CHALLENGES OF STRATEGY IMPLEMENTATION AT THE MINISTRY OF EAST AFRICAN AFFAIRS, COMMERCE AND TOURISM, KENYA

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER, 2014

DECLARATION

I declare that this research project is my original work and has not been presented in any other university for academic purposes. Any other author's work has been clearly acknowledged.

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

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DEDICATION

I dedicate this research project to my wife Kelly, my brother Duke, sisters: Esinah, Verah, and Jackline for their selfless support through my course. Many thanks for bearing with my perpetual absence and for the understanding all through the period I have been pursuing this course. I would also like to dedicate this research project to my supervisor, Dr. Machuki, for responding to my questions during weekends and beyond working hours.

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ABSTRACT

This study sought to investigate challenges of strategy implementation at the Ministry of East African Affairs, Commerce and Tourism, Kenya in order to bridge the gap experienced during strategy implementation as evident from literature. The two objectives of this study included; to establish the challenges of strategy implementation, and to determine the measures taken to mitigate the challenges of strategy implementation at the Ministry. The study adopted a case study, as the unit of analysis was one organization, the Ministry. Case study emphasized the contextual analysis by limiting the research to a single organization and hence allowed for in-depth probing into answering the research question. The researcher used both primary and secondary data. Primary data was collected through one on one interview with respondents using an interview guide, which had open-ended questions. The secondary data was collected from library materials, journals and reports, media publications and various Internet search engines covering challenges of strategy implementation practices in different organizations. Content analysis was used to analyze the respondent's views and feedback about the challenges of strategy implementation at the Ministry. The study established that, both internal and external factors affected effective strategy implementation at the Ministry. The external factors that affected strategy implementation included: turbulent and competitive business environment, social, political, economic, and technological factors. The internal factor included: lack of employee training, and lack of adequate financial resources. It was concluded that for the success of Ministry in the turbulent and competitive business environment, proper training to employees, adequate financial resources, information communication technology (ICT) integration, and democratic style of management is key to effective strategy implementation. It was recommended that the Ministry of East African Affairs, Commerce and Tourism, Kenya to align organizational structure, adjust its leadership styles, adequate resources, employee motivation, and ICT integration for effective strategy implementation. The study recommends further research on evaluation of strategy implementation at the Ministry thus bridging the gap.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Large and small organizations adopt strategic management to advance their business in the dynamic business environment. Formulating the right strategies is not enough, because managers and employees must be motivated to implement those strategies. Management issues considered central to strategy implementation include matching organizational structure with strategy, linking performance and pay to strategies, creating an organizational climate conducive to change, managing political relationships, creating a strategy-supportive culture, and managing human resources. Establishing annual objectives, devising policies, and allocating resources are central strategy implementation activities common to all organizations. Depending on the size and type of the organization, other management issues could be equally important to successful strategy implementation.

The open systems theory (Millett, 1998) proposes that firms, as open systems, lend themselves to the external environment. Strategic management, being an externally oriented management philosophy in the modern context, helps them circumnavigate through the ever-changing environment in order to be efficient and effective in the long run (Pearce and Robinson, 2011).To cope with uncertainty during strategy implementation process, mechanistic thinking organizations are now focusing on becoming leaner, agile, flexible, and right-sized. To survive and thrive in today's unpredictable environment,

organizations need to become actively adaptive internal and external factors that influence strategy implementation. Engrained within their strategic futures they need to have plans and structures that align and realign the organization's values with those of the extended social environment. They need to understand that not only does the environment change their organization, but they themselves can also influence the environment (Charles and Gareth, 2007).

The strategy of an organization consists of the business approaches and initiatives it undertakes to attract customers and fulfill their expectations, to withstand competitive pressures and to strengthen its market position. These strategic responses provide opportunities for the organization to respond to the various challenges within its operating environment. Firms also develop strategies to enable them seize strategic initiatives and maintain a competitive edge in the market (Porter, 2004). Successful strategy implementation is the actualization of the formulated strategy. Despite the challenges encountered at the implementation stage, it requires consideration of the resources to be used; human resource requirements, structure, systems, and other variables (Charles and Gareth, 2007). Organizations after strategic planning embark on the implementation process. Strategy is implemented through organizational design in which an organization selects a combination of organizational structure and control systems that lets it create a sustainable competitive advantage (Pearce and Robinson, 2011).

Following the re-organization of the Government of Kenya in March 2013, the Ministry of East African Affairs, Commerce and Tourism (MEAC) was created. The Ministry is

headed by a Cabinet Secretary with two notable State Departments; State Department of East Africa Affairs; and the State Department of Commerce and Tourism (Jumuiya News – Issue 29, pg. 16). In Kenya, every government Ministry has a strategic plan drawn from the overall government strategy for implementation. In implementing the strategic plan, the Ministry may face external challenges, which include: political, economic, social-cultural, legal, and technological challenges; internal challenges which include; employees' objective aligning with the overall strategy of the Ministry.

1.1.1 Challenges of Strategy Implementation

Implementing strategy means mobilizing employees and managers to put formulated strategies into action (Porter, 2004). Often considered to be the most difficult stage in strategic management, strategy implementation requires personal discipline, commitment, and sacrifice. Successful strategy implementation hinges upon managers' ability to motivate employees, which is more an art than a science. Strategies formulated but not implemented serve no useful purpose (Blahová, & Knápková, 2010).

Strategy operationalization is one of the critical processes during strategy implementation in large and small organizations. Transforming formulated strategies to actual plans determines the success of strategy implementation process. According to Hill and Garneth (2006), strategy implementation can be referred to as the process in which the planned strategies are translated into carefully implemented action. In other words, this is the 'action' phase. It is the fourth phase in the strategic management process which comes after strategy formulation, analysis of alternative strategies and strategic choices (Porter, 2004).

Strategy institutionalization promotes synergy of implementing strategies formulated in an organization. Without strategy institutionalization, organizations face challenges during strategy implementation. Managers and employees throughout an organization should participate early and directly in strategy-implementation decisions. Their role in strategy implementation should build upon prior involvement in strategy-formulation activities. Management should promote institutionalization culture by employee empowerment and adequate support (Blahová, & Knápková, 2010).

Pearce and Robinson (2011) argued that organizational action is successfully initiated through four interrelated steps: the creation of clear short-term objectives and action plans; the developments of specific functional tactics to include outsourcing that creating competitive advantage; empowerment of operating personnel through policies to guide decisions and, the implementation of effective reward systems to motivate personnel and encourage effective results. To be effectively implemented, a strategy must be institutionalized, that is, it must permeate the firm's day-to-day operations. Pearce and Robinson also acknowledged that an effective organizational leadership and the consistency of a strong organizational culture reinforcing norms and behaviors best suited to the organization's mission are two central ingredients in enabling successful execution of a firm's strategies and objectives.

1.1.2 Ministry of East African Affairs, Commerce and Tourism, Kenya

The Ministry of East African Affairs, Commerce and Tourism is a successor to the ministries East African Community, Trade and Tourism in Kenya. The Ministry manages East African Community (EAC) and regional integration affairs, develop and promote trade policies, promote and market Kenya as a tourist destination. The Ministry has two state departments; First, State Department of East African Affairs (SDEAA), this department manages EAC affairs and the coordination and implementation of community programmes and projects. Second, State Department of Commerce and Tourism, this department manages international trade, export promotion and the development of markets for Kenyan produce. In addition, this department is charged with the responsibility of developing tourist industry with an additional focus on eco, cultural, sports and conference tourism (www.commerce.go.ke).

In December 2013, the Ministry of East African Affairs, Commerce and Tourism launched its Strategic Plan for the 2013-2017, identifying its strategic goals, objectives, activities, expected outputs and outcomes, in line with the Kenya Constitution 2010. The Strategic Plan, anchored on the Second Medium Term Plan of the Kenya Vision 2030, is a manifestation of the Ministry's pledge to deliver quality and efficient services to Kenyans, and is expected to accelerate economic growth and development by promoting domestic and export trade, fair trade practices and consumer protection, regional integration initiatives and tourism promotion and development (Jumuiya News, Issue 29).

One of the key responsibility of the Ministry is the creation and sustainability of an enabling environment for the tourism industry to flourish, formulation, implementation, coordination, monitoring and review of development policies, strategies and programmes related to tourism, implementations of appropriate tourism facilities registration to ensure high standards are maintained, development, promotion, marketing of domestic, intra-regional and international tourism, responsible for public relations that aim to project positive image of the country, sourcing and providing short medium and long-term financing and financial services for tourism entrepreneurs, promotion of both foreign and local investments in the tourism sector, maintaining a well regulated tourism industry, co-ordination of the implementation of bilateral, regional and multilateral arrangements/agreements in tourism, linkages with other relevant sectors through inter-ministerial and stakeholders arrangements in all matters related to the tourism sector (www.tourism.go.ke).

1.2 Research Problem

According to Charles and Gareth (2007), the formulation of an appropriate strategy is not enough; strategic managers must ensure that the strategies are implemented effectively and efficiently. Whereas this is done, they are faced by various challenges. First and foremost, implementation is done in a changing and dynamic environment and the organization must align itself to the changing environment. Effective strategy implementation has remained the driver of competitive organizations in the domestic and international markets. Despite the efforts of organizations to implement strategies formulated, quite a number a number of challenges are experienced by large and small

firms during strategy implementation process thus failure to achieve their strategic plans in the in the competitive business environment.

The Ministry of East African Affairs, Commerce and Tourism, whose strategy formulation and implementation are determined by the government of Kenya, faces challenges during implementation of its strategy. The Ministry was identified due to its unique position in the government of Kenya and in the East Africa region. Despite the efforts of the Ministry to implement her strategic plans, mid-term plans, short terms plans, and action plans. Internal and external factors play a crucial role during strategy implementation process. Some of these aspects include financial and non-financial resources, physical assets, human resources, political, and economic factors, among others (Njau, 2000).

Although there is considerable literature and research on strategy implementation in different organizations, Aosa (1992) observes that strategic management helps in providing long-term direction for an organization whereby current activities are performed with a view of long term outcomes and implications. In another study, Njau (2000), indicates that implementation of a chosen strategy is by any measure one of the most vital phases in strategic management. Other studies carried out regarding strategy implementation by; (Machuki 2005 & 2011; Obonyo 2012; Onyango 2012; Koske 2003 among others) observed that most organizations are unable to implement their strategies due to non-committal of top management, inadequate resources, lack of clear communication and untimely introduction of change. In addition, related studies carried

out by; Nduko (2008); and Muthuiya (2004) indicate that organizations face challenges of strategy implementation due to lack of technological infrastructure.

The contextual differences across organizations explain why different organizations face different challenges in strategy implementation. There are no specific sets of factors that affect strategy implementation across organizations. Therefore, from the findings of previous studies, it is evident that little has been done with regard to challenges of strategy implementation at the Ministry, which is very strategic for Kenya's role in the East Africa Community regional integration affairs and growth in tourism and commerce. What are the challenges of strategy implementation at the Ministry of East African Affairs, Commerce and Tourism in Kenya?

1.3 Research Objectives

The study sought to address the following research objectives:

  i. Establish the challenges of strategy implementation at the Ministry of East African Affairs, Commerce and Tourism, Kenya.

  ii. Determine the measures taken to mitigate the challenges of strategy implementation at the Ministry.

1.4 Value of the Study

This study would increase the existing body of knowledge in the area of strategy implementation and provide a basis that would be used by other researchers to formulate hypothesis of relevant research topics. The study would also be of importance to future

scholars in the field of strategy implementation that is currently gaining popularity among organizations across industries. Future scholars could use this study to enrich on their literature review in related studies conducted in areas of strategy implementation.

The study would add value to already existing theories in the field of strategic management and enable the Ministry of East African Affairs, Commerce and Tourism to anticipate the internal and external factors that affect strategy thus develop policies to overcome the challenges including restructuring, training and management support. This would contribute to ensure mitigation measures are employed whenever a risk is anticipated or identified.

The Ministry of East African Affairs, Commerce and Tourism would benefit from the findings of this study by establishing alternative ways of implementing strategies formulated. This would enable the Ministry to gain competitive advantage over other Ministries in terms of innovation, flexibility to changes, and efficient service delivery to the general public. The management would be better prepared in dealing with foreseeable challenges in the strategy implementation process. Challenges of employee resistance to new changes, ICT integration, and knowledge management among key stakeholders would be minimized.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the theoretical foundation of the study; it describes strategy implementation process including formulation, implementation and evaluation. Challenges of strategy implementation are described into detail including internal and external factors ranging from strategy, structure, staff, skills, system, style shared values. External factors included; political, economic, social-cultural and technological. Measures to mitigate strategy implementation challenges included; employee training and development, ICT integration, management support and adequate financial resources.

2.2 Theoretical Foundation of the Study

Resource Based View (RBV) theory of the firm is one of the concepts applied by modern competitive firms in the dynamic business environment when formulating, implementing and monitoring strategies (Thompson et al., 2012). Ngau and Kumssa (2006), define resources as stocks of available factors that are owned or controlled by the firm, which are converted into final products or services. Capabilities, in contrast, refer to a firm's capacity to deploy resources, usually in combination, using organizational processes, to produce a desired effect. Hence, the presence of capability enables resources to begin to be utilized, and the potential for the creation of output arises. While resources are the source of a firm's capabilities, capabilities are the main source of its competitive advantage (Thompson, Gamble, and Strickland, 2012).

The RBV suggests that the resources possessed by a firm are the primary determinants of its performance, and these may contribute to a sustainable competitive advantage of the firm. According to Zingier (2002), the concept of resources includes all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness. Basically the resource view states that a firm's internal resources and capabilities are the best source of competitive advantage over other firms. This view seeks to develop distinctive competencies and resources and apply them to produce superior value. If these competencies can be kept unique to the firm, they can be used to develop a competitive advantage (Pearce and Robinson, 2011).

McKinsey 7S model is one of the models competitive organization in the dynamic business environment applies during strategy operationalization and institutionalization. According to McKinsey theory, effective strategy implementation should be aligned with the seven variables within the organizational context (Ngau and Kumssa, 2006). These variables include; structure, strategy, systems, skills, style, staff and shared values. Structure of the organization is one of the key determinants of effective strategy implementation it promotes communication and continuous feedback to key stakeholders in the organization (Thompson, Gamble, and Strickland, 2012).

Structure relates to the way the organization's chain of command. Strategy is the plan devised to maintain and build competitive advantage over competition (Hrebiniak, 2006). Systems are the daily activities that staffs engage with to get the work done. Shared values

are the core values of the company that can be seen in the corporate culture and general work ethic. Style relates to the leadership style adopted. Staff is the employees and their general capabilities. Skills are the actual skills and competencies of the employees working for the company. The 7S framework can be utilized in situations whereby there is need for realignment in order to improve company performance, establish likely effects of future changes in a company and to determine the best way to implement a proposed strategy (Hrebiniak, 2006).

2.3 Strategy Implementation

Whereas successful strategy making depends on strategic vision, solid industry and competitive analysis and shrewd market positioning, successful strategy implementation depends on doing a good job of working with and through others; allocating resources; building and strengthening competitive capabilities; creating an appropriate organizational structure; instituting strategy-supportive policies, processes, and systems; motivating and rewarding people; and instilling a discipline of getting things done (Pearce and Robinson, 2011). Once managers have decided on a strategy, the emphasis turns to converting it into actions and good results. This will call for different sets of managerial skills (Thompson, Peteraf, Gamble and Strickland, 2012).

Operationalization of strategies is critical for effective implementation process by modern competitive firms operating in the turbulent business environment (Allio, 2005). Strategy entails considerations of who will be responsible and accountable for strategy implementation; the most suitable organizational structure that should support the

operationalization of strategy need to adapt the systems used to manage the organization. Operationalization of strategy entails organizational support from the top level management and team work among workers of the organization. Continuous monitoring of strategic activities of the organization enable an organization to evaluate its performance and avoid obstacles that influence the strategy implementation process (Pearce and Robinson, 1997).

Strategy institutionalization entails collaborative culture within an organization where each employee works towards a common goal (Charles & Gareth, 2007). The four fundamental elements that must be managed by competitive firms if the strategy is to be institutionalized effectively include; organization structure, leadership, culture and rewards. It is of critical importance to directly link the company's daily activities and work efforts so as to accomplish the strategy implementation. It will be impossible to implement strategies if this link is not made (Blahová, & Knápková, 2010).

According to Arthur et al (2012), strategy implementation is an action-oriented, make-things-happen task that tests a manager's ability to direct organizational change, achieve continuous improvement in operations and business processes, create and nurture a strategy-supportive culture, and consistently meet or beat performance targets. Good strategy implementation requires team effort. All managers have strategy-implementing responsibility in their areas of authority, and all employees are active participants in the strategy implementation process. When strategies fail, it is often because of poor

implementation and lack of strategic alignment. Strategy implementation is therefore a critical managerial endeavor (John, Richard and Robinson, 2011).

Formulating an appropriate strategy is not enough and strategic managers must ensure that the new strategies are implemented effectively and efficiently. According to Bateman and Zeithmal (1993), there has been greater appreciation to implementation of strategies by organizations that has led to the emergence of the following two trends. First, organizations are adopting a more comprehensive view of strategy implementation whereby the strategy must be supported by decisions regarding the appropriate organizational structure, technology, human resources, reward systems, information systems, organization culture, and leadership style.

Therefore, just like a strategy must be matched to the external environment, it must also fit the multiple factors responsible for its implementation. Secondly, organizations are extending the more participative strategic management process to implementation. Thus, managers at all levels are not only involved with strategy formulation and identification but also with the execution of the means to implement the new strategies (John and Richard and Robinson, 2011). According to Thompson et al (2008), managing the implementation and execution of strategy is an operation-oriented, make-things-happen activity aimed at performing core business activities in a strategy supportive manner.

Charles, Hill, Gareth and Jones, (2007) observes that the management of the strategy execution process includes the following principal aspects. First and foremost is satisfying

the organization with the required skills and expertise, consciously building and strengthening strategic supportive competences and competitive capabilities and organizing the work effort. Secondly, is to allocate ample resources to those activities critical to strategic success. One should also ensure that the policies and procedures facilitate rather than impede effective execution. Best practices should be used while performing core business activities also install information and operating systems that enable the personnel to better carry out their strategic roles day in day out.

According to Pearce and Robinson (2008), the key aspect of implementing a strategy is the institutionalization of the strategy such that it permeates daily decisions and actions in a manner consistent with long-term strategic success. Pearce & Robinson (2008) observed that four fundamental elements must be managed to "fit" a strategy if it is to be effectively institutionalized. These include the organizational structure, leadership, organizational culture and reward system. A good strategy execution requires diligent pursuit of operating excellence (Thompson et al 2008). It is a job of the entire organization management team and success hinges on the skills and cooperation of operating managers who can push for needed changes in their organization units and consistently deliver good results.

2.4 Challenges of Strategy Implementation

Strategy implementation involves establishing programs to create a series of new organizational activities, budgets to allocate funds to the new activities and procedures to handle the day-to-day details (Leslie, Rue & Lloyd and Byars, 2009). Any new strategy

will likely involve a sequence of new programs and activities that may conflict with the existing practices and activities. Managers are faced by a problem to decide how quickly change should proceed and in what order change should take place. Some of the challenges experienced by organization during strategy implementation include; leadership, structure, resources, culture and employee skills.

For effective strategy implementation, the top leadership of an organization has to constantly monitor progress, anticipate obstacles and take corrective actions where necessary, in order to ensure that the organization is agile to changing market conditions and competitive forces (Thompson et al, 2006). Strategic leadership is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today's globalized business environment. Strategic leadership requires the ability to accommodate and integrate both the internal and external business environment of the organization, and to manage and engage in complex information processing (Peter and Kumssa, 2006). Organizational leadership entails providing a long term road map that guides the organization to deal with change in the business environment, and to clarify strategic intent, that builds the organization and shape their culture to fit with the opportunities and challenges (Leslie & Lloyd, 2009).

There is an intrinsic association between strategy formulation and structure of the organization. The structures facilitate how the process and relationships work, thus affecting strategy implementation process. Organizational structure and strategy have to be linked for the success of the any firm. The firm's strategies need to be aligned to its

structure. Leadership is the process of influencing an organization in its efforts towards achievement of its long term goal (Johnson and Scholes, 2002). There is a relationship between organizational structure and leadership in any successful strategy implementation process (Price & Chahal, 2006). Organization structure comprises of activities such as task allocation, coordination and supervision, directed towards the achievement of organizational aims. It simply involves the formal framework by which job tasks are divided among workers, grouped, and coordinated.

Resources entail fundamental drivers that enable small and large firms to accomplish their initiatives (Jones, 2008). All organizations have at least four types of resources that can be used to achieve desired objectives: financial resources, physical resources, human resources, and technological resources. Allocating resources to particular strategic business units does not mean that strategies will be successfully implemented. A number of factors commonly hinder effective resource allocation, including an overprotection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge (Robins and Coulter, 2002).

Adequate financial resources allocation promotes successful strategy implementation. This is helpful especially in ensuring that activities of the company are carried out efficiently so as to strengthen the implementation of strategy (John & Richard, 2011). If the strategy being formulated exceeds those limitations, the need for additional sources of capital becomes itself a strategic issue and an iterative process of considering strategic

alternatives begins. David (2003) stated that it should be possible to implement the chosen strategy with the resources available. Financial and non-financial resources are critical in effective strategy implementation. Resources may include physical, financial, technological and human resources. Without proper resource allocation, strategy implementation will be a challenge in the modern changing business environment (Hrebiniak, 2006).

Robins and Coulter (2002), define culture as a system of shared meaning and beliefs held by organizational members that determines, in large degree on how they act. Organizational structure should strive to preserve, emphasize, and build upon aspects of an existing culture that support proposed new strategies. Culture influences not only the way managers behave within organization but also the decisions they make about the organization's relationships with the environment and its strategy. Organization culture involves the set of assumptions that members of an organization share in common and dictated their way of behavior in the organizational context (Pearce and Robinson, 2002). Corporate culture refers to the character of a company's internal work climate and personality, as shaped by its core values, beliefs, principles, traditions, ingrained behaviors and style of operating (Thompson et al, 2006). As strength, culture can facilitate communication, decision making, and control, and can create cooperation and commitment.

The ability of employees to share information and learn new skills facilitates effective implementation of strategy. Well trained employees are likely to have a wide

understanding of the business environment and adjust quickly to changes with minimal resistance to change. Training promotes motivation among workers thus giving them the drive to accomplish their duties (John & Richard, 2011). Achievement in the workplace deals with the pride and sense of accomplishment employees feel about their jobs and employers. Managers who notice a decline in achievement must take proactive steps to implement strategies to increase motivation and employee morale.

Training is one of non-financial rewards that drive and empower workers to work towards organizational strategic intent. Other aspects that improve employee ability to perform better include; recognition of employee efforts by managers, delegation, promotion, job design and salary increment (Burgelman, Grove & Meza, 2006). Institutionalization and operationalization of strategy in any organization is based on empowering staff with relevant skills to perform the task with less difficulties (Boyle, 2007)

2.5 Measures to mitigate Strategy Implementation Challenges

Management support entails strategic leadership. Strategic leadership is widely described as one of the key drivers of effective strategy implementation (Pearce & Robinson 2007). However, a lack of leadership, and specifically strategic leadership by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation. Strategic leadership is defined as "the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary" (Thompson et al 2008).

Information Communication Technology (ICT) is basically an electronic based system of information transmission, reception, processing and retrieval, which has drastically changed the way we think, the way we live and the environment in which we live (Lynch, 2005). Effective strategy implementation is determined by the extent of ICT integration in the subsystem of the organization. Innovation, research and development activities of an organization are influenced by ICT adoption.

Finance has a role early in the implementation phase of a new strategy to systematically identify and execute all such changes either as part of its own strategic initiative or as steps in corporate-wide initiatives. Finance has a function of assuring long-term cash availability that is essentially just an extension of its short-term function (Lynch, 2005). Successful development of strategy requires a clear understanding by the strategic planning team of future capital limitations perceived by finance (Burgelman, Grove & Meza, 2006).

Investments in training and development of employees can make them more productive or more effective in their jobs, directly contributing to the bottom line (Burgelman, Grove & Meza, 2006). The purpose of training and management development programs is to improve employee capabilities and organizational capabilities. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees (Pearce and Robinson, 2002).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research methodology that was used for this study to find answers to research question. In this chapter the research methodology was presented in the following order; research design, data collection, and data analysis procedures employed by the researcher.

3.2 Research Design

The study employed a case study research method. A case study was an appropriate methodology as it allowed the researcher to focus on the challenges of strategy implementation. The unit of analysis was the Ministry of East African Affairs, Commerce, and Tourism, Kenya. According Yin (2009), a research design is an arrangement of conditions for collection and analysis of data in a manner that aimed to combine relevance to the research purpose with economy in procedures.

A case study was important because it brought out clearly an in-depth understanding of complex issues, extended experience, and new knowledge to what had already been known in previous research. According to Ghauri (2004) and Yin (2009), case study research method is used to seek answers to questions that involve what, how and why. A case study was used to gain insight into people's attitudes, value systems, concerns, motivations, and culture.

3.3 Data Collection

The data that was collected was purely qualitative in nature. It was derived both primary and secondary data sources. The primary data was collected through one on one interviews using interview guide with the respondents. The researcher used open-ended questions to in the interview guide. Three Directors from the two State Departments were targeted for one on one interview. Secondary data was collected from published journals, newspaper articles on the Ministry, and previous studies on strategy implementation in various organizations. This was done in order to compare and further enrich data collected from primary sources. This made easier the acquisition of accurate and adequate information, as these were the people involved in strategy implementation hence they were conversant with the factors and challenges faced during strategy implementation

3.4 Data Analysis

Content analysis was used to analyze the collected data. Content analysis was deemed appropriate for its flexibility and it also allows for objective, systematic, and qualitative description of the content of communication (Cooper and Schindler, 2006). In addition, Kombo and Trump (2006) argue that content analysis examines the intensity with which certain themes have been used and systematically describes the form or content of written or spoken material. According to Stemler (2001), argues that content analysis examines the intensity with which certain themes have been used and systematically describes the form or content of written or spoken material. Content analysis had been used successfully in similar research studies such as Machuki (2011), Nduko (2008), and Muthuiya (2004).

CHAPTER FOUR:

DATA ANALYSIS, FINDINGS, AND DISCUSSION

4.1 Introduction

This Chapter outlined respondent's profile and explains how data that was collected from respondents was critically analyzed based on facts that respondents raised with regard to challenges of strategy implementation at the ministry of east African Affairs, Commerce and Tourism, Kenya. The data was qualitatively analyzed and measured and discussions were based of the facts that were presented by the respondents.

4.2 Challenges of Strategy Implementation

Respondents were interviewed to establish challenges of strategy implementation at the Ministry of East African Affairs, Commerce and Tourism, Kenya. The respondents indicated that they faced quite a number of challenges during strategy implementation process. The challenges were both from the internal and external environments. The respondents interviewed indicated that there was a positive relationship between management styles and strategy implementation.

The respondents from the State Department of Commerce & Tourism clearly indicated that employee motivation was minimal despite its benefits to effective strategy implementation at the Ministry. This was as a result of lack of appropriate compensation policies attached to lower level employees. The respondents further indicated that training of employees on strategy implementation was on a minimal extent within the

organizational context. Inadequate training budgets contributed to lack of strategy institutionalization and operationalization among the staff members at the Ministry.

The respondents also indicated that inadequate financial resources affected effective strategy implementation. The Ministry has a wide portfolio with minimal financial support. The projects and programs provided for in the budget should derive from the Ministry's strategic plan. Most of the funds are channeled to regional integration affairs. Further, the respondents clearly indicated that the Ministry needs more budgetary allocations to support implementation of strategic plans.

The respondents indicated that political policies were major constraints that influenced effective implementation of their strategies locally and regionally. Policies communicate specific guidelines to action. They also assist in controlling organization's activities, to ensure they are efficiently carried out. Changes in strategy calls for some changes in how internal activities are conducted and administered. Political factors define the legal and regulatory parameters within which firms must operate. Political constraints are placed on firms through fair trade decisions, anti-trust laws, pricing policies and many other actions aimed at protecting the employees, consumers, the general public and the environment.

The respondents from State Department of Commerce & Tourism interviewed clearly indicated that organizational culture contributed to challenges of effective strategy implementation. The respondents clearly indicated that the government is a bureaucracy with little or no consultation in formulation of strategy at departmental levels. There is

lack of openness and participatory ways of formulating strategy at the Ministry. Many employees work in 'silos' at the Ministry and this slows down strategy implementation. The old practices of the organization were a key challenge to effective strategy implementation. Employee resistance to adapt to new changes posed a challenge to effective strategy implementation.

The respondents clearly indicated that the complex structure of the government influenced strategy implementation in the Ministry. Long procedures and bureaucratic processes of making key decisions resulted to poor implementation of strategies formulated. The respondents indicated that some of the institutional procedures were not necessary. Some of the procedures cause delays, for example, lengthy government procurement processes. It was identified that there is an intrinsic association between strategy formulation and structure of the organization. The structures facilitate or constrain how the process and relationships work, hence affecting strategy implementation process.

The respondents also indicated that leadership styles influence strategy implementation. The respondents indicated that the top leadership at the Ministry is fully committed to the implementation of strategic plans. The respondents indicated that the current focus at the Ministry is to revive tourism sector in Kenya, this has impacted on the regional integration efforts. The respondents also indicated that departmental heads and subordinate staff fully supported the strategy implementation process.

The respondents were asked if there were other factors that affected strategy implementation. The respondents indicated that lack of enough physical space at the

Ministry was a challenge on strategy implementation. The two State Departments are based in two different building in town. This affected departmental relationships as one had to travel or walk for a while to get to the other department. Some of the senior staff members were sharing the space available with junior staff. This impacted on the morale of work of the senior staff members in providing leadership in strategy implementation.

The respondents also added that since the Ministry's work is in the East Africa region, there are different economic, social, political factors that affected strategy implementation. The economic environment in East Africa has changed drastically with increased private sector participation. This means the Ministry has to adjust the strategic plans to respond to the needs of the private sector. The political environment in the region has changed that has impacted on the Ministry in strategy implementation. However, the governments in the region have different political structures and Constitutions that affect some of the cross cutting issues like Monetary policies. East African countries are pushing more political federation and integration. However, the respondents indicated

Finally, respondents from the State Department of Commerce & Tourism indicated that influence of technology was factor that influences strategy implementation. Research and development activities, influence of information technology and the internet were aspects that influenced effective strategy implementation. The respondents indicated that technology is therefore a key consideration in the strategy implementation process at the Ministry, and should be viewed as a means to facilitate the execution of identified

strategies, since it affects how the business operates and its overall competitiveness in the market.

4.3 Measures to Mitigate Challenges of Strategy Implementation

The respondents from the State Department of Commerce & Tourism clearly indicated that employee motivation was minimal despite its benefits to effective strategy implementation at the Ministry. Top management should be in a position to review compensation policies to encourage employees to work towards common objectives. Further, training of employees on strategy implementation played a major role in minimizing resistance to change thus effective implementation. Therefore, to maximize the effectiveness of training and development, the Ministry must constantly assess employees' current needs.

It was evident that there was a positive relationship between management styles and strategy implementation. An open style of management contributes to effective strategy implementation compared to bureaucratic style of management. The decision making process should be open and participatory so that strategy implementers can own the process. This creates an environment of trust and mutual participation.

The respondents indicated that communication aspects should be emphasized in the implementation process. It was evident that communication was a key factor to effective strategy implementation. If the employees are constantly informed and reminded on the strategic plans and the role is clearly shares, then their participation will be fully

guaranteed. Communicating with employees concerning issues related to strategy implementation is frequently delayed until changes have fully crystallized.

The respondents from State Department of East African Affairs indicated that political policies were major constraints that influenced effective implementation of their strategies locally and internationally. Policies communicate specific guidelines to action and assist in controlling organization's activities, to ensure they are efficiently carried out. Political factors define the legal and regulatory parameters within which firms must operate should be analyzed and understood during strategy implementation.

The respondents from State Department of East African Affairs further indicated that economic policies including direct and indirect taxes, foreign exchange rates, and differences in currency values from one country to another were constraints that affected business practices and influenced strategy implementation. Top management should invest in regional economic research in order to minimize strategy implementation challenges. This will also be realized with the push for harmonization of monetary policies in East Africa region by the member States.

Further, the respondents from the State Department of East African Affairs clearly indicated that social aspects of the population in various countries of operation affected effective strategy implementation. Demographic aspects of the population should be analyzed thoroughly by experts in the local and regional community based on research in

order to overcome the challenge of strategy implementation. This will also be effective with constant civic education to the public to help in the regional integration efforts.

The respondents indicated that the willingness of the East African Community (EAC) governments to fast-track regional integration processes have positively influenced strategy implementation at the Ministry. The recent developments in regional integration, for example, Single Tourist Visa for East Africa region have pushed the Ministry to adjust its strategic plans and respond to the needs of the wider community. The EAC countries are also pushing for more collaboration between the EAC Ministries to learn from each other and advance the processes towards a stronger economically integrated EAC.

Most of the respondents from State Department of Commerce & Tourism interviewed clearly indicated that organizational culture contributed to challenges of effective strategy implementation. New culture should be reinforced in the system through rewarding behaviours, promotions, training, recognition and delegation. The employees should be encouraged to develop a culture of team work across departments to support the effective implementation of strategy. Staff retreats or team building events should be organized to foster teamwork and breaking the barriers across departments.

Majority of the respondents from State Department of Commerce & Tourism clearly indicated that the complex structure of the government influenced strategy implementation in the Ministry. The internal structure should be reviewed and adjusted effectively in order to match roles and responsibilities thus promoting efficiency and effectiveness. The

departments should be encouraged to fully collaborate at all levels, from strategy formulation, strategy implementation, and strategy evaluation.

Some of the respondents from the State Department of Commerce & Tourism also indicated that internal factors including strategies, structure, skills, number of employees, systems, shared value of the organization, styles of management, were challenges that were experienced during strategy implementation processes. The internal environment of the organization should be analyzed by external system auditors to determine organizational gaps that may influence strategy implementation and recommend appropriate measures to address the challenges.

Adequate financial support is another factor that they indicated contributed to effective strategy implementation. Successful development of strategy requires a clear understanding by the strategic planning team of future capital limitations perceived by Finance. If the strategy being formulated exceeds those limitations, the need for additional sources of capital becomes itself a strategic issue and should be addressed by sourcing for additional resources to meet the strategic plans. Since strategy implementation involved a lot of strategic plans within the Ministry set up, financial resources was critical in hiring talents, it was observed that the government is in a process of cutting down its wage bill which will impact the Ministry.

Finally, respondents from the State Department of Commerce & Tourism indicated that influence of technology was a factor that influenced strategy implementation. Top

management should support creativity and innovative initiatives among the employees through organizational development and delegation thus promoting an innovation culture. The East Africa region is experiencing increased technological advancements in telecommunication and connectivity with fast internet. The Ministry should increase use of new technologies for efficient day to day operations and move away from old ways of doing things.

4.4 Discussion of the Findings

The study established that leadership style was a challenge to effective strategy implementation. Therefore, it is evident from literature that lack of leadership and specifically strategic leadership by the top management of the organization, effective strategy implementation will be a nightmare. Several identifiable actions characterize strategic leadership that positively contributes to effective strategy implementation include; determining strategic direction, establishing balanced organizational controls, effectively managing the organization's resource portfolio, sustaining an effective organizational culture and emphasizing ethical practices. Strategic leaders have a role to play in each of the above-mentioned strategic leadership actions. In turn, each of these strategic leadership actions positively contributes to effective strategy implementation (Peter and Kumssa, 2006).

The study identified that the bureaucratic structure of the government Ministry hindered effective strategy implementation. This is supported by Johnson and Scholes (2002) who argue that local and global organization structure consists of activities such as task

allocation, coordination and supervision, directed towards the achievement of organizational objectives. It simply means the formal framework by which job tasks are divided, grouped, and coordinated to achieve its intended goal. The structures facilitate or constrain how the process and relationships work, hence affecting strategy implementation process Changes in strategy implementation often require changes in the way an organization is structured for two major reasons (Johnson and Scholes, 2002).

The study established that financial resources allocation and management was a key challenge to strategy implementation. According to Peter and Kumssa (2006), without resource commitment, strategy implementation remains a key challenge to modern competitive firms. These resources include physical, financial, technological and human resources. It is not possible to implement strategies that demand more resources than the organization can benefit. Too little resources will tend to suppress the ability of the organization to carry out the strategic plan implementation (Johnson and Scholes, 2002).

Lack of a clear organizational culture was identified as a challenge to effective strategy implementation. Therefore, this is supported by Pearce and Robinson (2002) who argue that culture affects not only the way managers behave within an organization but also the decisions they make about the organization's relationships with the external environment and its strategy. Corporate culture refers to the atmosphere of a company's internal work climate and personality, as shaped by its core values, beliefs, principles, traditions, ingrained behaviors and style of operating. Employees with a common culture are likely to work towards a common objective thus effective strategy implementation. Every company

that aspires to succeed must therefore ensure that strategies are aligned to the organization culture and that employees are involved in the implementation process, to resist change. Employees must be rewarded accordingly to boost their morale and adapt quickly to change, as to when it comes (Thompson & Strickland, 2003).

The study established that employee skills influenced strategy implementation in the Ministry. This is in line with Chava and Nachmian (1996) who argue that investments in training and development of employees can make them more productive or more effective in their jobs, directly contributing to the bottom line. The purpose of training and management development programs is to improve employee capabilities and organizational capabilities to adapt in dynamic business environments. When the organization invests in improving the knowledge and skills of its employees, the investment is returned in the form of more productive and effective employees. Top management plays an ever increasing role to ensure that a knowledge-friendly culture is built in the organization (Hrebiniak, 2006).

The study established that inadequate resources, lack of trainings, lack of management support and lack of ICT integration in the system were key challenges of effective strategy implementation. This is in line with Machuki 2005 and 2011; Obonyo 2012; Onyango 2012; Koskei 2003 who observed that most organizations are unable to implement their strategies due to non-committal of top management, inadequate resources, lack of clear communication and untimely introduction of change. In addition, Nduko (2008); and

Muthuiya (2004) indicated that organizations face challenges of strategy implementation due to lack of technological infrastructure.

Pearce and Robinson (2009) also acknowledged that an effective organizational leadership and the consistency of a strong organizational culture reinforcing norms and behaviors best suited to the organization's mission are two central ingredients in enabling successful execution of a firm's strategies and objectives. Nduko (2008) notes that structure and strategy have to be interrelated for the success of the firm, this means that the firm's strategies must be aligned to its structure. Leadership is the process of influencing an organization in its efforts towards achievement of its goal (Johnson and Scholes, 2002). Organizational leadership involves guiding the organization to deal with constant change, and to clarify strategic intent, that builds the organization and shape their culture to fit with the opportunities and challenges.

CHAPTER FIVE:

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter outlines a summary of findings of the study. It described findings based on the objectives of the study. Conclusions of the study were described based on the theories and existing literature of previous studies carried out locally and internationally. Recommendations were described based on the findings and context of the organization in order to add new knowledge in the field of management, policy formulation and research. Limitations of the study were described based on conceptual, contextual, and methodological manifestations. Finally, suggestion for further research was based on the research findings and existing theories.

5.2 Summary of Findings

This study sought to establish challenges of strategy implementation at the Ministry of East African Affairs, Commerce and Tourism, Kenya. Strategy implementation is a crucial stage in any organization that is characterized by several obstacles from the internal and external environments. To achieve objectives like smooth service delivery to the public, offsetting costs of operations, gaining competitive advantage in the market, large and small firms should implement competitive strategies to survive in the changing business environment.

It was established some procedures like long procurement processes affect the successful strategy implementation at the Ministry. These processes affect acquiring physical resources required for the day to day operations in strategy implementation. The lengthy process of procuring goods and services for the Ministry affects strategy implementation. In addition, the process of hiring new staff takes long until the strategy can't be implemented in time.

The study established that employee skills were key aspects that determined the success of strategy implementation at the Ministry. Employee training and development enhanced strategy implementation at the Ministry. Employee recognition also contributed to increased morale to own and drive the strategy implementation process.

The study also established that innovative and team culture was a key determinant to strategy implementation. Employees with a common ideology and goals were driven to achieve their goals easily than individual efforts. This was evident where staff at the Ministry competes against each other instead of working as a team for effective strategy implementation.

It was evident that financial resources were key determinants of strategy implementation at the Ministry. Despite the challenges of financial resources during strategy implementation, it was established that political policies imposed by the governing regime contribute directly or indirectly in effective strategy implementation practice.

The study established that effective strategy implementation was hindered by both internal and external challenges which included; hierarchical leadership styles, lack of enough office space for staff, rigid and lack of organizational structure as the Ministry is a government entity, poor or long communication channels for decision making, lack of continuous training to employees, lack of team work as people work in 'silos'. In addition, political factors, economic factors, social-cultural factors and technological factors were identified as key obstacles to effective strategy implementation.

5.3 Conclusion

The findings indicate that the Ministry of East African Affairs, Commerce and Tourism in Kenya endeavor to achieve some competitive advantage over competitors in a turbulent political and economic environment by striving to implement strategies formulated. It was concluded that for the Ministry to succeed in strategy implementation in the turbulent and competitive business environment, proper training of employees, adequate financial support from government, physical resources, ICT integration, and democratic or open style of management were key factors to effective strategy implementation for governments Ministry.

Despite the challenges from the internal and external environments, organizations need to scan the environment, formulate strategies, implement and evaluate in order to survive. Review of the vision and mission of the Ministry of East African Affairs, Commerce and Tourism in Kenya, environmental scanning are aspects that need to be understood for effective positioning. The tourism sector is a good example that requires careful approached to attract and sustain the market.

A clear understanding of the political, economic, social and technological factors that influence strategy implementation is required. It can be concluded that Ministry of East African Affairs, Commerce and Tourism in Kenya would only realize competitive edge in the dynamic business environment if they embrace Total Quality Management practices that focus to aligning organizational goals with the changing business environment through the vision, mission, objectives and strategies.

5.4 Recommendations for Policy and Practice

The study established that the Ministry of East African Affairs, Commerce and Tourism in Kenya did not put more emphasis on training employees for effective strategy implementation. Therefore, the study recommends training on strategy implementation to enable employees execute their roles effectively. Directors and line managers should make delegation a culture and engage workers in key decision making to minimize resistance during strategy implementation.

It was established that there is no organizational culture at the Ministry. Most of the policies in government are prescriptive, that is one does what the government of the day decides. Therefore, the study recommends the government to promote a culture of learning in the Ministry and across the departments to create a culture that is strategically aligned to ensure effective strategy implementation.

It was established that the government did not allocate adequate financial resources to strategy implementation at the Ministry that is already overstretched with two State Departments. Therefore, the study recommends that the government to expand financial

budgets to support strategic plans, mid-term plans, and short-term plans, increase training of employees, diversification into new areas of operations to support the Ministry in working in the changing economic environment and learn from similar Ministries across the region.

It was established that information communication technology was not embraced by the Ministry due to lack of physical infrastructure, it was observed that day to day activities of the Ministry are run the old ways of using papers and notices boards. More information and benefits associated to embracing ICT will increase productivity at the Ministry. Therefore, the study recommends automating the system and training staff to embrace ICT will enhance service delivery to the general public. Government policy on training all employees on ICT skills should be mandatory thus minimal resistance to new changes.

5.5 Limitations of the Study

After evaluating the results of this study, the following limitations were encountered. The limitations took on conceptual, contextual, and methodological manifestations. Conceptually, the study only focused on factors influencing strategy implementation at the Ministry of East African Affairs, Commerce and Tourism, Kenya and not evaluation of strategy itself.

Contextually, the study was limited to the Ministry of East African Affairs, Commerce and Tourism, Kenya, and that these findings may not represent all Ministries. Gathering accurate information from the respondents was one of the major challenges since they

were threatened that the information may be used against them by the management in the terms of performance hence insecurity of their jobs. Assuring the respondents of the confidentiality of the information they provided, minimized this challenge. The respondents were unwilling to give the information due to the sensitivity of discussing government procedures that required high-level directives and guidelines for interviews or disclosure.

Methodologically, that this study relied on employees of the Ministry of East African Affairs, Commerce and Tourism, Kenya, and in the absence of the researcher, these questions could have been answered by other subordinate staff, who might not be actively involved in the strategy implementation process, therefore creating a source of bias. The methodology adopted by the study was content analysis that analyzed data using qualitative in nature compared to quantitative that is more specific and accurate.

5.6 Suggestions for Further Research

What this research would achieve can only be considered to be little, thus requiring further research to be carried out in areas of evaluating strategy implementation and performance of the Ministry. Future study should link strategy evaluation to performance, to ascertain how the two variables relate in respect to each other. There is need also to carry out the study in the Ministry to evaluate strategy implementation and performance, to find out whether the findings from one Ministry can truly be reflected in the Ministry of East African Affairs, Commerce and Tourism, Kenya. A replication of this study should be done after sometime to find out if there are any changes that might have taken place as a

result of time difference and then comparisons to be made with the current data, so that viable recommendations can be drawn. A different methodology would be adopted in future studies in order to measure the findings quantitatively. A quantitative research method is recommended in future studies in order to focus on specific variables in strategy implementation.

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APPENDICES

Appendix I: Interview Guide

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C/O University of Nairobi,

School of Business, University of Nairobi

P.O. Box 30197, Nairobi

TO WHOM IT MAY CONCERN

Dear Respondent,

REF: MBA RESEARCH STUDY

I am a student studying for a Master degree in Business Administration at the University of Nairobi. In partial fulfillment of the requirement to the award of the MBA degree, I am required to do and write a research paper. The topic of my research ***"The Challenges of Strategy Implementation at the Ministry of East African Affairs, Commerce and Tourism - Kenya"***

The choice is based on your strategic importance of the Ministry's due to dynamic public needs and business/economic environment both in Kenya and the East Africa Region. I kindly request your assistance by availing time for personal interviews.

A copy of the final report will be made available to you at your request. Your assistance will be highly appreciated.

Thanks in advance.

Appendix II: Interview Guide

SECTION A: CHALLENGES OF STRATEGY IMPLEMENTATION

1.   Do government regulations or policies affect strategy implementation?

2.   How do political policies affect strategy implementation?

3.   How do economic policies affect strategy implementation?

4.   How does social policies affect strategy implementation

5.   How do cultural policies affect strategy implementation?

6.   How does adequate financial resources allocation affect strategy implementation?

7.   How does training of employees influence strategy implementation?

8.   How does culture affect strategy implementation?

9.   How do leadership styles influence strategy implementation?

10.   How does government structure influence strategy implementation?

11.   What are other external factors that hinder strategy implementation?

…………………………………………………………………………………………

12.   What are other internal factors that hinder implementation strategies?

…………………………………………………………………………………………

SECTION B: MEASURES TO MITIGATE CHALLENGES OF STRATEGY IMPLEMENTATION

1.   Do you think Government regulations can be controlled and lead to strategy implementation?

2.   Do you think Political policies can be controlled and lead to affect strategy implementation?

3. Do you think Economic policies can be regulated and lead to strategy implementation?

4. Do you think Social policies can be influenced and lead to strategy implementation?

5. Do you think Cultural policies can be influenced and lead to strategy implementation?

6. How does adequate financial resources allocation can result to strategy implementation?

7. How does training of employees can result to strategy implementation?

8. How does leadership styles can result to strategy implementation?

9. How does structure of the firm can result to strategy implementation?

THANKS FOR YOUR COOPERATION

Appendix III: Verbatim Conversations

SECTION A: CHALLENGES OF STRATEGY IMPLEMENTATION

1. **Do government regulations or policies affect strategy implementation?**

Respondent one:

"...I can say yes to your questions because the common market protocol implementation policies have great influence on strategy implementation. Lack of common market protocols among member countries has a negative influence on strategy implementation".

Respondent two:

"Exactly...different political, economic, social and technological factors have affected the realization of goals formulated by our ministry. It is difficult for our ministry to implement many policies we formulate......But I hope with collaborative efforts among member countries these challenges will be minimal"

Respondent three:

"Yes,....lack of common laws among member countries and services standards has obviously hindered effective strategy implementation,...but regional integration initiative will promote implementation of strategy into reality. Unless Kenya, Uganda, Rwanda, Tanzania and Burundi agree to harmonize the political ideologies then..."

2. **How do political policies affect strategy implementation?**

Respondent one:

"Yes...politics among member countries is our big challenge. In fact changes in political regimes have promoted instability in our Ministry. But I believe that with a common strategy by countries participating in the integration affairs, we will overcome"

Respondent two:

"Yes Peter, how did you come to research in this area that has been given less concern? It is our problem currently...Kenya has a lot of political will to support the Ministry in promoting regional integration and tourism"

Respondent three:

"Eh...that is the major challenge here!!!! However, EAC political federation is a going slow subject, members States have to agree and amend their constitutions to allow for political federation, I am sure you are aware of the efforts of the "Coalition of the willing..."

3. **How do economic policies affect strategy implementation?**

Respondent one:

"Surely lack of a common currency policy has hindered our strategies we formulate annually. In addition inflation, lack of government support of declining industries is a big challenge to our success as a ministry but all these...can be minimized if the government sorts it out!!!"

Respondent two:

"It is by common knowledge to tell this...inflation and changing economic trends from distribution of income levels, investment decisions have an impact on our strategy implementation, plus the increased private sector participation is a good sign to move forward"

Respondent three:

"Sure,...encouraging foreign investment is the pillar of any foreign strategy. GDP of a country is determined by a combination of many factors. National level policies are the drive of global policies..."

4. **How does social policies affect strategy implementation**

Respondent one

"It is evident that education, employment and demographic aspects influence strategy implementation" Education and employment policies have greatly affected the strategy implementation initiatives in our local and regional development......Hope you are aware of these gaps of capacity building among the developing economies...I am also aware TradeMark East Africa is working supporting the East African Business Council to push for free movement of persons across the region."

Respondent two:

I concur that lifestyles of people from the member countries has a direct influence of strategy implementation. EAC is a block of many lifestyles which need to be considered during strategy implementation.......but this has been ignored for years"

5. How do cultural policies affect strategy implementation?

Respondent one:

"Yes, each country is driven by its own culture from communication, management and political structure. What can I say? This is a complex issue that need time to be dealt with. People have different values and beliefs with their work...others say Kenyans are 'arrogant', however, I think Kenyans are hardworking and entrepreneurial people which does not please the neighbors"

Respondent two:

"I can say that.............corruption is killing strategy implementation in many organizations. It is a sad story but that is the reality!!!"

Respondent three:

"I can conclude in my own words that in the context of EAC, Kenya is seen to be a bit "arrogant", however this is due to the fact that Kenyans are entrepreneurial which other community members do not take light. Kenyans are seen as more outgoing"

6. How does adequate financial resources allocation affect strategy implementation?

Respondent one:

"We face many challenges due lack of funds. I do not understand where the problem is. It can be poor management or prioritization. But misappropriation can be the case..." I do not want to be a victim in this matter. This is a sensitive issue..."

Respondent two:

"I want to be clear and brief on this issue. Most of the funds are channeled to EAC to coordinate integration affairs and this is the only problem for delays in strategy implementation in commerce and tourism"

Respondent three:

"Small amount of money allocated gives us headache to budget for. Training budgets are ignored and awareness......But all these top management knows and we raise them in meetings and nothing is done. What can we do then?.....We need for more financial resources to implement the strategic plans "

7. How does training of employees influence strategy implementation?

Respondent one:

"First we have a shortage of staff. The existing staff are overworked and this is ignored. We need more staff with experience so that we move forward..."

Respondent two:

"Surely we need in-house trainings to improve skills. Things have changes and we cannot relax. The paste is gone. Now it is performance or else you quit. Training is mandatory...to all staff"

Respondent three:

"Imagine a situation where we do not have skills personnel across departments...It is hectic to move or implement any policy. In addition, we need personal development, promotions, further studies etc...." It is obvious for any system...."

8. How do leadership styles influence strategy implementation?

Respondent one:

"We are not happy as such. How do people get promotions here? Some juniors have more power that seniors......If you touch or oppose is a disaster. We decide to observe and do what you can...the government has its owners"

Respondent two:

"Everything it rotates on EAC integration affairs. Despite this initiative. One needs to organize this house. Planning without support becomes a challenge and all these is a determinant of leadership.....with good leadership you will success and vice versa"

9. **How does government structure influence strategy implementation?**

Respondent one:

"A delicate balance for prioritization - the CS is under pressure to revive tourism sector, so the other focus areas suffer…………"

Respondent two:

"Our CS has a huge portfolio ………… EAC integration, Tourism, and Commerce. These areas require a lot of manpower and flexibility I manage it."

10. **What are other external factors that hinder strategy implementation?**

Respondent one:

"Political ideologies, economic trends, technology and social issues among member state hinder strategy implementation" No common ground you can use. Each country is independent and rigid to EAC policies despite the agreement….this is the major challenge!"

Respondent three:

"Relationship issues are obstacles to strategies formulated by EAC. International relations contribute a lot in policy implementation. COMESA policies are either supported…by governing regimes"

11. **What are other internal factors that hinder implementation strategies?**

Respondent one:

"We face many challenges, lack of enough physical space for staff. Some senior staff members are squeezed in small spaces in the office. Structure of the Ministry needs some change but things here drag despite the urgency. We always propose and propos…little is done after a while and leaders are the same. Then what do you expect?....No change…. no strategy realized"

Respondent two:

Little budgets and staff motivation is poor and this has affected the performance of the organization in general…Inequalities in compensation is a big issue here….but after all what can you do and your family needs to survive! You work but…."

Respondent three:

"Technology in use here is my big concern. Benchmarking with international organization is a challenge. The system is rigid. Employee skills still is a challenge. A culture resistance to change is also a threat. Bureaucracy and political influence is the order of the day......"

SECTION B: MEASURES TO MITIGATE CHALLENGES OF STRATEGY IMPLEMENTATION

Respondent one:

"Already as I said, Government audit of its regulations with regard to investments and trade in Kenya and in the region will promote realization of strategies we formulate. In extension political ideologies and international relations will be enhances these strategies that exist. Again the economic aspects that hinder trade needs to be addressed by central banks in member countries and come up with a common currency and standard regulation practices to facilitate trade. A culture of investment and education need to be promoted among member countries. Free movement of persons across EAC"

Respondent two:

"If the Government was to allocate enough budgets to activities that the ministry intends to implement, much was to be achieved. Good Governance, employees' motivation and review of the structure will enhance strategy implementation and promote team work and participatory decision making. The funds will also help in training and development, acquiring physical resources"