

**STRATEGY IMPLEMENTATION AT KENYA URBAN ROADS  
AUTHORITY**

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## DECLARATION

This research project is my original work and has never been presented before for the award of a degree or for any other purpose in a university or any other institution.

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

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## **DEDICATION**

This research work is dedicated to my mom Asia and to my Son Ilyas.

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## ABBREVIATIONS AND ACRONYMS

KeNHA	Kenya National Highways Authority
KeRRA:	Kenya Rural Roads Authority
KRC	Kenya Roads Commission
KRB	Kenya Roads Board
KURA	Kenya Urban Roads Authority
KWS	Kenya Wildlife Service
MOR	Ministry of Roads
RMLF	Roads Management Levy Fund.
RSIP	Road Sector Investment Programme
SP	Strategic Plan
EU	European Union
RAs	Roads Authorities

## ABSTRACT

Strategy implementation is the process by which strategies and functional policies are put into action through the development of action plans, goals, programmes, budgets, procedures, structures, culture, motivation, communication, leadership, allocation of resources, working climate and enforcement. In other words, strategy implementation is inward looking and looking and calls for the use of managerial and organizational tools to direct resources towards accomplishing and then into results. It entails converting the strategic plan into action and then into results. Strategy implementation is said to be successful if the organization achieves its mission and objectives through the envisaged functional policies. As a process, it is concerned with monitoring the effectiveness of the objectives and the functional policies towards the mission and it is primarily the function of all employees of the firm. It follows, therefore, that whatever nature of the decision and the level in the organization, at which it is taken, the decision will only be regarded as effective if it is supported by the people who must implement it, and if it achieves the objectives it is related to. A successful implementation depends largely on successful planning and formulation processes, for successful strategy implementation, an organization should understand the impact on strategy of external environment, internal resources and competence, and the expectation and influence of stakeholders. The objective of the study was to determine the strategy implementation process and challenges encountered when implementing the strategy at Kenya Urban Roads Authority, the research design was a case study of the Authority. The data collection method was an interview guide where content analysis was used to analyze the qualitative primary data collected by conducting the interview. It found that strategy in itself is an important tool that the authority uses to know what it is supposed to do, at what time towards achieving its objectives. The study found that the duration Kenya Urban Roads Authority takes on the implementation of strategies before reviews are done is one year though in some cases some strategies take more than two years for full implementation it also found that the implementation of any organization strategy will only be successful if the employees who are the actual implementers participate fully in the process. It is important to motivate the employees to work to their best of ability in the strategy implementation process is offer an attractive pay package.



## **CHAPTER ONE: INTRODUCTION**

### **1.1. Background of the Study**

Strategic implementation is that phase in strategic management process when action are taken to actualize approved plans. It begins with the analysis of longer terms plans and breaking them down to small workable annual or short term plan. It further includes division of works and assigning duties to individual departments and individuals to carry out actual work (Yabs, 2010). Thompson (1997) argues that the prospects of effective implementation are clearly dependent upon appropriateness, feasibility and desirability of the strategy. He further argued that competence in implementation, which is the ability to translate ideas into actions and generate positive outcomes, and can be a competitive advantage. Strategy implementation is inward looking and calls for the use of managerial and organizational efforts to direct resources towards accomplishing strategic results. Strategy objectives through the envisaged functional policies. As a process, it is concerned with monitoring the effectiveness of objectives and functional policies towards attainment of the mission and it is primarily the function of employees of the firm (Sababu, 2007). Successful strategy implementation depends in large part on the firm's primary organizational structure. Structure helps identify the firm's key activities and the manner in which they will be coordinated to achieve the firm's strategic purpose (Pearce and Robinson, 1997).

Globalization and environmental sustainability present real challenges to the strategic management of business corporations. How can any one company keep track of all the changing technological, economic, political–legal, and socio-cultural trends

around the world and make the necessary adjustments? This is not an easy task. Various theories have been proposed to account for how organizations obtain fit with their environment. The research advocated for organizations to have a strategy and to ensure that it guides them on their daily activities and decisions. Strategy in corporate practice is an integrated concept with the object of ensuring long-term survival in active interaction with the competition and its inherent opportunities and threats, whereby the systematic realization the concept is enable by have regard to individual strength and weaknesses (David, 2013). Resource Based View theory is used to determine the core competency of an organization, it is used to analyze the strengths and weaknesses of a company and states that there are certain core competencies that constitute competitive edge (Kotler, Berger and Bickhoff, 2010). Stakeholder's theory is another important theory used to determine the survival of the firm, stakeholder's theory encourages firms to identify and know its stakeholders for the purpose of its survival, economic well-being, to take advantage of opportunities and influencing public policy (Mitchell, Agle and Wood, (1997). Chandler's strategy-Structure Proposition observed that for organization to implement strategy effectively strategy and structure should be aligned for the determination of long term goals and objective of an organization (Chandler, 1962). But whichever approach, an organization need to find a strategy that works for them and use it. Management of these strategies thus determines organizations' failure or success in achieving their mandate (Ansoff and McDonnell, 1990).

Environment is turbulent which means constantly changing which makes it imperative for organization to continuously adapt activities in order to ensure survival in the competitive environment. Pearce and Robinson (1997) observed that organization to

achieve their goals and objectives; they have to constantly adjust their environment. Mounts (2014) recommends organization to have a strategy, Organization should have strategy to ensure that it guides them on their daily activities and decisions. Organizations whether for profit or non-profit, private or public have found it necessary in the recent years to engage in strategic management in order to achieve their corporate goal. Kenya Urban Roads Authority strives to achieve its objectives through improved roads by successful implementation of strategies.

### **1.1.1 Strategy Implementation**

Strategy implementation impacts every part of the organization structure in an immense way, from the biggest organizational unit to the smallest frontline work group. All managers take strategic position in implementing these strategies in their areas of authority and responsibility and all employees should be involved (Thomson and Strickland, 1998).

Strategy implementation falls within strategic management which is the application of strategic thinking to doing the business of an organization. It focuses on the total organization and entails the willingness to adapt to changing circumstances. It is therefore portrayed as a lively process by which companies identify future opportunities and survival (Pearce and Robinson, 1994). In this study, strategy implementation will be used as an iterative process of implementing strategies, policies, programs and action plans that allows an organization to achieve its goals despite the available challenges and threats. Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Organizations seem to have difficulties in implementing their

strategies. Implementing strategies requires such action as altering sales territories, adding new departments, closing facilities, hiring new employees, changing and organization's pricing strategy, developing financial budgets, developing new employees benefits, establishing cost-control procedures, changing advertising strategies, building new facilities, training new employees, transferring managers among divisions, and building a better management information system. These types of activities obviously differ greatly between manufacturing, service and governmental organizations (David, 2011).

### **1.1.2. Challenges of Strategy Implementation**

Strategy Formulation is an involved, intricate, and complex process that takes an organization into uncharted territory. It does not provide a ready-to-use prescription for success; instead, it takes the organization through a journey and offers a framework for addressing questions and solving problems. Being aware of potential pitfalls and being prepared to address them is essential to success, Strategy implementation challenges can arise from both internal and external factors (David, 2011). Lack of financial resources, inadequate communication of strategy to staff, wrong firm structure, poor leadership and inadequate communication and information of system are challenges to strategy implementation.

According to Bardach (1977), most challenges of implementation stem from what he likens to a system of loosely related implementation games. The dominant effect is to make politics of implementation process highly defensive. In such cases, great energies focus on maneuvering to avoid responsibility, blame, and scrutiny. These games lead to under achievement of stated objectives, delay and with

it excessive financial cost. Some of the games include; implementation as “pressure politics” where the pulling, maneuvering, bargaining and hauling of the design stage carries over to the implementation stage. Bureaucrats and bureaucracy assert administrative control but common perception is that, lower-level bureaucrats do not carry out the instructions and orders of higher-level bureaucrats. Individual officials have own varied goals and use discretion to translate orders from above downwards and in the process change the precise purpose the superior had in mind for the lower level staff (Bardach, 1977).

### **1.1.3 Infrastructure in Kenya**

A high quality road network is a treasured asset for any economy and fully deserves to be managed within a well programme strategic and policy framework. With the Kenya vision 2030 and promulgation of a new constitution, Kenya has established a detailed development blueprint and political framework to promote wealth creation and equitable development. Facilitating efficient transport and communication is crucial to achieving this goal (Ministry of Roads, 2011).

The Kenya vision 2030 aspires to a country with integrated and firmly interconnected transport and communication infrastructure consisting of roads, railways, ports, airports, waterways and telecommunication infrastructure. Government of Kenya recognizes that the attainment of Kenya Vision 2030 and millennium development goals will depend heavily on the quality of our road network. Road transport is cardinal in Kenya’s transportation sector as it carters for over 93% of all freight and passenger traffic in the country. With the implementation of the roads subsector

investment programme and strategy, Kenya stands to reap immense benefits as a result of high quality road networks (Ministry of Roads, 2011).

Kenya Roads Act (2007) gives overall responsibility for the management of the entire road network to the ministry of roads (MOR) through five agencies namely; Kenya National Highways Authority (KeNHA); Kenya Rural Roads Authority (KeRRA); Kenya Urban Roads Authority (KURA); Kenya Wildlife Service (KWS) and Kenya Roads Board (KRB). KeNHA, KeRRA, KURA and KWS are responsible for planning and implementation of road works programmes under their jurisdiction while KRB is responsible for the management of Road Maintenance Levy Fund (RMLF).

The country's Vision 2030 aims to transform Kenya into a newly industrializing "Middle-income country providing high quality life to all its citizens by the year 2030". Infrastructure sector is one of the foundations of the three pillars expected to provide cost effective world class infrastructure facilities and services in support of Vision 2030. The promulgation of the constitution of Kenya, 2010, and in particular the devolution of governance structures has brought with it new opportunities for beneficiaries to participate more actively in shaping and implementing development initiatives. The Constitution, under the Bill of Rights (chapter 4), Article 43(1) provides for broad based economic and Social Rights of persons. The R2000 concept effectively facilitate the compliance of the road sub sector with the provisions of the constitution

The Road Sub-Sector Policy document, Sessional Paper No. 5, of 2006 led to the formation of the three (3) road authorities. Their operationalization has streamlined the implementation of R2000 programmes.

#### **1.1.4 Kenya Urban Roads Authority**

The Ministry of Roads in Kenya has the overall responsibility for the provision of an efficient road network in Kenya. The Kenya Urban Roads Authority (KURA) is a statutory body established by the Kenya Roads Act, 2007. The Act also established other Road Authorities (RAs) and provided for their powers and functions as stipulated within the Act.

Kenya Urban Roads Authority (KURA) is responsible for the management, development, rehabilitation and maintenance of all public roads in cities and municipalities except where these roads are categorized as national roads totaling approximately 12,549 km of roads in urban areas and municipalities in Kenya. The vision of KURA is to be “global leader in the provision and management of urban roads network” while its mission is to “professionally provide quality, safe and adequate urban roads network that satisfies stakeholders needs”.

KURA aims to upholding the following guiding principles: quality service and corporate governance and includes, professionalism, integrity, equity and fairness, recognition and personal development, team spirit, hard work and visionary leadership. KURA will develop, manage and maintain all public roads in cities and municipalities. Kenya Urban Roads Authority is currently managed by Board of Directors and run by Director General as the Chief Executive Officer. The Director

General is assisted by General Managers as the heads of departments and Heads of Section at the headquarters. Kenya Urban Roads Authority has ten (10) Regional offices in the country which are being run by Regional Managers. The Organization is structured around a number of departments including: Finance and Administration, Design and Construction, Planning and Environment, Maintenance, Human Resource and Administration, Corporate Affairs, Legal, Information Communication Technology, Procurement and Internal Audit. Each of the department has an objective and it is all geared towards achieving the Authority mandate and vision.

In the execution of its mandate through its strategic plan 2008-2012, KURA has been successful and this can be proved from the state of improved roads in cities and municipalities in the country. This has been attributed by successful implementation of strategies. KURA is still faces challenges in implementation of its strategic plan that include political and global.

To build on the KURA legislative mandate, the Authority has a strategic plan (2013-2017) which was developed to ensure that resources are well deployed and to address attendant challenges. KURA ensures that its strategic planning processes are in line with Government's Strategic and Annual Planning framework, which emphasizes on the outcomes oriented monitoring and evaluation methodology.

## **1.2. Research Problem**

Managing the implementation and execution of strategy is an operations-oriented, make thing-happen activity aimed at performing core business activities in a strategy supportive manner. It is easily the most demanding and time consuming part of



strategy management process. Converting strategic plans in actions are results test a manager's ability to direct organizational change, motivate people, build and strengthen company competence and competitive capabilities, create and nurture a strategy-supportive work climate, and meet or beat performance target. (Thomson, Strickland and Gamble, 2007). Strategy implementation challenges are also found in sources external to the organization. The challenges will emanate due to the changes in the macro-environment context, namely Economic, Politico-legal, social, technological and environmental. In the rapidly changing social environment of the highly interdependent spaceship earth, businesses feel great pressure to respond to the expectations of society more effectively. Therefore, any changes in social values, behaviours and attitudes regarding childbearing, marriage, lifestyle, work, ethics, sex roles, racial equality, and social responsibilities among others will have effects on firms' development (Pearce and Robinson, 1994).

Infrastructure in Kenya is being identified as necessity in improving the living conditions of both farming and pastoralists' communities, it is also necessary for improving security and to contribute significantly to the reduction of cost of doing business. Kenya Urban Roads Authority is barely four years old and has been faced by challenges emanates from fiscal changes brought by the new constitution, encroachment on road reserves, inadequate funding of the road works, climate change, inadequate internal and external capacities to undertake the road works among others (Ministry of Roads,2011).

A number of studies have been conducted on strategy implementation, however there is no study done on strategy implementation at Kenya Urban Roads Authority. Some of the studies, on strategy implementation done in Kenya includes Mbithi (2011), Strategy Implementation at Nakummat Holdings Limited, Maswan (2012) Strategy Implementation at Kenya National Highways Authority, Mutisya (2013) Strategy Implementation by Milk Processors in Kenya, Nyangweso (2009) Strategy Implementation at Cooperative Bank of Kenya, Kisaka (2010) Strategy Implementation in Lake Basin Development Authority, Chiru (2012), Challenges of Strategy implementation facing audit firms in Nairobi, Kenya, Elwak (2013), Challenges of strategy implementation at Mazars Kenya.

It is possible that the strategy implementation processes adopted by various industry/organization in Kenya vary. There is no one universal approach to strategy implementation. There was a knowledge gap that existed on strategy implementation in Kenya Urban Roads Authority which this study sought to bridge. How is Strategy being implemented at Kenya Urban Roads Authority (KURA), and what are the factors that hindered strategy implementation process at Kenya Urban Roads Authority (KURA)?

### **1.3.Research Objectives**

The study has two objectives

- i. To establish the process of strategy implementation at KURA
- ii. To determine challenges associated with strategy implementation at KURA

#### **1.4. Value of the Study**

The study findings can be important to top management team, employees, consultants other roads authorities and researcher and scholars.

Then findings can inform on Public policy reforms; Kenya Urban Roads Authority will be able to transform the structures, procedures, and performance in order to effectively play its enabling role in the development agenda of the country. This study can inform such initiatives in regard to strategic transformation of institutions within the Ministry of Transport and Infrastructure.

To KURA, the findings of the study can be of importance to the managers by highlighting on the challenges facing strategy implementation in the organization; the managers will use the findings of the study to come up with strategies which will be aimed at limiting the challenges thus improving the performance of the Organization. The study proposes appropriate measures to guide KURA in designing proper approaches geared towards enhancing their strategy implementation.

Researchers and scholars can use the study as a basis for further research that will add value to the body of knowledge on implementation of strategies in roads authorities which has not been attributed much attention.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

The chapter reviews the literature on strategy implementation, theories that have been employed if any, areas of interest to other scholars in this field of study, the concept of strategy, strategy implementation process, challenges of strategy implementation and how to mitigate the challenges.

### **2.2. Theoretical Foundation of the Study**

This section will provide the basis for discussing how different organizations have implemented their strategies and challenges faced during strategy implementation. The discussion will be based on McKinsey's 7S Model, Stakeholder's theory, Chandler strategy-structure proposition, Resource Based View and Organization Theory.

#### **2.2.1. McKinsey's 7S Model**

McKinsey model describes the seven factors critical for effective strategy execution (Kaplan, 2005). It identifies the seven factors as strategy, structure, systems, staff, skills, style and shared values. Strategy is the plan of action an organization prepares in response to or in anticipation of changes in its environment. It deals with three questions, where the organization is, where it wants to be in a particular length of time and how to get there (Kaplan, 2005).

Structure represents the way business divisions and units are organized and include the formation of who is accountable to whom. Structure is the organizational chart of the firm. Structure refers to the way in which tasks and people are specialized and divided, how authority is distributed, how activities and reporting relationships are grouped and mechanisms in which activities in the organization are coordinated (Kaplan, 2005). Systems refer to the formal and informal procedure used to manage the organization including management control systems, performance measurement and reward system, planning, budgeting and resource allocation systems and management information systems (Kaplan, 2005). Every organization has some systems or internal processes to support and implement the strategy and run day to day affairs. Staff refers to the people, their background and competencies, how the organization recruits, selects, trains, socializes, manages the careers and promotes employees (Kaplan, 2005).

According to Kaplan (2005), Organizations are made up of humans and it's the people who make the real difference to success of the organization in the increasingly knowledge based society. Skills refer to the distinctive competencies of the organization, the management practices, processes, systems, and technology and customer relationship.

Style refers to the way company is managed by top-level managers, how they interact, what action do they take and their symbolic value. How they spend their time, their focus of attention, what questions they ask employees and how they make decisions (Kaplan, 2005). Shared values refer to core fundamental set of values that are widely shared in the organization. They serve as guiding principles of what is important, that

is, the vision, mission and value statements that provide a broad sense of purpose for all employees (Kaplan, 2005).

### **2.2.2 Stakeholder's Theory**

According to Philips, Freeman and Wicks (2003), the term stakeholders is a powerful one, this is due to a significant degree to its conceptual breadth stakeholder's model has been one of the major themes in management literature over the last decades. Stakeholder's management has become an important instrument for increasing awareness around the corporate responsibility and business ethics in current business practices. Freeman (2003), defined stakeholders in an organization as any group or individual who can affect or is affected by the achievement of the organization's objectives.

The board view of stakeholder, in contrast, is based on the empirical reality that companies can indeed be vitally affected, almost anyone. But it is bewilderingly complex for managers to apply. The idea of comprehensively identifying stakeholders types then is to equip managers with the ability to recognize and respond effectively to a disparate, yet systematically comprehensible, set of entities who may or may not have legitimate claims but who may be able to affect or are affected by the firm nonetheless, and thus affect the interest of those who do have legitimate claims (Mitchell, Agle and Wood, (1997).

The aim of stakeholder management practice is for firms to know about all of their stakeholders of the firm-centered purpose of survival, economic well-being, damage control, taking advantage of opportunities, the competition, winning friends

influencing public policy and coalition building. In contrast managers might want an exhaustive list of all stakeholders in order to participate in a fair balancing of various claims and interest within the firm's social system. Both the former public affairs approach and the latter social responsibility approach require broad knowledge of actual and potential actors and claimants in the firm's environment (Mitchell, Agle and Wood, (1997). Stakeholder theory is distinct because it addresses morals and values explicitly as central features of managing organizations. Managing stakeholders involves attention to more than simply maximizing shareholders wealth. Attention to the interests and well-being of those can assist or hinder the achievement of the organization's objectives in the central admonition of the theory (Philips, Freeman and Wicks, 2003).

### **2.2.3 Chandler's Strategy- Structure Proposition**

Chandler (1962) pioneering work has constituted the research on strategy, growth and structure of the large industrial enterprise. According to Chandler (1962), structure follows strategy proposition becomes a worldwide accepted proposition. The proposition implies that the division of work, allocation of resources, and their subsequent integration work together in order to maximize performance on the organization's strategic choice. Strategy is thus a determinant of structure as well.

Chandler (1962) saw cluster of top management decisions as constituting strategy. In his first major work, he defined strategy as "the determination of the basic long-term goals and objectives of an enterprise" and developed the proposition that "strategy follows structure". Strategy as responding to environmental factors, such as the opportunities and needs created by the changing population and changing national

income and by technological innovation. Top managers responding to the opportunities presented by the late nineteenth century phenomena such as the expansion of the railroads and urbanization by centralizing control over integrated production and distribution units, then later instituting a decentralized multidivisional structure (Chandler, 1962). Multidivisional form permitted a team of top executives to control large organization for more efficiently than a unitary set-up in which top executives would also try to exercise authority over operational details (Chandler, 1962).

#### **2.2.4. Resource Based View (RBV) Theory**

Resource Based View is a method of analyzing and identifying a firm's strategic advantage based on examining its distinct combination of assets, skills capabilities, and intangibles as an organization. The RBV's underlying premise is that firms differ in fundamental ways because each firm possesses a unique "bundle" of resources – tangible and intangible assets and organizational capabilities to make use of those assets. Each firm develops competencies from these resources and, when developed especially well, these become the source of the firm's competitive advantage (Pearce, Robinson and Mital, 2008).

#### **2.2.5 Organization Theory Chester Barnard**

According to Barnard (1927), people come together in formal organizations to achieve ends they cannot accomplish working alone. But as they pursue the organization's goals, they must also satisfy their individual needs. He arrived at his central thesis that an enterprise can operate efficiently and survive only when the



organization's goals are kept in balance with the aims and needs of the individual work for it.

Individual and organizational purpose can be kept in balance if managers understand an employee zone of difference that is what the employee would do without question the manager's authority. For employees to meet their personal goals within the confines of the formal organization, people come together in informal groups. To ensure its survival organizations must use these informal groups effectively, even if they sometimes work at purposes than run counter to management's objective (Stoner, Freeman and Gilbert, 2003).

### **2.3. Concept of Strategy**

Strategy has a range of definitions reflecting significant differences in the way the process of strategy-making is understood. From the point of view of strategic decisions, Johnson, Scholes and Whittington (2012) defines strategy as the direction and scope of an organization over the long term which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations. Robert (2011) contrasting strategic verses tactical decisions, define strategy as the overall plan for deploying resources to establish a favorable position whereas Kenichi (1991) on strategy and competitive advantage argues that "what business strategy is all about is, in a word, competitive advantage.

Mintzerberg and Quinn (1998) identify four interrelated definitions of strategy as a plan, perspective, pattern and position. As a plan, it is some sort of consciously intended course of action, guidelines to deal with a situation. As a pattern it integrates an organization's major goals, policies and actions sequences into a cohesive whole. Strategy as a position becomes a mediating force or match between the organization and its external and internal environments. A strategy of an organization describes the way that organization will pursue its goals, given the threats and opportunities in the environment and the resources and capabilities for the organization. The term strategy has further been defined as the organization's missions, fundamental purposes, overall corporate objectives and basic policies. Strategy implementation is the process by which strategies and functional policies are put into action through the development of action plans, goals, programmes, budgets, procedures, structures, cultures, motivation, communication, leadership, allocation or resources, working climate and enforcement (Sababu, 2007).

#### **2.4. Strategy Implementation Process**

Strategy implementation requires a firm to establish annual objectives, devise policies, motivate employees, and allocate resources so that formulated strategies can be executed. Strategy implementation includes developing a strategy-supportive culture, creating an effective organizational structure, redirecting marketing efforts, preparing budgets, developing and utilizing information systems, and linking employee compensation to organizational performance (David, 2011).

Implementation as a process it is also concerned with monitoring the effectiveness of the objectives and the functional policies towards the mission and it is primarily the function of all employees of the firm. Whatever nature of the decision and the level in the organization at which it is taken, the decision will only be regarded as effective if it is supported by the people who must implement it, and if it achieves the objectives it is related to (Sababu, 2007). According to Pearce and Robinson (2002), shifting from strategy formulation to implementation gives rise to three interrelated concerns namely, identification of measurable, mutually determined annual objectives, developments of specific functional strategies and communication of concise policies to guide action. Strategy implementation is often called the “action stage” of strategic management. Implementing a strategy means mobilizing employees and managers to put formulated strategies into action (David, 2011).

#### **2.4.1. Integrating Strategy and Culture**

Relationship among a firm’s functional business activities perhaps can be exemplified best by focusing on organizational culture, an internal phenomenon that permeates all departments and divisions of an organization. An organization culture can be defined as pattern of behavior that has been developed by an organization as it learns to cope with its problem of external adaptation and internal integration. Culture in organization is reflected in the way people unconsciously perform tasks, set objectives and administer resources to achieve them. It affects the way make decision, think, feel and act in response to opportunities and threat (Sababu, 2007).

Organizations can be ‘captured’ by their culture and find it very difficult to change their strategy outside the bounds of that culture. Managers, faced with a changing business environment, are more likely to attempt to deal with the situation by searching for what they can understand and cope with in terms of the existing culture. The result is likely to be incremental strategic change with the risk of eventual strategic drift (Johnson, Scholes and Whittington, 2008).

#### **2.4.2. Matching Structure with Strategy**

A successful strategy implementation depends to a large extent on the organization’s structure because structure identifies key activities within the organization and the manner in which they will be coordinated to achieve strategy. A change in strategy requires changes in the ways an organization is structured because structure dictates how objectives and policies will be established and how resources will be allocated (Sababu, 2007).

Strategy is the determination of the basic long-term goals and objectives. It is a plan for action to attain one or more of the organization’s goals. It is all about integrating organizational activities, allocating and utilizing the scarce resources within the organizational environment so as to meet the set objectives. Strategy must take into consideration the environment under which the organization operates (Chandler, 1962).

### **2.4.3. Communication**

Communication is the process of transmitting information from one person to another through specific channel in a given environment. It refers to the process of sharing ideas, facts, opinion and emotions. It is said to be strategically complete when there is directional reaction towards the mission or feedback. In organizational strategy implementation, communication flows in three direction: downwards, upwards and lateral (Sababu, 2007).

Downwards communication is the transmission of information from managers to juniors, upwards communication happens when junior employees communicates their ideas, suggestions, comments and complaints to the management and lateral communication is the transmission of information from one person to another at the same level in an organization (Sababu, 2007). Often there arise communication barriers to strategy implementation in an organization. Such barriers arise from individual bias, status difference in message interpretation, inappropriate channels of communication, too many intermediaries, and fear of criticism, selfishness and poor supervision. The barriers can be overcome by designing an appropriate process of communication (Sababu, 2007).

### **2.5. Strategy Implementation Challenges**

Hansen, Boyd and Kryder (1998), identified challenges to strategy implementation which include failing to periodically alter the plan or adapt it to changes in the business environment, deviation from original objectives and lack of confidence about success. According to Rutan (1999), all implementation aspects during the planning phase are fundamental for execution as there is no time to do that during execution.

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. DeLisi (2001) examined “the six strategy killers” of strategy execution, pinpointed by Bear and Eisenstat (2000).

Johnson (2002) in his survey found that the five top reasons why strategic plans fail are related to motivation and personal ownership, communications, no plan behind the idea, passive management, and leadership. Ram Charan (2003) in his research on implementation problems notes that “ignoring to anticipate future problems” hinders successful strategy execution. Hrebiniak (2005) contributed to the identification of additional factors that may cause obstacles 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.

## **2.6. Mitigating Strategy Implementation Challenges**

Victoria (2014) identifies four steps to curb Strategy Implementation Challenges: First, engage all levels of your company in the strategy planning process through vertical flow of information from the lowest levels of the company up to the decision makers. This is significant as it, brings valuable enterprise information to the decision

and planning process. Top management must be fully aware of how the company operates and how change will affect operation. Secondly, communicate effectively and efficiently to all team members on the various needs and how decisions were made to fill those needs. Employees and all stakeholders must understand why the strategy is being put in place and its goals.

Thirdly, Obtain buy-in by all key employees and stakeholders involved in implementing the strategy, that is ensuring a total involvement of all persons from the organizations and ensure that all departments work in tandem. Fourthly, conduct informational sessions or training to achieve a comfort level with new strategic processes and procedures. This is the time to make any necessary changes to the plans as gaps and mistakes appear.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the research methodology that was followed in achieving the objectives of the study. The subsections covered were research design and data collection.

### **3.2 Research Design**

The research used a case study. A case study is an empirical inquiry that “investigates a contemporary phenomenon within its real-life context especially when the boundaries between phenomenon and context are not clearly evident” (Yin, 2003).

Hartley (2004) explains a case study as a research strategy which involves detailed investigation of phenomena where the aim is to understand how behavior and/or processes are influenced by and influence context, and where context is deliberately part of the design. Moreover, it is a study in gaining detailed information by using triangulation in data collection during a period of time. This shall help the researcher monitor the behavior of the variables and hence present an opportunity to challenge theoretical assumptions. The design of the study involved examining the process of strategy implementation, challenges and ways of mitigating them at the Kenya Urban Roads Authority. It was therefore most appropriate to use case study design since the study seeks to examine the practices of a single sector.



### **3.3 Data Collection**

The study utilized primary data. Primary data was obtained through use of interview questions from respondent who were Head of Departments in Planning & Environment, Design and Construction, Procurement, Maintenance, Human Resource and Administration, Finance and ICT at Kenya Urban Roads Authority.

Open-ended interview guide questions were divided in section to capture the respondents' perception of the various variables that constituted strategy implementation at Kenya Urban Roads Authority so that the research achieves its objectives.

### **3.4 Data Analysis**

The data collected was qualitative in nature. The gathered data was analyzed using content analysis. Content analysis is a qualitative analysis method for the systematic description of behavior, asking who, what, when, where and how questions within explicitly formulated systematic rules to limit the effects of analyst bias (Strauss, 1990).

Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Mugenda and Mugenda, 2003). This technique helped the researcher to provide knowledge and facts and practical guide with regard to the challenges facing strategy implementation.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents data findings from the field, its analysis and interpretations. The data was gathered through interview guides and analyzed using content analysis. The data findings were on strategy implementation and challenges at Kenya Urban Roads Authority. According to the data found, all the head of departments in planning & environment, design and construction, procurement, maintenance, human resource and administration, finance and ICT who were to be interviewed were interviewed. This was made possible since the researcher made appointments with the head of departments despite their busy schedule and making phone calls reminding them of the interviews.

### **4.2 Background Information**

In order to ascertain the interviewees' competence and conversance with matters regarding Kenya Urban Roads Authority, the study asked questions on the position that the interviewee held in the authority. According to the data findings, all the interviewees were head of departments of various departments in the authority. The researcher also asked a question on the years that the interviewees had worked for Kenya Urban Roads Authority. According to the interviewees' response, all of them had worked for the authority for at least four years as most promotions are internal. The study lastly asked the period interviewee's have been holding their positions. All the respondents indicated that they have been holding their positions for more than two years. The interviewees' responses hence had the advantage of good command

and responsibility being that they were head of departments and had experience and aptitude owing to their years of experience in the authority.

#### **4.3 The Process of Strategy Implementation at Kenya Urban Roads Authority**

This section sought independent opinion on what they consider to be the organizations strategy implementation process. It was important to understand the process because a good strategy implementation process that is all inclusive will impact on the degree of its success.

The respondents in totality agreed that the strategy implementation at Kenya Urban Roads Authority is concerned with carrying out situation analysis that leads to setting of strategy objectives. The authority vision and mission statements are in most cases the guiding factor in the development of the strategies. The respondents argued that strategy in itself is an important tool that the authority uses to know what it is supposed to do, at what time towards achieving its objectives. As a result, a policy guide towards the achievement of this is important. According the interviewees, Kenya Urban Roads Authority makes their strategies once a year and the approach normally used is the top down though in some cases bottom–up approach is adopted depending on the circumstances.

Interviewees stated that the duration Kenya Urban Roads Authority takes on the implementation of strategies before reviews are done is one year though in some cases some strategies take more than two years for dully implementation. One of the respondents observed that the duration taken varies on the type of contract the strategy works towards.

The study asked about the level of involvement of employees during the strategy implementation process. Respondents stated that the implementation of any organization strategy will only be successful if the employees who are the actual implementers participate fully in the process. This fact was stated by six of the respondents, representing 86% of the respondents, who did indicate that one of the ways in which to motivate the employees to work to their best of ability in the strategy implementation process is offer an attractive pay package. The interviewees observed that employee compensation and job security is documented in the Human Resource Policy Manual.

The respondents indicated that they understood the current strategic plan and priorities of KURA. The study showed that when the global strategy that requires investments on road construction is deployed, the local market management is involved in redeploying this strategy to the counties and institutionalizing the same to suite KURA. The study therefore shows that the strategic implementation process at KURA is participatory where all stakeholders are involved in implementation, monitoring of progress and evaluation.

This is done through further deployment at Functional level based on the strengths and capabilities of the different functions within KURA. The functional heads then educate their teams on the organizational strategy and they come up with a functional strategy to help in achieving the Authority strategy. At this point they highlight their different needs to achieve their functional strategy e.g. training, staffing, policy changes, and organizational culture changes among others. This are then addressed through the responsible departments to ensure that all is well in place.

It was clear that through the management involvement in the strategy deployment and implementation process, they were able to own the strategy and run with it. It was also well indicated that other staff in the departments participate in the process by implementing the agreed action plans set in discussions with their managers and outlined in the yearly action plans, provision of feedback on the progress of the plans, highlighting and or escalating on a timely manner challenges or hindrances that are encountered and adhering to the set policies and objectives among others. It was however clear that most of the respondents understood the organization strategy mainly in relation to their functions.

#### **4.4 Challenges of Strategy Implementation**

The study in this section sought information about the challenges that face Kenya Urban Roads Authority during strategy implementation process. The study asked respondents to state the challenges encountered during the implementation of the Strategic Plan. According to the interviewees, inadequate capacity at KURA regional offices and the local authorities; inadequate funding to effectively complete all planned projects; inadequate operation management systems; escalating cost of road construction materials; unpredictable weather patterns; backlog of unmaintained roads; continued theft and vandalism of road furniture; inadequate capacities of local road contractors and consultants to effectively carry out and complete projects; non-compliance of axle load limit due to poor enforcement; inadequate research and development; shortage of skilled and qualified professionals; conflicting legal framework for example Roads Act versus provision of Local Authorities by-laws; encroachment on road reserves; poor coordination with service providers who share the road corridors; lack of ownership of road corridors; costly process of land

acquisition; and political Interference are the challenges encountered during the implementation of the Strategic Plan.

When asked whether they were facing political influence in implementation of organizational strategy head of departments indicated that they did. The managers specified that political instability impacts negatively on effective running of the authority. Whenever there is political instability, most operations within the authority indicated that there was political influence in procurement procedures in which corrupt government officials were biased in award of tenders. Service delivery in some government offices, implementation of regulatory policies and issuance of trade license are prone to political manipulation. They further added that political interference in management of government businesses leads to economic inflation and rise in interest rates.

All the interviewees unanimously agreed that the strategic implementation problems that are related to organizational hurdles were such as the processes taking long than expected and sometimes failure in the implementation. The interviewees were in accord that they face the challenge of strategy implementation time being underestimated and thus most of the implementers have a deadline that is merely an approximation due to the occurrence of unexpected developments.

The study asked respondents how organization culture affects strategy implementation process at KURA. Interviewees agreed that organizational culture hinders implementation of strategy. Resistance to change and the fear of the unknown were some of culture factors that were identified by the respondents. Four of the

respondents, representing 57%, indicated that there employees are used to a certain ways of doing things in the authority and whenever new changes are introduced or change of strategy was required to capture a certain opportunity or counter a given threat, the culture is slow making management slow in decision making. The interviewees observed that when employees are used to a given way of life or doing things normally new ideas are seen as a threat to the existing culture and will naturally be resisted.

Most of the respondents moderately agreed that leadership style of managers, lack of understanding of strategy implementation, difficulties and obstacles not acknowledged, recognized or acted upon, how managers make decisions and the dominant values and beliefs, the norms affect strategy implementation. One of the respondents argued that customers and staff not fully appreciating the strategy and conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, corporate jets, informal meetings with employees) affects strategy implementation process at KURA.

The study also interviewed respondents how communication process affects strategy implementation process at KURA. The interviewees stated that communication process at KURA resulted to delayed results, wastage of resources, loss of business, and rejection of the strategy, demotivation and lack of commitment to new ideas. Respondents also argued that an integrated communications plan must be developed at the organization to enhance strategy implementation, it is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. The study found that the authority

being faced with the challenge of lack of a two-way-communication program that permits and solicit questions from employees about issues regarding the formulated strategy and lack of communications causing more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees.

In the interviews view, communication is pervasive in every aspect of strategy implementation, and it is related in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an impact on the implementation process. They further added that communicating is not organizing, as organizing involves structure arrangements, resource allocation and many other activities, which are beyond the capacity of communication. But communication is embedded in the processes of organizing, affecting the effectiveness and efficiency of these processes and, in turn, the process of strategy implementation. In other words, effective communication is a primary requirement of effective implementation but it does not guarantee the effectiveness of implementation.

To the question on the challenges caused by leadership, ineffective coordination and poor sharing of responsibilities of strategy implementation activities, the interviewees unanimously agreed that they caused challenges of delayed implementation, overworking of some workers, errors of commission, omission and duplication. All the interviewees were of the opinion that indeed leadership was a big challenge to the process. They supported this by pointing out the various kinds of challenges faced by the authority that resulted by the leadership in place. First, rigidity and bureaucracy



together with the failure to embrace new ideas and innovational technology in business was noted as a challenge. In addition, some of the managers have been known to lack expected competence to ensure actualization of the strategies. Management resistance to change and new ideas, lack of visionary leadership together with poor leadership skills and knowledge are still additional challenges facing the organization. Some of these leadership skills were found to be due to a lack of proper training and this could be remedied through the process of training of those in the management positions.

The study requested respondents as to whether resources and capacity is a challenge that faces strategy implementation at KURA. The respondents agreed unanimously that resource constraints hindered strategy implementation. Human resource capacity in terms of qualifications, competence and numbers were identified as a major constraint. Further, financial and time resources were also highlighted. The respondents argued that when there is time shortage i.e. given time is underestimated, external partners also delayed in providing expected support in time. Poor time planning may lead to disillusionment of the partners on strategic decisions who may quit the business before implementation is completed. As far as the resource is concerned setting and communicating deadlines that are workable as well as prioritizing on the policies is key.

With financial resources, proper planning and prioritizing on the policies is a key factor to be considered in avoiding wastage. It is also important to set aside enough finances for the project while ensuring that staff are motivated and recognized i.e. through reward and appreciation schemes. The staffs with adequate training in their

roles in strategy implementation are nerve centers in boosting the organization competence and qualification to handle demanding tasks. As a result, the respondents noted that when the organization is setting budgets, it ought to incorporate adequate resources to ensure the realization of the set goals and putting in place mechanism of addressing the issue of resource limitation in their role.

The interviewees indicated that the cost to implement the strategies was too high and hence it could not be met at once. Further donor policies governing the funds distribution were unfavorable. The respondents also indicated that there were irregular meetings in the company, poor coordination, poor punctuality, financial management reports not discussed, poor cash flows, low earning levels and poor customer service. The respondents were in agreement of facing the challenges posed by ineffective coordination and poor sharing of responsibilities. Some of this is as a result of poor communication, overworking of some staff leading to errors. The respondents recommended various ways of addressing these challenges, among them engaging human resource department and business units in harmonizing all roles at KURA. Communication of roles and responsibilities at an early stage and involvement of middle line managers at the tender stage was further advocated for by the respondent views. The respondents in addition emphasized on responsibility and accuracy as a great remedy to the challenges.

Respondents indicated that in order to mitigate these challenges and to ensure that KURA is able to overcome them in future, the following measures have been identified and will form part of the strategies for future plans and actions: aligning KURA to the Constitution of Kenya 2010; change of legal framework – revision to

the provisions of the Roads Act and Local Authorities by-laws to remove conflicts; enhance enforcement measures especially in relation to axle load control, road usage and safety, traffic management; enhance activities of R&D; enhance utilization of ICT for effective and efficient operations; and acquisition of title deeds for road reserves by RAs.

#### **4.5 Discussion of Findings**

##### **4.5.1 Comparison with Theory**

The study found that implementation of any organization strategy will only be successful if the employees who are the actual implementers participate fully in the process. It also found that one of the ways in which to motivate the employees to work to their best of ability in the strategy implementation process is offer an attractive pay package. The package satisfies the employees' needs which motivate them towards effective strategy implementation. In the organization theory Chester Barnard, Barnard (1927) argues that people come together in formal organizations to achieve ends they cannot accomplish working alone. But as they pursue the organization's goals, they must also satisfy their individual needs. For employees to meet their personal goals within the confines of the formal organization, people come together in informal groups. To ensure its survival organizations must use these informal groups effectively, even if they sometimes work at purposes than run counter to management's objective (Stoner, Freeman and Gilbert, 2003).

The study found that resource constraints hindered strategy implementation. It found that human resource capacity in terms of qualifications; competence and numbers were identified as a major constraint. It also found that financial resources affects

proper planning and prioritizing on the policies. Resource Based View theory is a method of analyzing and identifying a firm's strategic advantage based on examining its distinct combination of assets, skills capabilities, and intangibles as an organization. The theory argues that firms differ in fundamental ways because each firm possesses a unique "bundle" of resources—tangible and intangible assets and organizational capabilities to make use of those assets (Pearce, Robinson and Mital, 2008). Hrebiniak (2005) also identified insufficient financial resources to execute the strategy as a challenge during strategy implementation process.

The study found that communication process at KURA resulted to delayed results, wastage of resources, loss of business, and rejection of the strategy, demotivation and lack of commitment to new ideas. It found that an integrated communications plan must be developed at the organization to enhance strategy implementation, it is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. McKinsey model describes the seven factors critical for effective strategy execution (Kaplan, 2005). It identifies the seven factors as strategy, structure, communication, staff, skills, style and shared values Johnson (2002) in his survey found that the five top reasons why strategic plans fail are related to motivation and personal ownership, communications, no plan behind the idea, passive management, and leadership.

#### **4.5.2 Comparison with Other Studies**

The study found that strategy implementation at Kenya Urban Roads Authority is concerned with carrying out situation analysis that leads to setting of strategy objectives. The study found that the implementation of any organization strategy will

only be successful if the employees who are the actual implementers participate fully in the process. The findings are in line with the findings of David (2011) who argued that Strategy implementation requires a firm to establish annual objectives, devise policies, motivate employees, and allocate resources so that formulated strategies can be executed. Strategy implementation includes developing a strategy-supportive culture, creating an effective organizational structure, redirecting marketing efforts, preparing budgets, developing and utilizing information systems, and linking employee compensation to organizational performance.

The study found that the authority vision and mission statements are in most cases the guiding factor in the development of the strategies. It found that strategy in itself is an important tool that the authority uses to know what it is supposed to do, at what time towards achieving its objectives. According to Sababu (2007), implementation is concerned with monitoring the effectiveness of the objectives and the functional policies towards the mission and it is primarily the function of all employees of the firm. Pearce and Robinson (2002) argues that shifting from strategy formulation to implementation gives rise to three interrelated concerns namely, identification of measurable, mutually determined annual objectives, developments of specific functional strategies and communication of concise policies to guide action.

The study found additional factors that are challenges to strategy implementation which are: inadequate capacity at KURA regional offices and the local authorities; inadequate funding to effectively complete all planned projects; inadequate operation management systems; escalating cost of road construction materials; unpredictable weather patterns; backlog of unmaintained roads; continued theft and vandalism of

road furniture; inadequate capacities of local road contractors and consultants to effectively carry out and complete projects; non-compliance of axle load limit due to poor enforcement; inadequate research and development; shortage of skilled and qualified professionals; conflicting legal framework for example Roads Act versus provision of Local Authorities by-laws; encroachment on road reserves; poor coordination with service providers who share the road corridors; lack of ownership of road corridors; costly process of land acquisition; and political Interference are the challenges encountered during the implementation of the Strategic Plan.

Hrebiniak (2005) contributed to the identification of additional factors that may cause obstacles 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; and lack of incentives or inappropriate incentives to support execution objectives.

## **CHAPTETE FIVE: SUMMARY, CONCLUSIONAND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing research objectives which were to establish the process of strategy implementation at KURA and to determine challenges associated with strategy implementation at KURA.

### **5.2 Summary**

The study found that the strategy implementation at Kenya Urban Roads Authority is concerned with carrying out situation analysis that leads to setting of strategy objectives. The authority vision and mission statements are in most cases the guiding factor in the development of the strategies. It found that strategy in itself is an important tool that the authority uses to know what it is supposed to do, at what time towards achieving its objectives. The study found that that the duration Kenya Urban Roads Authority takes on the implementation of strategies before reviews are done is one year though in some cases some strategies take more than two years for dully implementation.

The study found that the implementation of any organization strategy will only be successful if the employees who are the actual implementers participate fully in the process. It found that one of the ways in which to motivate the employees to work to their best of ability in the strategy implementation process is offer an attractive pay package.

It was found from the study that there are challenges that face KURA during strategy implementation. These challenges include: inadequate capacity at KURA regional offices and the local authorities; inadequate funding to effectively complete all planned projects; inadequate operation management systems; escalating cost of road construction materials; unpredictable weather patterns; backlog of unmaintained roads; continued theft and vandalism of road furniture; inadequate capacities of local road contractors and consultants to effectively carry out and complete projects; non-compliance of axle load limit due to poor enforcement; inadequate research and development; shortage of skilled and qualified professionals; conflicting legal framework for example Roads Act versus provision of Local Authorities by-laws; encroachment on road reserves; poor coordination with service providers who share the road corridors; lack of ownership of road corridors; costly process of land acquisition; and political Interference.

The study found that political influence in implementation of organizational strategy impacts negatively at KURA. It found that whenever there is political instability, most operations within the authority indicated that there was political influence in procurement procedures in which corrupt government officials were biased in award of tenders. It found that organization culture, communication process, leadership style of managers, lack of understanding of strategy implementation, difficulties and obstacles not acknowledged, recognized or acted upon, how managers make decisions and the dominant values and beliefs, the norms affect strategy implementation.



The study found that in order to mitigate these challenges and to ensure that KURA is able to overcome them in future, the following measures have been identified and will form part of the strategies for future plans and actions: aligning KURA to the Constitution of Kenya 2010; change of legal framework – revision to the provisions of the Roads Act and Local Authorities by-laws to remove conflicts; enhance enforcement measures especially in relation to axle load control, road usage and safety, traffic management; enhance activities of R&D; enhance utilization of ICT for effective and efficient operations; and acquisition of title deeds for road reserves by RAs.

### **5.3 Conclusion**

The study concludes that the management should be competent so as to ensure good strategy objective setting, achieve strategic awareness, manage resistance to strategy implementation; early involvement of firm members in the strategy process helped members understand super-ordinate goals, style, and cultural norms and thus become essential for the continued success of a firm strategy implementation, puts all members at the same platform, and helps the employees to own the process thus ensuring better results.

The study concludes that inadequate capacity at KURA regional offices and the local authorities; inadequate funding to effectively complete all planned projects; inadequate operation management systems; escalating cost of road construction materials; unpredictable weather patterns; backlog of unmaintained roads; continued theft and vandalism of road furniture; inadequate capacities of local road contractors and consultants to effectively carry out and complete projects; non-compliance of axle

load limit due to poor enforcement; inadequate research and development; shortage of skilled and qualified professionals; conflicting legal framework for example Roads Act versus provision of Local Authorities by-laws; encroachment on road reserves; poor coordination with service providers who share the road corridors; lack of ownership of road corridors; costly process of land acquisition; and political Interference are challenges faced during strategy implementation process.

#### **5.4 Recommendations**

This study found that there were conflicting priorities in the implementation of strategies at the KURA. It therefore recommends that top strategies of the organization should be agreed upon by all head of departments.

The study also recommends that the management should ensure that they employ and deploy qualified and competent individuals. In addition, the study recommends that KURA should employ monitoring/supervision mechanism, to allow efficiency in strategy implementation.

The study recommends that Kenya Urban Roads Authority should improve integrated communications plan to improve strategy implementation. The content of such communications plan should include clear explanation of what new responsibilities, tasks, and duties need to be performed by the employees. It also includes the why behind changed job activities, and more fundamentally the reasons why the new strategic decision was made firstly. This will enhance communication of change during and after an organizational change on organizational developments to all levels in the appropriate manner.

### **5.5 Limitations of the Study**

The study was carried out within a limited period of time and resources. This constrained the scope as well as the depth of the issues covered by the research. In addition, the study was restricted to the process of strategy implementation and challenges associated with strategy implementation at KURA. It did not include other important fields of strategic management process including strategy development and strategic analysis. Its utility therefore was confined to strategic implementation process and challenges.

### **5.6 Suggestions for Further Research**

This study focused on the process used by KURA in strategy implementation and challenges facing strategic implementation by KURA. KURA is a government authority amongst other authorities in Kenya which could be using different strategy process and could be facing different challenges. It is therefore recommended that further research be done in the area of strategy implementation process and strategy implementation challenges among other authorities in Kenya.

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## **APPENDIX**

### **APPENDIX: INTERVIEW GUIDE**

#### **STRATEGIC IMPLEMENTATION**

##### **A CASE STUDY OF KENYA URBAN ROADS AUTHORITY (KURA)**

The interview guide will seek to determine the following objectives

- i. To establish the process of strategy implementation at KURA
- ii. To determine challenges associated with strategy implementation at KURA

#### **BACKGROUND INFORMATION FOR INTERVIEW**

1. What is your position in your organization?
2. For how long have you worked with KURA?
3. For how long have you been holding your current position?

#### **PART 1: STRATEGY IMPLEMENTATION PROCESS**

1. Does KURA carry out situation analysis?
2. How was the organization objectives set in the strategic plan?
3. How were the vision and mission of KURA formed?
4. How is strategy implementation process carried out in KURA?

#### **PART 2: STRATEGY IMPLEMENTATION CHALLENGES**

5. What are the challenges encountered during the implementation of the Strategic Plan at KURA?
6. Does political influence affect strategy implementation at KURA? How?



7. What are the strategic implementation problems that are related to organizational hurdles?
8. How does the organization culture pose challenge in strategy implementation?
9. How does KURA organization structure affect communication from top management to other staff and vice versa?
10. How does communication process affects strategy implementation process at KURA?
11. Do you think there is adequate communication to employees on strategic implementation in the organization?
12. How does leadership ineffective coordination and poor sharing of responsibilities affect strategy implementation at KURA?
13. Does KURA have resource constraint hindering strategy implementation?
14. What kinds of resources (e.g. Human, Financial Technological etc.) are hindering the strategy implementation?
15. What measures have been put in place by KURA to ensure that the resources are available for successful strategy implementation?
16. What are the measure have you put in place to ensure that challenges of strategy implementation are dealt with in the organization?