implementation process through lack of understanding of the Union's strategic direction and limited support from the executive. The employees reward and motivation is based on key performance indicators and direct deliverables. The interviewees noted that the process of strategy implementation involves change from the status quo. Implementation of strategies involves uncertainty and risk which always makes employees shy away and resist any planned changes.

4.4 Response Strategies to the Challenges Identified

The study further sought to find out the ways in which KGU respondents to the challenges of strategy implementation. First, the interviewees indicated that the Board had developed committees with wide membership and structuring them in such a way that they report to the board. This made it easier for the board to operate as it received well synthesized information for faster and quality decision making.

The interviewees noted that the KGU had developed clear responsibility and accountability for the success of the overall strategy project. This involved limiting the number of strategies pursued at any one given time thus allowing the Union time to concentrate on the few strategies. To overcome the challenges of financial resources, the Union has attempted to approach the Government for support but they have not been successful.

4.5 Discussions

The study established that the organization structure especially as regards the chairperson's tenure exposed the Union to great strategy implementation challenges. The chairperson's position was elective after every one year making the term too short to achieve meaningful milestone in strategy implementation. These findings are consistent with the findings by Hrebiniak (2005) that lack feelings of "ownership" of a strategy or execution plans among key employees are key challenges in strategy implementation; not having guidelines or a model to guide strategy- execution efforts; lack of understanding of the role of organizational structure and design in the execution process; inability to generate "buy-in" or agreement on critical execution steps or actions.

The study further established that the Union faced a breakdown in communication especially among different implementing stakeholders. This happened especially in communication of the golfing sport to the rest of Kenyans who perceived the sport to be a game for the rich only. In addition, some staff did not clearly understand their role in strategy implementation thus presenting high resistance. These findings are consistent with the findings of Alexander (1985) who identifies inadequate planning and poor communication to unsuccessful implementation of strategies. In order to enhance value chain linkages and synergy, some key issues needs to be emphasized and understood. This is to disallow any confusion or ambiguity, communicate clear judgments, assumptions, contingencies and possibly the choices made during the strategy formulation and implementation phase.

The study also established that the Union faced leadership challenges which could not allow long term strategy implementation as the leaders especially the chair only served for one year and then they had to seek re-election or vacate the office. This did not present them with adequate time to formulate and implement strategies. As Nyaumao (2010) posits, leadership is one of the most important elements affecting organizational performance. Leadership ensures that unity and direction of strategy as well as teamwork is sustained towards goal attainment. Beer and Eisenstat (2000) state that leadership influences strategy implementation. Kaplan and Norton (2004), argue that the most important driver of success in strategy is top management leadership style, and not the tool itself, that leadership style has a larger effect than the analytical and structural strength of the tool. Okumus (2003), cited in Muniu (2010), found that the main barriers to the implementation of strategy include; lack of coordination and support from other levels of management and resistance from lower levels and poor planning activities.

Successful strategy implementation requires resources both in terms of human resources and other non human resources. The study established that the union did not have adequate and well qualified strategy implementers. Resource insufficiency is another common strategy implementation challenge. David (2003) argues that allocating resources to particular divisions and departments does not mean that strategies would be successfully implemented. This is because a number of factors commonly prohibit effective resource allocation. These include overprotection of resources, too great emphasis on short run financial criteria, organizational policies, vague strategy targets, reluctant to take risks and lack of sufficient knowledge. Structure, culture, procedures and processes, resistance to change, inadequate motivational tools among others are some of the challenges to strategy implementation (Nyaumao, 2010). Successful strategy execution depends on doing a good job of working with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy- supportive manner, and instilling discipline of getting things done (Arthur et al., 2007). Corboy and O'Corrbui (1999) views the challenges as "deadly sins of strategy implementation" and go on explaining them as follows: a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the strategy, unclear individual responsibilities in the change process, difficulties and obstacles not acknowledged, recognized or acted upon, and ignoring the day-to-day business imperatives.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides summary of the findings from chapter four, conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to determine the challenges of strategy implementation by Kenya Golf Union.

5.2 Summary

The study established a number of challenges affecting strategy implementation at KGU. Key among these included: first, the tenure of the chairperson of the KGU was a challenge in itself because they were only contracted for one year period upon which they were to seek re-appointment or vacate the office. This could not allow long term planning because even if long term plans were developed, the new coming chair person may not find them to be feasible hence keep changing them. This brought about short term thinking among the leadership as they were not sure of being re-appointed come the following financial period.

Secondly, the Union faced the challenge of limited financial resources. The Union depended on fees collected from golf clubs which at times came in late and at the same time, the fees were not enough. This meant that the Union did not have enough resources to roll out activities as put down in the strategic plan until the resources were availed. In addition, the Union has tried seeking for sponsorship and support from the Government.

The study also established that the Union did not have sufficient staff capacity to implement the laid down strategic plan. As at the time of the research, the Union only had two staff members who were not well trained on strategic management and thus were not well conversant with the strategies of the union. In addition, the Union faced a breakdown in its communication as the strategies formulated were not well communicated to staff to promote their implementation. This in turn led to high resistance among staff as they wanted to maintain the status quo.

The Union also faced the challenges of perception where the golfing spot is perceived as a game of the rich. This also made it difficult for the government to sponsor the spot. At the same time, admission into the spotting has been limited due to the public perception that golfing is a game of the rich. This in turn limits the spread and growth of the sport countrywide.

In response to the above challenges, the study identified the following response strategies adopted by the Union. First, the Board had developed committees with wide membership and structuring them in such a way that they report to the board. This allowed wide ideas and concepts to grow the golfing spot across the country. KGU has also developed clear responsibility and accountability for the success of the overall strategy project by clearly demarcating what each staff is supposed to do and given clear deliverables. In pursuit of this, the union conducts frequent employee performance appraisal to determine the performance of employees. The union also involved limiting the number of strategies pursued at any one given time thus allowing the Union time to concentrate on the few strategies. This ensured that the Union did not undertake more than it can support in any one given financial year.

5.3 Conclusion of the Study

Based on the findings and summary of findings above, the study makes the following conclusions. First, the union faced a number of challenges in strategy implementation. First, the study concluded that the tenure of the chairperson of the KGU was too short to allow long term planning. This led to development of short term plans. The study further concludes that the Union had limited financial capabilities and resources. This brought about short term thinking among the leadership as they were not sure of being re-appointed come the following financial period. This resulted from limited financial sources which majorly included fees collected from the club. The Union also had limited capacity and staff to efficiently implement the strategic plan. As at the time of the study, there was only two staff who could not efficiently implement the developed strategy. The study further concludes that the Union faced a breakdown in the communication. The Union faced a breakdown in its communication as the strategies formulated were not well communicated to staff to promote their implementation.

The study further concludes that in response to the challenges above, the union made several strategies including seeking assistance from the Government. To overcome the challenge of small board size and short term planning, the Union had developed committees who reported directly to the Board. The Union further developed clear responsibility and accountability for the success of the overall strategy project by clearly demarcating what each staff is supposed to do and given clear deliverables. The Union further limited the number of strategies pursued at any one given time thus allowing the Union time to concentrate on the few strategies. This ensured that the Union did not undertake more than it can support in any one given financial year.

5.4 Limitations of the Study

The study was limited to the Kenya Golf Union which is a membership organization with limited support from the Government. Therefore, the findings of this study may not directly be applicable to other sporting activities and association in the country especially with regard to the implementation of strategies.

Some of the respondents were afraid in providing the data fearing that the information provided may be used for other purposes other than academic. The researcher went about dealing with this limitation by assuring the respondents of the strict confidentiality of the information obtained which would only be used for academic study purposes. The respondents also raised the issue of anonymity which the researcher overcame by assuring them of the coding of each interview guide and use of pseudo names to avoid identification of the respondents.

5.5 Recommendations for policy specific to Kenya Golf Union

From the findings, summary and conclusion above, the study established that the Union did not have long term tenure for its leadership especially the chair person. In order to promote strategic implementation at the Union, the study recommends that the tenure period for the chairperson be extended to a period of five years. This period is long enough to allow continued and stable strategy implementation process.

The study further established that the Union lacked financial and human capital capability to implement the strategy. This study therefore recommends that more staff be employed at the Union to oversee other functions like marketing and educating the public especially on the perception that golfing is a game for the rich.

The study also established that there was a breakdown in communication at the Union as the strategies formulated were not well communicated to junior staff. This study therefore recommends that communication process be well managed and have staff involved in the process of strategy formulation and implementation to reduce resistance during implementation.

5.6 Suggestions for Further Research

Generally, there is no research is an end in itself. All research works are building blocks for future research. What this research has achieved in this area of study is minimal thus requiring further research. From the knowledge gained from the study, the researcher recommends the following which should act as a direction for further research.

This study recommends that further research be undertaken in other sporting activities in the country especially Football that has witnessed poor performance over the last ten years. This would help bring to the fore the challenges that the Kenya Football federation faces in the formulation and implementation of their strategies.

This study further recommends that future research be undertaken to establish the challenges that Athletics Kenya face in avoiding athletes' change of citizenship in Kenya. This country has witnessed a number of athletes changing their nationality and then competing against Kenyans and winning those races.

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APPENDICES

Appendix I: Interview Guide

Section A: Background information

1. Your position at the Union
2. Number of years served in the position

Section B: Challenges of KGU Strategy implementation

a) Organizational Culture

3. Are there established systems of communication supporting the implementation of golfing sport strategies?
4. What is the level of involvement of employees in strategy development? How did this affect strategy implementation?
5. How does the organization deal with new challenges of strategy implementation?
6. What challenges has the existing culture posed in implementing golfing sport strategies?
7. How has the KGU responded to these challenges?

b) Organizational Structure

8. Is the organizational structure supportive of golfing appropriate for strategy implementation? Please explain.
9. What challenges has the existing structure posed in implementing golfing sport strategies? How has the KGU responded to these challenges?

c) Resources and Capacity

10. Has the KGU build enough capacity to support golfing sport strategies?
11. Do the available resources, i.e. physical, technological, financial and human support golfing sport Strategy implementation 3. What challenges have resources and the existing capacity brought about in implementing golfing sport strategies? How has the Golf Union addressed these challenges?

e) Employees

12. How have employees influenced strategy implement at KGU? Has there been resistance from employees when seeking to implement strategy? Give details. Please explain.
13. Is the Golf Union's recruitment policy supportive of implementation of golfing sport strategies?
14. What other challenges have employees posed in implementing golfing sport strategies?
15. How has the Golf Union handled these challenges?
16. How has employee rewards affected strategy implement at KGU?
17. Do existing policies, procedures, rules and administrative practices support Golfing sport Strategy implementation? Please explain.
18. Is there good coordination and sharing of responsibilities towards Golfing sport Strategy implementation? Please explain.
19. Is there a performance evaluation system to support Golfing sport Strategy implementation? Give details.
20. How does the Golf Union ensure proper utilization of funds and resources in implementing golfing sport strategies?
21. What other challenges has the Golf Union faced in implementing golfing sport strategies?
22. What has been the response by the Golf Union to these challenges?
23. What other suggestions would you like to give that would help your Golf Union minimize Golfing sport Strategies implementation challenges?
24. Please give any other comment you may have regarding implementation of Golfing sport Strategic decisions at your Golf Union.

Appendix II: Introduction Letter



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Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 15/09/15

TO WHOM IT MAY CONCERN

The bearer of this letter MUNGA JESSEE MWaura
Registration No. D61/60036/2013

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



Patrick Nyabuto
PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS