CHALLENGES OF STRATEGY IMPLEMENTATION IN THE WORLD SCOUT BUREAU-AFRICA REGIONAL OFFICE IN NAIROBI KENYA

MARY WAMBUI WAWERU

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER IN 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 submitted for the award of a degree in any other university.

Sign:_____ Date_____

MARY WAMBUI WAWERU

D61/63412/2010

The research project has been submitted for examinations with my approval as the supervisor.

Sign: _____ Date: _____

Dr. Zack Awino, PhD

Senior Lecturer,

Department of Business Administration,

School of Business,

University of Nairobi

ACKNOWLEDGEMENTS

DEDICATION

This project is dedicated to my two children, Raphael and Michelle for their inspiration.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

ABBREVIATIONS AND ACRONYMS

ARO: Africa Regional Office

NGO: Non-Governmental Organization

NSO: National Scout Organization

WSB: World Scout Bureau

YOP: Yearly Operation Plan

ABSTRACT

The concept of strategy has continued to gain popularity and interest in the management of organizations. There is no single organization private or public, profit or non-profit that can ignore or do without strategic management. With the current turbulent economic times, Non-Governmental Organizations in Kenya have not been spared either and are trying to remain competitive and relevant. The economic crises, globalisation, competition from other organizations, and the zeal to remain unique and make a difference in the community have pushed the organizations to develop strategic plans to guide their activities and to continually review their strategies or formulate new ones to suit existing trends. Currently, World Scout Bureau-Africa Regional Office in Nairobi is operating on its three-year strategic plan entitled, 'towards an efficient, effective and sustainable scouting in Africa' with the challenges facing its implementation remaining unknown. Despite the numerous studies in the area of strategic implementation, no known study has looked at challenges of strategy implementation at World Scout Bureau-African Regional Office in Nairobi. The study sought to respond to the question; what are the challenges faced during strategy implementation at the World Scout Bureau-African Regional office in Nairobi Kenya? A case study research design was used to investigate these challenges as this method gave an in-depth and comprehensive inquiry to determine strategic responses that World Scout Bureau –Africa Regional Office has applied. Both primary and secondary data were used in this research. The primary data was collected from eight employees in the four departments of the World Scout Bureau in Nairobi namely; Finance and Administration, Strategy and Education Services, Development Support and Communications. An interview guide was used to enable the interviewer to probe further for more information. Secondary data collection methods were also utilized including the website, and other publications on the organizations strategic plan. The data collected was qualitatively analyzed by use of content analysis technique. The study found that there were numerous challenges limiting implementation of strategy at the World Scout Bureau-Africa Regional Office which included lack of appreciation of the in-house capacity, differences in levels of conceptualization of the strategy by the key actors creating a situation of conflict on how to implement strategies of the organization and hence reducing the effect strategy on organization overall objectives. Additionally, the study found out that resource allocation both financial and human moderately influenced strategy implementation and its management plans. For effective strategy implementation, the study concluded that organization strategy must be supported by decisions regarding the appropriate organization structure, communication, organizational culture, resources and management. World Scout Bureau-Africa Regional Office culture was found not supportive of strategy implementation and hence a main hindrance to strategy implementation. The study recommended that World Scout Bureau-Africa Regional Office management to ensure that the organization has supportive structure that promotes free flow of information and that provide staff with the needed training and instructions during implementation phase. Further, the study recommends that company management should link employee performance during implementation phase with the overall reward and compensation system in the organization. On implication of the study on theory and practice, the study findings confirm the argument of resource-based theory that resources are important in strategy implementation. The findings also support theoretical argument that human capacity is important on strategy implementation. On policy formulation, the study implies that managers when formulating strategies should place more emphasis on implementation process and foresee the specific challenges of implementation and develop ways of overcoming the same. This will ensure successful implementation of the strategy and achievement of highest results. Most of these obstacles are avoidable if they have been accounted for during the formulation stage.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The notion of strategy implementation might seem quite straight forward on the surface yet on the contrary, transforming strategies into actions is far more complex, difficult and challenging and therefore not as straight forward as one would imagine (Aaltonen and Ikavalko, 2002). A strategy may be good, but if its implementation is poor, the strategic objective may not be met. Strategy implementation is a more challenging and delicate task than strategy formulation. Strategies are important in organization operations, but having good strategies does not necessarily translate to better implementation of those strategies. Many organizations spend large amounts of resources in formulating good strategies but the steam goes down at implementation stage.

This study was based on two theories which were considered important in the explaining the problem of strategy implementation and/or how to resolve the same. The theories were resource based theory and dynamic capacity theory. The resources based theory view organization resources as important requirements for strategy implementation since they enable an organization to achieve its objectives effectively and efficiently.

On the other hand, dynamic capacity theory deals with firm's capacity to deploy resources, usually in combination and encapsulate both explicit processes and those tacit elements. It recognizes the fact that strategy implementation is an internal affair which depends on organization's structure and dictates how policies and objectives are established. The way resources are deployed in strategy implementation should be dynamic and reflective of the specific organization situation.

The World Scout Bureau-African Regional Office in Nairobi has embraced strategic management to develop an efficient, effective and sustainable scouting in Africa. At the conclusion of the 10-Year Plan for Scouting (2001 – 2011), a close look at the situation of Scouting in Africa revealed a number challenges and achievements. To chart a way forward, the Africa Regional Office conducted a SWOT analysis, which formed the basis for the current triennium (2012-1015). The three years strategy ultimately aims to address fundamental issues on structures, systems, processes and infrastructure at the NSO and ARO level in the triennium 2012-2015. To this end, it identified five strategic objectives; to optimize operational structures and systems, to make the youth program relevant, attractive and responsive to the needs and aspirations of youth in Africa, mobilize adequate resources to support structures and programs in the region, to enhance and sustain the image of credibility of scouting in Africa and to promote qualitative and quantitative growth of scouting in Africa. These priorities are in line with the mission of Scouting (Strategic plan, 2012-2015).

1.1.1 Strategic Management Process

According to David (2003), strategic management is a set of decisions that result in the formulation, implementation and evaluation of plans designed to achieve organization's objectives. The definition implies that strategic management focuses on integrating management, marketing, finance/accounting, operations, research & development, and computer information systems to achieve organizational success. Strategic management is a set of managerial decisions and actions that determines the long run performance of a corporation.

Johnson and Scholes (2004) add that strategic management includes understanding the strategic position of an organization, strategic choices for the future and turning strategy into action. The purpose of strategic management is to exploit and create new and different opportunities for tomorrow i.e. optimize for tomorrow the trends of today. Strategic management refers to the process of strategy formulation, implementation and evaluation.

According to Pearce and Robinson (2004), strategy formulation is designed to guide executives in defining the business the organization is in, the aims it seeks, and the means it will use to achieve these aims. David (2002) describe strategy formulation as including developing a vision and mission, identifying organizations external opportunities and threats, determining internal strengths and weaknesses, establishing long term objectives, generating alternative strategies and choosing particular strategies to pursue. Strategy formulation involves scanning the external environment, assessing the internal capabilities of the organization in terms of resources, manpower, and equipments and finally making a choice of the most appropriate strategy that fits the organization. Strategy implementation can be described as the action phase of the strategic management process. It involves breaking down strategies into short-term executable plans, sharing of responsibilities and tasks and mobilising the entire organization to get into action.

David (2002) describes strategy implementation as an action stage of strategic management. Pierce and Robinson (2004) define strategy implementation as a set of decisions and actions that result in the formulation of long term plans designed to achieve organizational objectives. According to Bryson (1995), the purpose of strategy implementation is to complete the transition from strategic planning to strategic management by incorporating adopted strategies throughout the relevant systems.

With the current turbulent environment, it is not a guarantee that the current strategy adopted by the organization will be relevant and be able to respond adequately to the present challenges. Strategy evaluation is a very important aspect aimed at ensuring that the strategies are meeting their intended objectives and if not, why and how can the organization respond effectively? Pearce and Robinson (2004) define strategy evaluation as tracking the strategy as it is being implemented, detecting problems or changes in the underlying premises and making necessary adjustments.

1.1.2 Strategy Implementation

For a chosen strategy to be considered effective, it must be implemented. The prospects for effective implementation are dependent upon the appropriateness, feasibility and desirability of the strategy. Implementation process is normally faced with complexity and challenges. It has been observed that many organizations formulate great plans for the future but fail to implement the desired changes. Strategy implementation is not just about devising a management framework. Management must decide on what and how much they should allocate to the each department to ensure effectiveness. Mintzberg and Quinn (1991) see strategy implementation as being conducted under four key headings- structure, systems, culture and power. They take the view that strategic management is basically about balancing a number of interdependent factors. Strategy should be effectively operationalized and institutionalized in the organization for effective implementation.

Thompson and Strickland (2003) explain their understanding of strategy implementation in two parts: implementation and execution. Implementation concerns the managerial exercise of putting a freshly chosen strategy in place while strategy execution is the managerial exercise of supervising the ongoing pursuit of strategy, making it wok, improving the

competence with which it is executed and showing measurable progress in achieving the targeted results. Strategy implementation is fundamentally the action oriented to make it happen. Organizing, budgeting, policy making, motivating, culture building and leading are considered as part of achieving the targeted results (Thompson and Strickland, 2003).

Thompson and Strickland (1990) suggest that the implementation stage of strategic management is primarily administrative, and is basically a question of ensuring good fit between the chosen strategies and 'the way the organisation does its things'. Another way of looking at this point is to consider implementation as interplay between several forces, of which the chosen strategy is the centrepiece. Implementing a strategy requires an organization to achieve its objectives fairly as well as efficiently. Thus the organisation structure, and any adaptation that might be made to it, is there to ensure efficient coordination of effort between the various functions and activities that are taking place in the organization. Ideally, structure should act to facilitate all the major communications and the decision-making processes of an organization.

1.1.3 Challenges of Strategy Implementation

The challenges of strategy implementation arise from internal and external sources to the organization. Challenges experienced by different organizations differ depending on the type of strategy, type of the organization and the prevailing circumstances. Many challenges can be avoided in strategy implementation can be avoided if strategy development is coupled with implementation. The process of strategy implementation is weighed down with complexity and challenges. It is thus obvious that strategy implementation is a key challenge for today's organizations.

Johnson and Scholes (1999) argue that successful implementation of strategy depends on the extent to which various components like structure and design, resources and planning are effectively integrated to provide competencies which other organizations find difficult to match. Strategy implementation requires management of strategic change and therefore the managers are required to manage the change process. Johnson and Scholes (2002) have extensively underscored the importance of resources in strategy implementation, but are quick to point out that the resources themselves do not guarantee strategic success. Inadequacy of resources may imply inadequate funds, inadequate human resource skills and experience.

Strategic capability is concerned with how these resources are deployed, managed, controlled and in case of people, motivated to create competencies in those activities and businesses needed to run an organization. Majority of documented challenges arising from sources internal to the organization are related to inappropriate systems utilized during the process of operationalization, institutionalization and control of strategy. The process of institutionalization relies heavily on the organization configuration that consists of the structures, processes, relationships and boundaries through which the organization operates (Johnson and Scholes, 2002).

Some challenges of implementation mentioned by Aosa (1992) include weak management, inadequate communication and lack of commitment to the strategy. Before an organization decides to implement strategies, management needs to institutionalize the strategy by doing a strategic analysis. This involves understanding the strategic position of the organization in terms of its external and internal environment, resources, competencies as well as the influence of the stakeholders. Implementing strategy has always been a challenge for

organizations across the industry. Ability to implement strategy is the deciding factor between success and failure of a company's strategy. Implementation manifests the strategic intent of a company through various tactical and competitive actions to achieve the desired results, which otherwise ay remain as distant dreams. Great strategies are not discovered over a couple of strategic sessions. In fact great strategies evolve over time as a result of rigorous monitoring of progress towards strategic goals, when emerging realities are discussed thread bare, the learning of which helps in revising the strategies.

In effect, it can be said that meticulous implementation has strategy development embedded in it. Similarly companies need to incorporate strategy implementation in the planning phase itself. This can be done by involving persons key to execution during planning phase itself (Hansson et al., 2003). It will not only help in gaining insights in to practical aspects of strategy at an early stage, but it also helps politically to get their whole hearted commitment to strategy implementation.

Planning is no doubt important, but making the plan work is a bigger challenge which deals with organizational politics, culture and sometimes managing change. All of which require single minded pursuit from top and unquestionable commitment from managers. Organizational politics (especially when strategy execution contradicts the existing power structure in the company) may hamper proper allotment of resources, which will adversely impact strategy deployment. Apart from intertwining strategy planning and implementation through incorporating execution into planning and evolving strategy through rigorous follow up and corrections, there are other factors that may bridge the gap between great strategies and effective execution. First of these factors is communication (Hartmann, 2002).

Many a times managers who are supposed to be delivering performance to meet the strategic goals of the company do not have a clear idea of what the strategy is all about. They do not realize what needs to be done to fulfil the strategic plan. They are unaware of their role in the strategic game plan. They cannot describe company's strategy in one simple sentence, which means that the strategy is not understood by the people responsible for acting on it. Great strategic plans or intents are represented by a catchy tag line, which covers the company's intentions to all concerned, even to marketplace. Lack of proper understanding of what is important for the strategy to be delivered, may result in having your priorities wrong – and the projected levels of returns will never be a reality (George M., 2002).

Strategy implementation failures may be as a result of unfeasibility of the strategy, weak management, unworthiness or a misunderstanding of strategy, unaligned organization systems and resources, poor coordination, uncontrolled environment factors, linking performance and pay to strategies and resistance to change within the organization. According to Pearce and Robinson (2000), strategic management can be seen as a combination of strategic formulation and strategic implementation.

Strategy formulation involves doing a situation analysis of both internal and external environment, setting the vision, mission and objectives of the organization and suggesting a strategic plan to achieve the set objectives. Strategic implementation involves allocating sufficient resources, establishing chains of command and reporting structure, assigning responsibility of specific tasks and processes to specific individuals or groups and managing of the process. Strategy formulation and implementation is continuous and requires continuous reassessment and reformulation.

1.1.4 Non-governmental Organizations in Kenya

There has been a tremendous growth in the number of NGOs operating in the country since the inception of the NGOs Act of 1990. The sector recorded a significant growth between 2001 and 2007, which could be attributed to the impact of globalization and the opening up of democratic space in Kenya. The impact of globalization and the opening up of democratic space in Kenya has further contributed to an expansion in NGO sector activities in Kenya and the past one year has witnessed growth in the number of international NGOs seeking registration as well as in their activities.

Since 2001, the sector has been growing at the rate of 400 organizations per year. By August 2009, the Board had cumulatively registered 6,075 organizations. Kenyan NGO's account for 5% of the country's gross domestic product and employs more than 100,000 people, according to the government. These organizations are spread all over the country and vary from small organizations operating locally, to international ones with regional programmes. They range from organizations run by small teams of volunteers to mega organizations with hundreds of fully paid staff of diverse professions and sophisticated systems and processes.

The positive impact of increased NGO activity cannot be gainsaid and indeed the sector is increasingly becoming a major player in the provision of basic services in many parts of the country. NGOs are established as solutions to short term or immediate social and humanitarian problems that result from famine, wars, poverty and sometimes, bad governance. Given the fact that NGOs control colossal amounts of financial resources the NGO Coordination Act of 1990 was established in order to keep tabs on their numbers, activities as well as the amount of funds that they control. They reflect diversity in their activities from welfare, to environment, human rights, gender, agriculture and education

among others. Further, they employ various strategies ranging from policy and advocacy to research and training, consciousness- rising to information and communication. NGOs in Kenya encompass organizations with modest budgets of a few thousand shillings to those managing over a billion Kenya shillings per year.

1.1.5 World Scout Bureau-African Regional Office in Nairobi Kenya

The World Scout Bureau, Africa Regional Office is the secretariat of the World Organization of the Scout Movement in Africa. It is responsible for supporting National Scout Organizations/Associations in the Region, in all their endeavors of promoting Scouting in the respective countries where they are established and of coordinating the development of Scouting in the Africa Region. In addition, it liaises with other Regional Offices, the Head Office in Geneva and National Scout Organizations in other regions that are keen to co-operate with Scouting in Africa. It is the contact point for Scouting with all non-Scouting bodies in the Region.

The Mission of Scouting is to contribute to the education of young people, through a value system based on the Scout Promise and Law, to help build a better world where people are self-fulfilled as individuals and play a constructive role in society. This is achieved by; involving them throughout their formative years in a non-formal education process, using a specific method that makes each individual the principal agent in his or her development as a self-reliant, supportive, responsible and committed person and assisting them to establish a value system based upon spiritual, social and personal principles as expressed in the Promise and Law.

Scouting began in 1907 when Robert Baden-Powell, a lieutenant general in the British Army, held the first Scouting encampment on Brownsea Island in England. Historically speaking, Scouting started in Africa Region almost immediately it started at world level in 1907/1908. It spread quickly to a number of different countries between 1909 and 1920, and continued throughout the '50s. The movement employs the Scout method, a program of informal education with an emphasis on practical outdoor activities, including camping, woodcraft, aquatics, hiking, backpacking, and sports. Another widely recognized movement characteristic is the Scout uniform, by intent hiding all differences of social standing in a country and making for equality, with neckerchief and campaign hat or comparable headwear. Distinctive uniform insignia include the fleur-de-lis and the trefoil, as well as merit badges and other patches.

1.2 Research Problem

The concept of strategy has continued to gain popularity and interest in the management of organizations. There is no single organization private or public, profit or non-profit that can ignore or do without strategic management. Strategic management has now evolved to the point that it is primary value is to help the organization operate successfully in dynamic, complex environment. To be competitive in dynamic environment, corporations have to become less bureaucratic and more flexible. In stable environments such as those that have existed in the past, a competitive strategy simply involved defining a competitive position and then defending it.

With the current turbulent economic times, NGO's in Kenya have not been spared either and they are trying to remain competitive and relevant. The economic crises, globalisation, competition from other organizations, and the zeal to remain unique and make a difference in the community have pushed NGO's to develop strategic plans to guide their activities. The ever-changing environment has pushed organizations to continually review their strategies or formulate new ones to suit existing trends. Currently, WSB-ARO in Nairobi is operating on its three-year strategic plan entitled, 'towards an efficient, effective and sustainable scouting in Africa'

A number of similar studies have been carried out in Kenya on challenges of strategy implementation by several scholars like Njuguna (2009) who studied strategy implementation at St. Johns community centre and found out that the organization does not have a strategy for local resource mobilisation and therefore depends on international donors whom they have to report to on their implementation. Michael (2004) studied factors affecting strategy implementation by international NGOs and found that the development partners mostly fund small programmes, which leaves the organization exposed to the delay in disbursing funds making the organization not to complete its projects on time. Musyoka (2011) found out that internal and external factors hindered the implementation of strategies at the Jomo Kenyatta Foundation.

Despite the numerous studies in the area of strategic implementation, no known study has looked at challenges of strategy implementation at World Scout Bureau-African Regional Office in Nairobi. The study seeks to respond to the question; what are the challenges faced during strategy implementation at the World Scout Bureau-African Regional office in Nairobi Kenya?

1.3 Research Objective

The research objective was to determine the challenges faced by the World Scout Bureau-African Regional Office in Nairobi Kenya during strategy implementation.

1.4 Value of the Study

The findings of this study contributed significantly to strategic management practice, policy and theory. To strategic management practice, the study provided detailed explanations on the challenges faced while implementing strategies at the WSB-ARO. This was important to the management of the WSB-ARO and other organizations at large that were provided with useful information on this topic.

The findings of this study provided useful information to the WSB-ARO in Nairobi on the challenges experienced during strategy implementation and provided recommendations on how to respond to these challenges. This study was also beneficial to a larger extent to the thirty-seven National Scout Organizations in Africa that the Regional office covers in its operations. The study provided numerous policy recommendations on policy formulation and implementation for best results.

The research has added on the existing theories on strategy implementation thus enriching this area of strategic management. The findings of the research have added to the pool of knowledge useful information to be used for further research work on the challenges of strategy implementation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the various existing theoretical and practical knowledge on strategy implementation challenges. It looks at various definitions advanced on strategy as well as other concepts advanced in this subject of study.

2.2 Theoretical Review

Theories form the basis on which a study is undertaken. This study was based on two main theories namely resource based theory and dynamic capability theory. An understanding of the theories gave major contribution to the study.

2.2.1 Resource Based Theory

Resource based theory is founded on the belief that firms within an industry control heterogeneous strategic resources. Resources are all assets, capabilities, organisational processes, firm attributes, information and knowledge controlled by a firm that enable the firm to conceive or implement strategies that improve its efficiency and effectiveness (Barney, 1991). Resource based theory is fundamental because it directs managers in their resource-based strategy implementation. This is particularly important since human decision making processes can be biased and misleading. Strategic asset choices are complex and made under uncertainty due to shifts in consumer preferences, economic and political trends, or from competitive actions and may entail opposing biases with network effects which are difficult to measure (Amit and Schoemaker, 1993).

Resource based theory support strategy design by providing operative tools that make it possible to trace consequences of different strategies. Therefore operational resource-based models should reveal flaws and inconsistencies in proposals that might not otherwise come to light until the proposals are implemented and under way. The theory requires the management to provide guidelines to identify and select valuable resources; portray the resources' intrinsic endowment dynamics, depict how managerial policies affect resource management and the ability to trace consequences of potential strategies over time.

To the study, the theory implied that resources are important in strategy implementation and that the success of strategy implementation will depend on deployment of resources. Strategy implementers should therefore be prepared to shift resources from one area to another in support of new strategic initiatives and priorities since a change in strategy almost always require budget reallocations (Thompson and Strickland, 2003). How well the strategy implementers links the budget allocations to the needs of strategy can either promote or impede the execution process. Depriving strategy-critical groups of the funds required to execute their pieces of the strategy can undermine the implementation process (Koske, 2003).

2.2.2 Dynamic Capacity Theory

Dynamic capability is the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments (Teece et al., 1997). The basic assumption of the dynamic capability theory is that core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage.

Dynamic capabilities theory is built upon this resource based theory. However, as resource based essentially is a static theory since it does not explain the evolution over time of the resources and capabilities that form the basis of competitive advantage. However, dynamic capabilities theory views the firm's ability to integrate, build, and reconfigure internal and external competences to address rapidly changing environments.

The theory stresses the importance of firm's ability to adapt their strategies and implementation strategies to respond to external opportunities; to scan the market, monitor customers and competitors and allocate resources to marketing activities; and to respond to changing market conditions in a speedy manner, evaluating whether firm's management systems lead the firm to respond quickly to changes in the market and evolve rapidly in response to shifts in its business priorities (Gibson and Birkinshaw, 2004).

The main difference between the resource-based theory of the firm and dynamic capabilities view is the fact that the latter focuses more on the issue of competitive survival rather than achievement of sustainable competitive advantage. This focus appears to be closer to contemporary business realities, the latter being more "high-velocity" than the case in previous decades.

2.3 Concept of Strategy

The concept of strategy has been defined variedly yet the meanings remain closely related to a framework through which an organization can assert its vital continuity whilst managing to adapt to the changing environment to gain competitive advantage. The history and development of strategic thinking began in the 1950's in the United States of America. Prior definitions of organization strategy describe it as an organization's 'sense of purpose' by

scholars like Drucker (1954) and Ansoff (1959). Chandler (1962), define strategy as the determination of the basic long-term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. Ansoff (1965) views strategy as the common thread in an organization. Andrew (1971) argues that strategy is a pattern of decisions in an organization that determines its objectives, goals, and produces the policies and plans for achieving those goals that define the range of businesses the company is pursue. Michael Porter (1996) noted that strategy is about achieving competitive advantage through being different in delivering unique service or product. Strategic responses involve changes in a firm's strategic behaviour to assure success in the transforming future environment (Ansoff, 1987).

Strategy definitions reflect the cognizance of the turbulent external and internal environment as postulated by Johnson and Scholes (2004). Change in the external environment dictates that an organization redraws its strategy and realigns itself accordingly for survival, growth, or takes opportunity for emerging synergy.

Johnson and Scholes (1984), define strategy as the direction and scope of an organization that ideally matches the results of its changing environment and in particular its markets and customers so as to meet stakeholder's expectations. Strategy is management's action plan for running the business and conducting operations. It is a unifying pattern of decisions that defines the organization purpose and positioning of the organization in the environment so as to gain a competitive strategy. Cooperate strategy has been defined as an organizations 'sense of purpose' (Ansoff, 1965).

Crafting and executing a good strategy is the heart and soul of managing a business enterprise. While Bhattacharya (1998) says that strategy is about the direction of organizations thus it includes subjects that are of primary concern to senior management, or to anyone seeking for successes and failure of organisations. Pearce and Robinson (1991) define strategy as large scale, future oriented plans for interacting with the competitive environment to optimize achievement of objectives. Mintzberg (1985) define strategy as a plan, ploy, pattern, position and perspective. He averts that although formal strategic planning only gave rise to deliberate strategies, realized strategy is the outcome of both deliberate and emergent strategy.

Peter (1987) observes that strategic planning need to be rediscovered and strategic thinking should be flexible and adaptable because of the dynamism of the environment. Thompson and Strickland (2003) emphasized that strategy is the pattern of organizational moves and managerial approaches used to achieve organizational objectives and missions. Johnson at al., (2008) defines strategy as the direction and scope of the organization over the long term which achieves the advantage for the organization through its configuration of resources within a changing environment and fulfills stakeholders' expectations. The purpose of strategy is to provide direction to the organization that enables it to achieve its objectives while responding to the opportunities and threats in the environment (Schendel & Hofer, 1979). According to Johnson and Scholes (2008), strategy matches the resources and activities of an organization with the environment in which it operates.

According to Hax and Majluf (1996), strategy is a multi dimensional concept that embraces all the critical activities of the firm providing it with a sense of unit, direction, and purpose as well as facilitating the sense of changes induced to it by its environment. They define the concept of strategy as a means of establishing organizational purpose in terms of its long-term objectives, action programs, and resource allocation. According to Musyoka (2011), strategy is often conceptualized as a term for operating at both the corporate and competitive level. Corporate strategy is defined as the actions and plans that influence the portfolio of different activities in the firm. Operationally, this can be seen as the level of diversity achieved, the mode used to achieve that level of diversity and the management of the diversified set of assets and businesses.

2.4 Strategy Implementation and Challenges

Effective implementation of strategy is influenced by several factors. These factors include financial resources, manpower, and structures among others. There should be a strong link between the strategy and the operations of the organization. Implementing strategy is a tactful and difficult exercise. The success of a strategy is dependent on how it is implemented. Strategy implementation includes considerations of who will be responsible for the strategy implementation, organizational structure that supports the implementation of the strategy (Pettigrew, 1988; Lynch, 2000). Execution problems are often symptoms of trouble upstream in the strategy - development process – if the strategy process has failed to realistically assess current reality, to honestly understand organizational capabilities, to align key players with those who do real work, or, at the end of the day, to create a compelling, externally driven vision of success (Dye, 2008).

Effective implementation results when organization resources and actions are tied down to strategic priorities, and when key success factors are identified and performance measures and reporting are aligned (Delloitte and Touche, 2003). Implementing strategy is largely an administrative activity and depends on working through others, organizing, motivating, culture building, and creating strong fits between strategies and how the organization does things (Thomson and Strickland, 2003). Thompson and Strickland (1998) argue that strategy implementation is all about acting on what has to be done internally to put formulated strategies in place thus ensuring that targeted results are achieved within the targeted framework of time. Organizations have no choice but to translate their formulated strategies into concrete processes that would ensure the success of their strategic visions (Daft, 2000).

Perrow (1967) suggests that the more complex an organization is, the less knowable it is and the more deeply ambiguous is its operation. However, modern complexity theory suggests some systems with many interactions with highly differentiated parts can produce surprisingly simple, predictable behaviour, while others generate behaviour that is impossible to forecast, though they feature simple laws and few actors. Normal science shows how complex effects can be understood from simple laws; chaos theory demonstrates that simple laws can have complicated, unpredictable consequences; and complexity theory describe how complex causes can produce simple effects, (Anderson, 1999).

Chandler (1962) defines structure as the design of organization through which the enterprise is administered. This design, whether formally or informally defined has two aspects. First, the lines of authority and communication between two administrative offices and officers and second the information flow through these lines of communication and authority. Such lines and data are essential for effective coordination, appraisal, and planning so necessary in

carrying out the basic goals and policies and in knitting together the total resources of the enterprise. It is only through organization that people can convert resources into the power to do significant things. Increasing power has been provided by the administrative revolution, which has brought – and is still bringing – with it more organization, larger organizations, more bureaucracy, and more administrators (Gross, 1968).

Strong cultures promote successful strategy implementation while weak cultures do not. Strong culture means shared belief, norms and practices that help unite everyone for a common goal. This empowers people in an organization to own the processes and be motivated to do their jobs to promote successful strategy implementation. Aosa (1992) states that it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and de-motivation, which in turn can frustrate the strategy implementation effort. Culture as strategy places an emphasis upon an organization's interpretative processes, and conditions the way people think about organizational purpose and the strategy used to achieve it (Mintzberg, Ahlstrand, & Lampel, 1998).

Hofstede & Hofstede (2005) argued there is no universal management because of the differences in national cultures. He argued there are five dimensions that create these: power distance (degree of inequality a country considers normal), individualism versus collectivism (the extent to which people are cared for, or look after themselves), masculinity versus femininity (dominance, assertiveness, acquisition versus people, feeling, quality of life), uncertainty avoidance (structured versus unstructured situations), and long-term versus short-term orientation (future – saving/persistence versus past and present – tradition/fulfilling

social obligations). Managers should have knowledge of, but also empathy with, local conditions. The basic argument of corporate culture writers is that improved corporate performance can be achieved by encouraging employees to identify with, and internalize, a limited number of super ordinate corporate values (Alvesson & Willmott, 1992).

According to Chandler (1962), new courses of action must be devised and resource allocated and reallocated in order to achieve these goals and to maintain and expand the firms activities in the new areas in response to shifting demands, changing sources of supply, fluctuating economic conditions, new technological development and the actions of competitors. A new strategy may add new types of personnel and facilities and alter the business horizons of the men responsible for the enterprise, it can have profound effect on the form of its organization.

A prerequisite for implementing strategy is that all employees, senior corporate executives, and the board of directors understand the strategy and the required behaviour to achieve the strategic objectives. A consistent and continuing programme to educate the organization of the components of the strategy, as well as reinforcing this education with feedback on actual performance, is the foundation of organizational alignment. Once a base level of understanding exists, individuals and teams throughout the business unit must translate the higher-level strategic objectives into personal and team objectives.

Alignment of the organization toward the strategy must ultimately be motivated through the incentive and reward systems. While this linkage should be approached carefully, and only after the education and communication programmes are in place, many organizations are already benefiting from linking incentive compensation systems to their balanced scorecards (Kaplan & Norton, 1996).

According to G. A. Cole (1997), personnel skills are a vital factor for the implementation of a strategy, for they are what an organization must harvest in order to achieve this particular reputation and perceived competencies in the market place. Together with motivation, skills are what organizations need in order to meet the challenge of change. In the final analysis, organizations are people. If people decide they cannot, or will not, commit themselves to organizational goals and objectives, then their organisation will either founder, or be subject to revolutionary change. Where there is a paradigm shift, changes do not implement themselves and it is only people that make them happen (Bryson, 1995). People working in an organization sometime resist such proposals and therefore make strategy difficult to implement (Lynch, 2000). This may hinder implementation especially where strategic and operational control systems do not detect and cause adjustment to changing environment.

A very important pre requisite for strategy implementation is the top management commitment to the strategic management process. Therefore, top managers must demonstrate the belief in the strategy and the loyalty to the implementation process. Strategic leadership is the ability to anticipate, envision, maintain flexibility and empower others to create change where necessary (Hitt et al). If a strategy crafted at an executive level is to work at operational and daily management levels, then it must be effectively linked to the organization's management systems and processes, using a central framework that coordinates other management programmes, such as budgeting, functional and other local strategic priorities, and the setting of personal targets. Without these connections an organizational-wide effort devoted to strategy is unlikely to be achieved. This requires more then a calendar of dates and deadlines; it requires the proactive involvement of an executive and its senior managers to manage strategy implementation.

For successful strategy implementation, there must be integration of organizational structure, culture and human resources. Traditional strategy implementation concepts generally over-emphasize the structural aspects and reduce the whole effort down to an organizational exercise. Strategy implementation requires an integrative point of view. Not only the, but cultural aspects and the human resources perspective are to be considered as well. An implementation effort is ideally a boundary less set of activities and does not concentrate on implications of only one component. Clear assignment of responsibilities is important for strategy implementation. One of the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail at all is the vagueness of the assignment of responsibilities. In addition, these responsibilities are diffused through numerous organizational units (Andreas and Kaufmann, 2005).

Employee understanding that change is inevitable is vital to ensure successful strategy implementation. Preventive measures against change barriers are therefore necessary. The ability to manage change has shown to be a core competency for corporations as change is part of the daily life within an organization. A great challenge within strategy implementation is to deal with potential barriers of the affected managers. Emphasis on teamwork activities is healthy for strategy implementation. Differences in personality can result in serious inconsistencies in how strategies are understood and acted on. Recognizing different personality types and learning how to handle them effectively is a skill that can be taught. More than any other field of activity, implementation is the area that benefits most from a trained and personality-sensitive management team. In strategy implementation respect the individuals' different characters is critical as diversity cannot be wished away. Human resources represent a valuable intangible asset (Noble, 1999).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology employed in this study. It sets out the blue print for the collection, measurement and analysis of data. In this section the researcher has identified the procedures and techniques that were used in the collection, processing and analysis of data. Specifically the following subsections are be included; research design, study population, sampling design and sample size, data collection methods and procedures and finally data analysis.

3.2 Research Design

A case study research design was used to investigate the challenges of implementing strategies at the World Scout Bureau-African Regional Office. This method gave an in-depth and comprehensive inquiry to determine strategic responses that WSB-ARO has applied. According to Stake (1995) a case study is the appropriate form of study as it is concerned with the complexity and particular nature of the case in question. This involved an in-depth investigation of the phenomenon of strategy implementation and the challenges faced.

The advantage of using a case study included enabling and in-depth understanding of the behavior pattern of the concerned unit, facilitating intensive study of the concerned organization, which is not possible with other methods. The case study enriched generalized knowledge made it possible for the researcher to use one or more methods depending on the prevalent circumstances.

3.3 Data Collection

Both primary and secondary data were used in this research. The primary data was collected from eight employees in the four departments of the World Scout Bureau in Nairobi namely; Finance and Administration, Strategy and Education Services, Development Support and Communications. Due to the nature of the study that looked at strategic related problems in terms of implementation, only senior and middle management positions of the organization were targeted to provide the responses.

An interview guide was used to enable the interviewer to probe further in case there is need for more information. Open-ended interviews and semi-structured interviews were used to afford the interviewees the opportunity to fully express their experiences with strategy implementation at the organization. The use of this interview approach enabled the researcher to balance between the quality and quantity of data collected and to provide more information that was useful for a detailed explanation of the challenges of strategy implementation and the measures being taken to cope with the challenges.

Secondary data collection methods were also utilized. This included review of content from organization's website and other publications on the organizations strategic plan. Use of secondary data was time saving, easily accessible and generated to the study new insights from previous analyses. The information was secondary sources was also taken to be more accurate, objective and reliable.

3.4 Data Analysis

Collected data was summarised and tabulated for ease of analysis to obtain answers to research question. The descriptive analysis was adopted for analysing data. Descriptive analysis was used to describe all basic features of the data in the study. All the received questionnaires were edited to detect errors and omissions. Simple graphics and percentages were used to summarize the data.

The data collected was qualitatively analyzed by use of content analysis technique. Content analysis was used to analyze respondents' views about the challenges of strategy implementation at the WSB-ARO. Content analysis is a measure through which proportion is used to measure the pervasiveness of the item being analyzed (Kothari, 2004). According to Baulcomb (2003), content analysis uses a set of categorization for making valid and replicable inferences from data to their context. The data was analyzed and evaluated to determine its usefulness, consistency, adequacy, credibility and reliability. Comparative analysis was used to establish if the responses were specific to a particular department or they cut across the entire organization.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter consists of findings and discussion on the data gathered to address this study. The analysis was done in line with the objectives of the study, which was to determine the challenges faced by the World Scout Bureau-Africa Regional Office in Nairobi Kenya during strategy implementation. To achieve this, interviews were conducted on top-level management since they were knowledgeable enough on the research subject matter and could give reliable and accurate information.

4.2 Background Information

In a bid to answer the research questions and make conclusions from the findings, background information relating to WSB-ARO was obtained from the company website and strategic plans. This enabled the researcher to relate the findings to the specific organization setting and hence enabled in deriving the conclusions. The preliminary information regarding WSB-ARO is discussed in this section.

4.2.1 Strategy Adopted by World Scout Bureau-Africa Regional Office

The World Scout Bureau-Africa regional office in Nairobi was found to be committed to strategic planning where they are currently operating on a 3 years strategic plan running from 2012 to 2015. The aim of the plan is to ensure effectiveness, sustainability and ultimately to address fundamental issues on structures, systems, processes and infrastructure. The plan was adopted after the previous one running for 10 years from 2001 to 2011 ended.

This means that World Scout Bureau-Africa Regional Office in Nairobi Kenya was a good case study since the organization operates on strategic plans running for a number of years. The respondents therefore had a good understanding of the challenges facing the organization in implementing the recent three years strategy. This implies that the result obtained was reliable and that the organization chosen was a good case study.

4.2.2 Importance of Strategy to World Scout Bureau-Africa Regional Office

From the data collected, 80% of the respondents agreed that strategies were important to WSB-ARO where 20% of the respondents had mixed opinion on the same with the reasons given indicating that they were not confident that strategies were important to WSB-ARO. This implies that strategic planning is an important tool to the organization since the majority of the respondents agreed to the fact. The results on the findings are presented in figure 4.1 below.
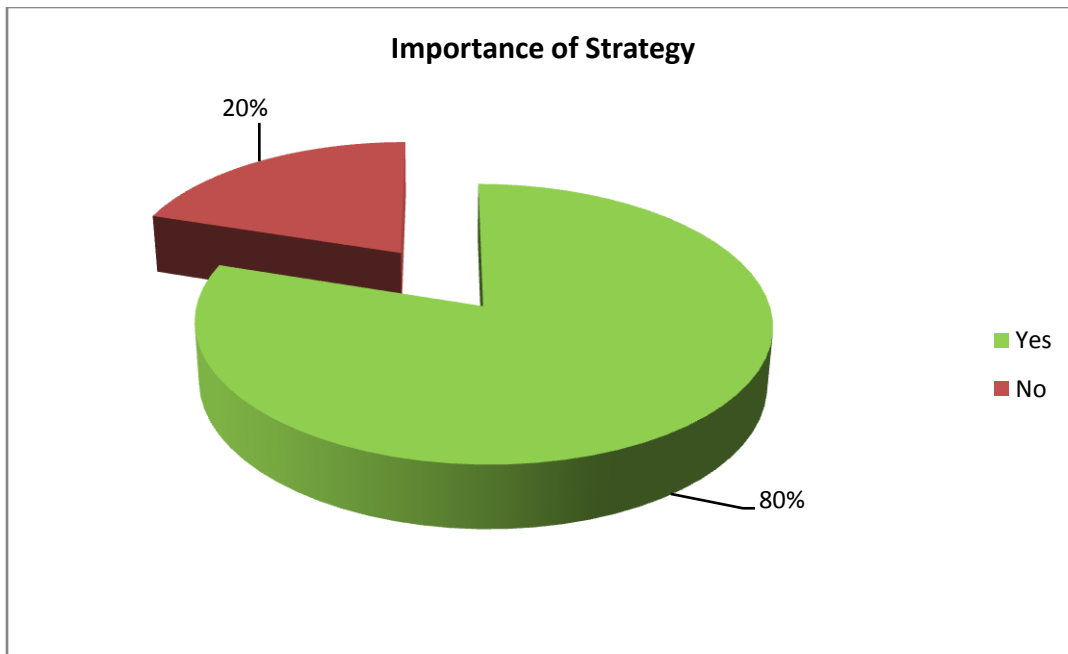
Source: Primary Data 2014

Figure 4.1: Importance of Strategy to WSB-ARO

The respondents agreeing to the fact that strategies were important to WSB-ARO gave numerous reasons why the strategies were important which included mapping out the direction for the organization, providing organization with clear direction allowing opportunities to monitor and evaluate work being implemented and providing a clear sense of strategic vision for the organization. The respondents gave mixed answers implying that strategies were important to WSB-ARO depending on the certain conditions had various reasons for the same. First, strategies gave the impression that the organization should have a strategy to guide our actions and which requires time to develop and that the need to develop strategy is not internally motivated hence random junior members are tasked with the job of developing it with less if not minimal involvement of the vision drivers.

The response on mixed opinions on importance of strategies to the organization implies that how a strategy is implemented is important to ensure the organizations actions are guided by the policy as opposed to actions deviating from the same. Also, implementation of strategies where some organization members feel that strategic plans are not important becomes challenging due to staff resistance.

4.2.3 Review of Organization Strategies

This part sought to determine whether the organization frequently review its strategies to match the changing conditions in the environment for organization achievement of goals. 100% of the respondents indicated that the organization reviewed the strategies to take into account the changing environments. However, the review was found but not in a structured manner and not regular with most cases of the review seeming like still a planning process.

Further, the success of a strategy depends on the knowledge of the same by the employees and a result should be well communicated. On this perspective, strategy was found not to be well communicated to the staff with contradicting results on when the review is done being found. Some indicated that the review was done every 3 years, others once a year (during Staff Management Conference), quarterly while some were not sure on how often WSB-ARO strategy was reviewed. This implies that the organization strategy by WSB-ARO remains poorly communicated to the staff.

4.2.4 Person Responsible for Organization Strategies Formulation

The part sought to assess the respondents understanding of the organization formulation process. 20% of the respondents indicated that it was not clear on who was responsible for WSB-ARO strategy formulation but it should have ideally been the CEO who had minimal involvement in the formulation process.60% of the respondents indicated that organization strategies were formulated by the executive Staff in consultation with Africa Scout Committee based on Africa Scout Conference resolutions and the needs raised during Regional and World conferences. 20% of the respondents indicated that the heads of units and departments formulated strategies with inputs from all staff. The details of the findings are shown in Figure 4.2 below.
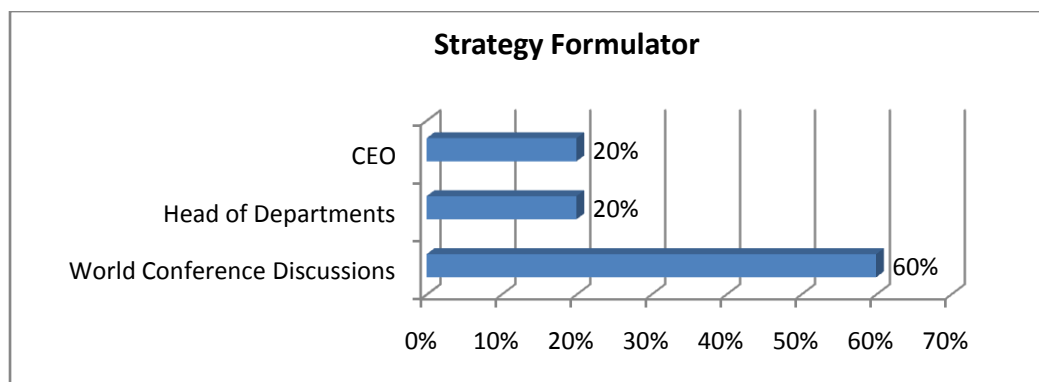
Source: Primary Data 2014

Figure 4.2: WSB-ARO Strategy Formulators

4.2.5 Departmental Functional Strategies

As shown in Figure 4.3, 80% of the organization had departmental strategies in addition to overall organization strategy while 20% had no departmental strategies. Those who had departmental strategies indicated that they had them because the overall strategy only gave contributions from departments though decisions on what should be incorporated or implemented was not provided. By having departmental strategies that are more specific to the departmental, unique requirements created a room for easy achievement of overall organization objectives. WSB was found to have given each department an opportunity to harmonize their strategy with the needs of their region.
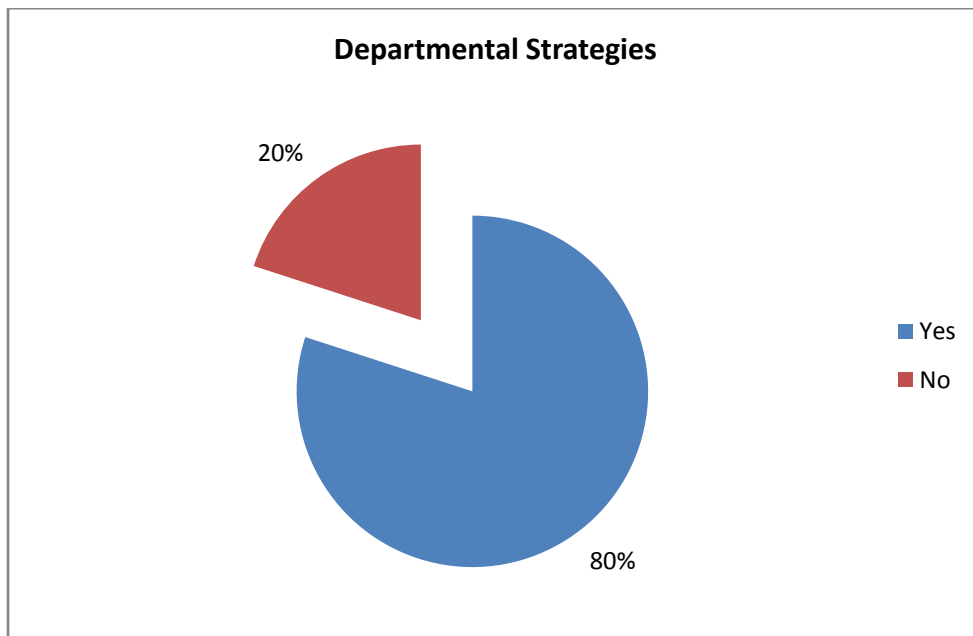
Source: Primary Data 2014

Figure 4.3: Departmental Strategies

4.2.6 Reference to Strategic Plans

This part sought to determine the actual implementation of strategies and their perceived importance in guiding corporate activities. 80% of the respondents indicated that WSB-ARO referred to strategic plans in conducting activities. This implies that WSB-ARO has been doing fairly well in aligning their activities with strategic plans. The respondents explained that the yearly operation plan, which in essence is a plan of activities, is based on the strategic plan for the organization and that each activity must be in line with the set strategy priority. 20% of the respondents could not agree fully to the fact organization activities were in line with the strategic plans. This was because at times adhoc processes overshadowed the actual planning and execution processes with implementation not being given major focus.

4.2.7 Strategy Implementation Planning

The study found that strategy implementation planning partially happens with 60% of the respondents indicating that strategy implementation planning usually takes place based on yearly operational plans. Further, strategies were found to be broken down into long term and short term goals and the role each department has to play their part.

There is also a session for the planning phase on how to implement the strategy. 40% of the respondents indicated that in their departments, planning for implementation of the strategies was not happening with the key processes that happen is the 3 year strategy and the annual action plan with no how to implement the strategy though it is spoken about but no systematic system to monitor the status of the strategy.

4.2.8 Understanding of Organization Strategic Plan

Understanding of the organization strategic plan is crucial since the staff will be the one to implement the plan. George, (2002) found that many times managers who are supposed to be delivering performance to meet the strategic goals of the company do not have a clear idea of what the strategy is all about. They do not realize what needs to be done to fulfill the strategic plan. They were unaware of their role in the strategic game plan. They cannot describe company's strategy in one simple sentence, which means that the strategy is not understood by the people responsible for acting on it. Great strategic plans or intents are represented by a catchy tag line, which covers the company's intentions to all concerned, even to marketplace. Lack of proper understanding of what is important for the strategy to be delivered, may result in having priorities wrong and the projected levels of returns will never be a reality.

As shown in Fig. 4.4, the study found out that the organization understanding of strategy is low with only the management and head of departments being the ones knowledgeable of the strategy put in place by the organization. 60% of the respondents indicated that it was only the head of departments who had some understanding of the strategic plan but at different levels still. This was because the implementation process did not really reflect the strategy as conceived. The reasons also why only the managers better understood the strategies was that they were its formulators and implementers, and they were involved in the planning during the Staff Management Conference.

Understanding of Strategy

20%

60%

20%

- Low
- Average
- High
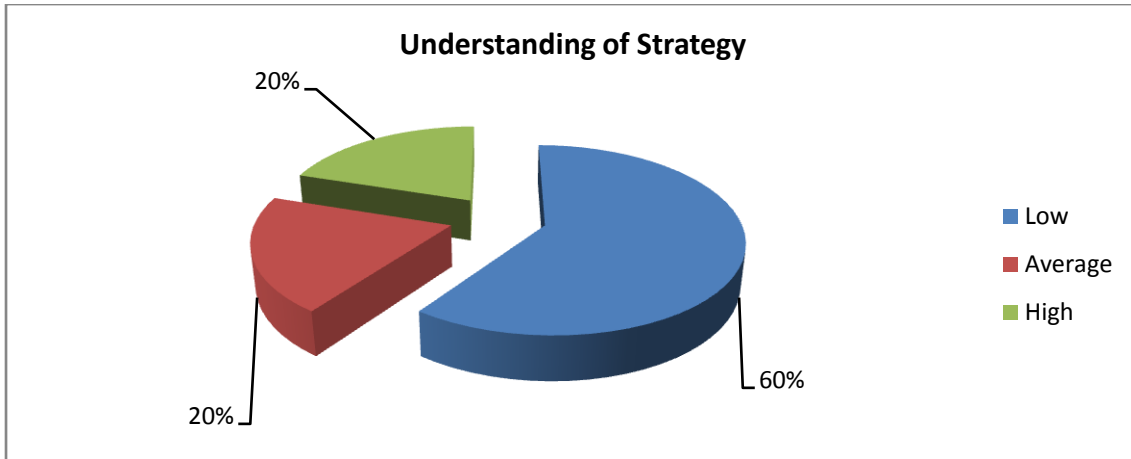
Source: Primary Data 2014

Figure 4.4: Departmental Strategies

4.2.9 Benefits of Strategic Planning

From the respondents, 100%of them agreed to the fact that strategic planning had benefits to the organizations. The benefits highlighted included; to identify the gaps and needs at various levels in order to propose a road map to respond to them, achieving the set goals, foreseeing challenges and making necessary adjustments, there is good stakeholder involvement (National Scout Organizations and partners), it creates a basis for evaluation, successful hosting of Regional and Zonal events, ability to support members with adult training and development, youth program development and implementation and supporting the implementation of Regional and global projects. Finally, better planning was found to provide a clear direction for the organization as a whole. In line with strategic planning, Kodali and Chandra, (2001) found that successful strategic planning implementation required a large commitment from executives and senior managers, whether the strategic planning is occurring in a department or in a complete organization. Executives must lead, support, follow-up, and live the results of the strategic planning implementation process or the strategic planning implementation process will fail. Without the full commitment of the organization's senior executives, the organization should not even start strategic planning.

4.2.10 Measures to Ensure Strategy Implementation is Success

To ensure that the strategy targets are achieved, the study found that WSB-ARO has no clear targets to measure the level of achievements because there is no implementation strategy apart from the action plan. However, measures were found to gauge the output of strategies including indicators within the Yearly Operational Plan (YOP) that form a basis of an annual and triennium evaluation, strategies are specific and measurable, quality of youth program, efficiency of operational governance structures, operational management systems in place and structured adult support and development programs.

4.2.11 Staff Knowledge on Strategy Implementation

The study found that WSB-ARO staff did not have adequate information on their role towards strategy implementation in actual sense but only in paper. The staff has not been empowered to realize their role in organization strategy and implementation. However, in relation to the departmental objectives that are tailored towards achievement of overall organization strategy, 60% of the respondents agreed to the fact that staff are fairly adequately informed on their roles with each department created in line with the overall mission and strategy of the organization.

4.3 Factors Hindering Strategy Implementation

Various factors identified as hindering strategy implementation studied included, external environment, senior management, organization resources, communication systems, Organization structure and Organization culture.

4.3.1 Effect of Organization Culture on Strategy Implementation

Among those interviewed, 100% of the respondents indicated that organization culture affected very much implementation of strategy. The respondents indicated that WSB-ARO is over 100 years and some of the systems no longer reflect the current situation and therefore it was necessary to do an attitude change on the way the organization operates and to enhance future strategy implementation. Further, it was found that strong cultures promoted successful strategy implementation while weak cultures did not. This imply that WSB-ARO culture is not supportive of strategy implementation and hence a main hindrance to strategy implementation. The findings related to the observation by Aosa (1992) that it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and de-motivation, which in turn can frustrate the strategy implementation effort.

4.3.2 Effect of Organization Structure on Strategy Implementation

Organization structure was found to have very high influence on strategy implementation with majority of the respondents agreeing to the same. Further when asked about other challenges in strategy implementation that were brought about by the way the structure was organized, the respondents pointed out that some roles and functions were not clearly structured and that they lacked the supporting structure.

In addition the management failure to take initiative in creating and sustaining a favourable environment within the firm that could incorporate all the stakeholders in the implementation process was identified as a major challenge. The respondents recommended various ways of addressing the challenges faced in strategy implementation as far as the organization structure

was concerned and identified yearly assessment of individual roles to ensure proper revision of the structure to be in line with the organization strategy, encouraging teamwork and ensuring that there was a conducive working environment, which they said would create room for discussions, interaction and proper communication. This they argued would be achieved through good working relations between peers and holding effective staff meetings.

Furthermore, additional training together with constant focus on the organization goals were also identified as great remedies to these challenges. The respondents highlighted the need to relook at the structures of WSB-ARO. This is because when the structure is not clear, the roles in strategy implementation can't be properly divided therefore hindering the intended effects.

4.3.3 Effect of Organization communication systems on Strategy Implementation

On this area, 100% of the respondents agreed that communications systems affected strategy implementation very much even though the communication channels were found to be supportive and adequate. There has to be a clear line of communication that all parties involved in the implementation understand and are able to interpret. The systems in place too were easy to use and all components have to be part of a larger system. The departments were mandated to monitor and evaluate the strategy implementation process. However, the respondents recommended that the communication systems especially from members needed to be improved, updated in line with the latest technology.

The respondents indicated that effective communication in the reporting lines within the structure was important for effective strategy implementation and enable reporting of any challenges faced in their strategy implementation to the top management. In order for the organization to have efficient performance of the required tasks, the appropriate structures were made effective by information systems and relationships permitting coordination of subdivided activities.

4.3.4 Effect of Organization Resources on Strategy Implementation

The respondents indicated that organizations resources highly affected strategy implementation. However, they noted that with efficient use of available resources, the challenge could be overcome. In fact resource constraints were the single factor the biggest challenge in implementing strategy.

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 as key factors 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 core in boosting the organization competence and qualification 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.

Changes in strategy often require changes in the way an organization is structured for two major reasons. First, structure largely dictates how objectives and policies will be established. The structural format for developing objectives and policies can significantly impact all other strategy-implementation activities. The second major reason why changes in strategy often require changes in structure is that structure dictates how resources will be allocated. If an organization's structure is based on customer groups, then resources will be allocated in that manner.

Similarly, if an organization's structure is set up along functional business lines, then resources are allocated by functional areas. Unless new or revised strategies place emphasis in the same areas as old strategies, structural reorientation commonly becomes a part of strategy implementation. Changes in strategy lead to changes in organizational structure. Structure should be designed to facilitate the strategic pursuit of a firm and, therefore, follow strategy. Without a strategy or reasons for being (mission), companies find it difficult to design an effective structure.

4.3.5 Effect of Senior Management on Strategy Implementation

The support from senior management was found to affect strategy implementation to a very large extent. The management was found to be very supportive to the employees and offering any support required. Generally it was observed that effective leadership was very important to strategy implementation since a management had to stay on top of what was happening through close monitoring of activities, mobilizing and motivating employees to high performance levels plus keeping the organization responsive to changing conditions.

Since leadership involves encompassing the need to establish an effective style as well as the necessary staff and skills to execute the strategy, it embraces continuity. Therefore, for any organization to succeed in their strategy implementation, good and continuous leadership is of paramount importance, in addition leaders need to motivate their employees since employees are the driving force behind any successful strategy implementation.

Responses from the management indicated that there is management involvement in strategy implementation. Responses received from the management found that managerial participation and commitment tend to influence implementation of strategic plans through influencing their thinking which is a pre-requisite for strategy implementation success. The respondents also highlighted the need for the employees to support of the senior management when it comes to the implementation of the strategy.

4.3.6 Effect of External Environment on Strategy Implementation

The respondents partially agreed to the fact that external environment was affecting implementation of strategy at WSB-ARO. External environment was found to affect organization strategy on the projects being implemented with the engagement of different stakeholders. The strategies adopted had to fall within the general frame work of the laws in the country, the practice by other organization and organization perception.

Numerous external and internal forces affect an organization; no firm could change its structure in response to each one of these forces, because to do so would lead to chaos. However, when a firm changes its strategy, the existing organizational structure may become ineffective. Symptoms of an ineffective organizational structure include too many levels of management, too many meetings attended by too many people, too much attention being

directed toward solving interdepartmental conflicts, too large a span of control, and too many unachieved objectives. Changes in structure can facilitate strategy-implementation efforts, but changes in structure should not be expected to make a bad strategy good, to make bad managers good, or to make bad products sell.

4.3.7 Challenges of Strategy Implementation

The key challenges found to affect organization strategy implementation included the fact that the WSB-ARO spends more time to strengthen bureaucracy and make savings from the organization in most cases at the detriment of the overall strategy. This creates frustrations because nobody has the authority or power to implement even what has been approved because the top management has the final word. Another challenge faced by WSB-ARO in strategy implementation was lack of appreciation of the in-house capacity. This meant that when implementing strategies, the capacity of the organization was never being appreciated with outsiders' capacity being ranked more highly than others.

Further differences in levels of conceptualization of the strategy by the key actors was found to create a situation of conflict on how to implement strategies of the organization and hence reducing the effect strategy on organization overall objectives. Additionally, results indicate that respondents strongly emphasized that resources allocation both financial and human moderately influenced strategy implementation and its management plans.

The responses indicated a positive relationship between resource allocation policies and strategic implementation plan. Implementation of organization strategies was also highly hindered by the organization culture that not supportive of changes in the organization. The respondents indicated that WSB-ARO culture was not reflective of current situation making it hard to adjust to new strategies.

Implementation Challenges	Frequency
Lack of resources/ Financial constraints	100%
Lack of employee training and general in adequate human capital	80%
Culture	60%
Differing levels of conceptualization by the key actors	40%
Lack of appreciation of the in-house capacity.	20%
Lack of understanding of the role or organizational structure and design in the execution process.	20%
Deviation from original plan objective	20%

Source: Primary Data 2014

Table 4.1: Challenges Implementing Strategies

These more frequently occurring problems indicate that more emphasis is needed during the implementation phase. Previous studies indicate that human related elements play a major role in ensuring the successful implementation of any plan. It is noteworthy, that in this study the second and third recurring implementation challenges also relate to people. They suggest that managers fail to adequately anticipate the needed training and instructions for their staff employees in order to equip them with the necessary skills for execution. Moreover, the formulators of plans did not link employee's performance during implementation with the overall reward system in the organizations.

Results also indicated that there was generally a mismatch between anticipating the required time needed for executing the activities, which is often considered during strategy formulation and the actual time it takes to complete the execution of the strategy. Overall the results are indicative of managers' tendency to be less concerned about implementation.

The findings relate to those of Yabs (2010) who found that without adequate resources, the implementation of a strategy is almost impossible. The success of a company, to a large extent depends on the availability of resources. Also Brannens (2005) survey based study found that in order to improve execution certain issues have to be tackled. These included inadequate or unavailable resources, poor communication of the strategy to the organization, ill-defined action plans, ill-defined accountabilities, and organizational/cultural barriers. Brannen's survey also unearthed another significant obstacle to effective strategy implementation namely, failing to Empower or give people more freedom and authority to execute.

4.3.8 Responding to Implementation Challenges

For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization structure, communication, organizational culture, resources and management. Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation. In dealing with the challenges in strategy implementation the respondents indicated that the organization was offering training to the employees to make them understand better the need for strategy. This is in addition to offering incentives and formulating reward to the employees. The organization was also found to be increasing the number of projects to mitigate the resources constraints and be able to raise additional funds.

However, some respondents indicated that nothing concrete to address the challenges was in place but efforts to create a positive image to the various stakeholders was in place. To deal with resource limitation, the strategic plan 2012-2015 explained that resource mobilization in the organization view is the process by which resources are solicited by the program and provided by donors and partners.

To achieve this, various efforts of resources mobilization, various methods and means are being utilized including partnerships with strategic partners. The main challenges for WSB-ARO in relation to resources as per the strategic plan is insufficient human resources and capacity to manage projects/ partnerships professionally, inadequate financial and material resources to run programmes, promotion of Scouting's profile as equal partner in various collaborations, insufficient income generating resources and improve governance/leadership issues to ensure professional management of projects.

WSB-ARO recognizes that it was critical to increase resources that are needed to develop, manage and sustain programmes that have been designed in order to meet the overall goal of Scouting in the Region in meeting aspiration of young people. The main strategy and interventions should engage a holistic approach to better and sustainable results. Considering the global framework, this in line with the Strategic Path focus area, in its cyclic process, this strategy requires efficient resources mobilization efforts to support programme development that is attainable only through efficient management/leadership, consequently fostering the mission of Scouting, with more young people for a Better World.

The various challenges that were found to be limiting strategy implementation and suggested guidelines to manage the same are shown in table 4.2 below.

Implementation challenge	Suggested Guidelines/Adoptive Mechanisms to Solve the Same
Strategy implementation taking more time than originally allocated	Develop and evaluate strategies that expedite implementation
Challenges surfaced which had not been identified earlier	Spend more time and analysis on identification of problems in implementation
Co-ordination was not sufficiently effective	Appoint cross-functional/supply chain teams for implementation purposes
Capabilities of employees involved were insufficient	Train employees in strategic implementation skills
Training and instructions given to lower level employees were inadequate.	Have higher involvement of lower level employees in strategic planning inputs and feedback
Leadership and direction provided by departmental managers were inadequate	Link departmental manager performance to implementation and effective feedback mechanisms
Key implementation tasks and activities were not sufficiently defined.	Clarify and prioritize information on key implementation tasks and activities
Information systems used to monitor implementation were inadequate.	Track and disseminate information on implementation of major tasks and activities
Advocates and supporters of the strategic decision did not play an active role in implementation.	Involve strategic influencers in recommendations/support of follow-through implementation tasks
Overall goals were not sufficiently well understood by employees.	Involve employees in the formulation of goals
Key formulators of the strategic decision did not play active role in implementation.	Involve key decision-makers in the developing implementation tasks
People are not measured or rewarded for executing the plan.	Tie incentive and reward systems to success in implementation of formulated strategies
Lack of understanding of the role of organizational structure and design in the execution process.	Clarify the role of organizational structure and positions in the implementation of strategies

Source: Primary Data 2014

Table 4.2: Key Challenges Limiting Strategy Implementation

4.4 Discussion of Findings

The research sought to determine the challenges faced by the World Scout Bureau-African Regional Office in Nairobi Kenya during strategy implementation. The study found that the key challenge facing WSB-ARO in strategy implementation was lack of appreciation of the in-house capacity, differences in levels of conceptualization of the strategy by the key actors creating a situation of conflict on how to implement strategies of the organization and hence reducing the effect strategy on organization overall objectives.

The study findings are in line with those of Brannens (2005) who found that in order to improve execution certain issues have to be tackled. These included inadequate or unavailable resources, poor communication of the strategy to the organization, ill-defined action plans, ill-defined accountabilities, and organizational/cultural barriers.

Additionally, the results indicated that resources allocation both financial and human moderately influenced strategy implementation and its management plans. The responses indicated a positive relationship between resource allocation policies and strategic implementation plan. The findings also relate to those of Yabs (2010) who found that without adequate resources, the implementation of a strategy is almost impossible. The success of a company, to a large extent depends on the availability of resources.

For effective strategy implementation, the study found that organization strategy must be supported by decisions regarding the appropriate organization structure, communication, organizational culture, resources and management. Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation. In dealing with the challenges in strategy implementation the

respondents indicated that the organisation was offering training to the employees to make them understand better the need for strategy. This is in addition to offering incentives and formulating reward to the employees. The organization was also found to be increasing the number the number of projects to mitigate the resources constraints and be able to raise additional funds. The findings are in line with those of Brannens (2005) who found out that failing to empower or give people freedom and authority to implement strategies was a key hindrance to strategy implementation.

However, some respondents indicated that nothing concrete to address the challenges was in place but efforts to create positive imagine to the various stakeholders was in place. This was in line with Dye (2008) who found out that execution problems are often symptoms of trouble upstream in the strategy - development process – if the strategy process has failed to realistically assess current reality, to honestly understand organizational capabilities, to align key players with those who do real work, or, at the end of the day, to create a compelling, externally driven vision of success.

In strategic planning the study was in line with the argument of Kodali and Chandra, (2001) which for successful strategic planning implementation required a large commitment from executives and senior managers, whether the strategic planning is occurring in a department or in a complete organization. Executives must lead, support, follow-up, and live the results of the strategic planning implementation process or the strategic planning implementation process will fail. Without the full commitment of the organization's senior executives, the organization should not even start strategic planning.

A very important pre requisite for strategy implementation is the top management commitment to the strategic management process. Therefore, top managers must demonstrate the belief in the strategy and the loyalty to the implementation process. Organization structure was found to have very high influence on strategy implementation with majority of the respondents agreeing to the same. Further when asked about other challenges in strategy implementation which is brought about by the way the structure was organized, the respondents pointed out that some roles and functions were not clearly structured and that they lacked the supporting structure.

Further, in implementation of strategies, challenges will be expected since no organization or individual can escape change. But the thought of change raises anxieties because people fear economic loss, inconvenience, uncertainty, and a break in normal social patterns. Any change in structure, technology, people, or strategies has the potential to disrupt comfortable interaction patterns. For this reason, people resist change. The strategic-management process itself can impose major changes on individuals and processes. Reorienting an organization to get people to think and act strategically is not an easy task. This argument was advanced by Thompson and Strickland, (1998). Resistance to change can be considered the single greatest threat to successful strategy implementation. Resistance regularly occurs in organizations in the form of sabotaging production machines, absenteeism, filing unfolded grievances, and an unwillingness to cooperate. People often resist strategy implementation because they do not understand what is happening or why changes are taking place. In that case, employees may simply need accurate information. Successful strategy implementation hinges upon managers' ability to develop an organizational climate conducive to change.

Change must be viewed as an opportunity rather than as a threat by managers and employees. Resistance to change can emerge at any stage or level of the strategy-implementation process. Although there are various approaches for implementing changes, three commonly used strategies are a force change strategy, an educative change strategy, and a rational or self-interest change strategy. A force change strategy involves giving orders and enforcing those orders; this strategy has the advantage of being fast, but it is plagued by low commitment and high resistance. The educative change strategy is one that presents information to convince people of the need for change; the disadvantage of an educative change strategy is that implementation becomes slow and difficult. However, this type of strategy evokes greater commitment and less resistance than does the force change strategy (George M., 2002). Communication is needed so that people can understand the purpose for the changes. Giving and receiving feedback is the fourth step: everyone enjoys knowing how things are going and how much progress is being made. Strategists can take a number of positive actions to minimize managers' and employees' resistance to change. For example, individuals who will be affected by a change should be involved in the decision to make the change and in decisions about how to implement the change. 100% of the respondents agreed that communications systems affected strategy implementation very much even though the communication channels were found to be supportive adequate.

There has to be a clear line of communication that all parties involved in the implementation understand and able to interpret. The systems in place too were easy to use and all components have to be part of a larger system. The departments were mandated to monitor and evaluate the strategy implementation process.

CHAPTER FIVE

SUMMARY, CONCLUSION AND 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 study was to determine the challenges faced by the World Scout Bureau-African Regional Office in Nairobi Kenya during strategy implementation. From the analysis and data collected, the following discussions, conclusions and recommendations were made.

5.2 Summary

The objective of to the study was to determine the challenges faced by the World Scout Bureau-African Regional Office in Nairobi Kenya during strategy implementation. The study used both primary and secondary data sources that was analysed using content analysis. The study found that the key challenge facing WSB-ARO in strategy implementation was lack of appreciation of the in-house capacity, differences in levels of conceptualization of the strategy by the key actors creating a situation of conflict on how to implement strategies of the organization and hence reducing the effect strategy on organization overall objectives.

Additionally, results indicated that resources both financial and human resource allocation moderately influenced strategy implementation and its management plans. The responses indicated a positive relationship between resource allocation policies and strategic implementation plan. Implementation of organization strategies was also highly hindered by the organization culture that not supportive of changes in the organization.

The respondents indicated that WSB-ARO culture was not reflective of current situation making it hard to adjust to new strategies. The study findings were in line with those of Brannens (2005) who found that in order to improve execution certain issues have to be tackled. These included inadequate or unavailable resources, poor communication of the strategy to the organization, ill-defined action plans, ill-defined accountabilities, and organizational/cultural barriers. Brannens (2005) also found that failing to empower or give people more freedom and authority to implement strategies was key hindrance to strategy implementation. The findings also relate to those of Yabs (2010) who found that without adequate resources, the implementation of a strategy is almost impossible. The success of a company, to a large extent depends on the availability of resources. For effective strategy implementation, the study found that organization strategy must be supported by decisions regarding the appropriate organization structure, communication, organizational culture, resources and management. Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation.

In dealing with the challenges in strategy implementation the respondents indicated that the organization was offering training to the employees to make them understand better the need for strategy. This is in addition to offering incentives and formulating reward to the employees. The organization was also found to be increasing the number the number of projects to mitigate the resources constraints and be able to raise additional funds. However, some respondents indicated that nothing concrete to address the challenges was in place but efforts to create positive imagine to the various stakeholders was in place.

Further, in implementation of strategies, the study found that challenges will be expected since people fear change and resist change. Change raises anxieties because people fear economic loss, inconvenience, uncertainty, and a break in normal social patterns. Resistance to change can emerge at any stage or level of the strategy-implementation process. Although there are various approaches for implementing changes, three commonly used strategies are a force change strategy, an educative change strategy, and a rational or self-interest change strategy.

A force change strategy involves giving orders and enforcing those orders; this strategy has the advantage of being fast, but it is plagued by low commitment and high resistance. The educative change strategy is one that presents information to convince people of the need for change; the disadvantage of an educative change strategy is that implementation becomes slow and difficult. 100% of the respondents agreed that communications systems affected strategy implementation very much even though the communication channels were found to be supportive adequate. The departments were mandated to monitor and evaluate the strategy implementation process. Organization structure was found to have very high influence on strategy implementation with majority of the respondents agreeing to the same. Further when asked about other challenges in strategy implementation which is brought about by the way the structure was organized, the respondents pointed out that some roles and functions were not clearly structured and that they lacked the supporting structure.

In addition the management failure to take initiative in creating and sustaining a favourable environment within the firm that could incorporate all the stakeholders in the implementation process was identified as a major challenge. 100% of the respondents indicated that organization culture affected very much implementation of strategy. The respondents

indicated that WSB-ARO had culture no longer reflecting the current situation and therefore it was necessary to do an attitude change on the way the organization operates and to enhance future strategy implementation. Further, it was found that strong cultures promoted successful strategy implementation while weak cultures did not. This imply that WSB-ARO culture is not supportive of strategy implementation and hence a main hindrance to strategy implementation.

5.3 Conclusion

From the results, the study concludes that there were key challenges limiting implementation of strategy at WSB-ARO. They challenges include lack of appreciation of the in-house capacity, differences in levels of conceptualization of the strategy by the key actors creating a situation of conflict on how to implement strategies of the organization and hence reducing the effect strategy on organization overall objectives. Additionally, the study found that resources both financial and human resource allocation moderately influenced strategy implementation and its management plans.

For effective strategy implementation, the study concludes that organization strategy must be supported by decisions regarding the appropriate organization structure, communication, organizational culture, resources and management. Just as the strategy of the organization must be matched to the external environment, it must also fit the multiple factors responsible for its implementation. In dealing with the challenges in strategy implementation the respondents indicated that the organization was offering training to the employees to make them understand better the need for strategy.

Further, the study concludes that implementation of strategies is expected challenges due to people's fear of change leading to resistance to change. However, the study concludes that what matters most is how the management carry out pre implementation study on SWOT analysis and having measures to manage the challenges. The technique includes staff training, having incentive systems and involving all the stakeholders in policy formulation and implementation. The study also concludes that communications systems highly affect strategy implementation even though the communication channels at WSB-ARO were found to be supportive adequate. The study also concludes that organization structures have very high influence on strategy implementation and departmental roles and functions need to be clearly structured to supporting organization structure.

The study also concludes that organization culture has strongly affect implementation of organization strategy. WSB-ARO has a culture that no longer reflects the current situation and therefore it was necessary to do an attitude change on the way the organization operates and to enhance future strategy implementation. WSB-ARO culture is not supportive of strategy implementation and hence a main hindrance to strategy implementation. Further WSB-ARO employees are not very informed on organization hence further limiting the success of implementation. The junior staffs also are not usually involved in strategy formulation and implementation further limiting implementation of strategy. The study also concludes that strategy implementation process is very vital for efficient functioning of any organization in the business world today. From the findings, organization that engages in strategic planning has additional benefits and is able to achieve the objectives in easier way. There, management should anticipate challenges that come with strategy implementation and develop and offer training to enable employees adapt to the changes that come with strategy implementation.

5.4 Implications on Theory, Policy, Practice

The study findings had numerous implications on policy, strategy implementation and strategic management. The research suggests that managers should place more emphasis and forecast on the implementation while they drafting their strategies. It is obvious that many strategic plans fail to realize the anticipated benefits due to problems and difficulties faced during implementation. WSB-ARO management must ensure that the organization has supportive structure that promotes free flow of information and that provide staff with the needed training and instructions during implementation phase.

Further implication on policy, the study recommends that company management should link employee performance during implementation phase with the overall reward and compensation system in the organization. Company management should develop a good information system and employees updated on implementation tasks. New power and status relationships are anticipated and realized. New formal and informal groups' values, beliefs, and priorities may be largely unknown. Managers and employees therefore have to become engaged in resistance behavior as their roles, prerogatives, and power in the firm change. There is need for workers to be provided with training on the strategy planning and implementation. In this way, many problems can be prevented from occurring and by improving the capability of the workers and leadership characteristics of the managers.

On strategic management practice, the findings imply that strategy implementation posses a threat to many managers and employees in an organization. New power relationships and informal groups must be anticipated and realized. Disruption of social and political structures that accompany strategy execution must be anticipated and considered during strategy formulation and managed during strategy implementation.

Managers can build support for strategy-implementation efforts by giving few orders, announcing few decisions, depending heavily on informal questioning, and seeking to probe and clarify until a consensus emerges. Individual values, skills, and abilities are needed for successful strategy implementation is not considered. It is rare that a firm selecting new strategies or significantly altering existing strategies possesses the right line and staff personnel in the right positions for successful strategy implementation. The need to match individual aptitudes with strategy-implementation tasks should be considered in strategy choice.

The study confirmed the theories reviewed namely resource based view and dynamic capacity by confirming that their arguments are valid. This contributed to the body of knowledge which will benefit scholars and researchers and simulate further research in this field of strategy implementation.

5.5 Limitations of the Study

The limitations of this study refer to those characteristics of design or methodology that impacted or influenced the application or interpretation of the results of the study. First, time constraint was one of the main limitations to the study that contributed to difficulty in accessing information. This was mainly limitation was due to unavailability of the respondents for interview at the agreed upon time, owing to their busy schedules in attending to official issues that may not have been anticipated. This therefore led to rescheduling of the interview time to fit into the respondents' availability notwithstanding the fact that the study ought to have been complete by specific time. The researcher did not therefore get the time to go reconfirm the responses given or sought additional information where the provided was not adequate.

Further, the information obtained was much subjective where respondents in same organization provided contradicting information on a similar area clearly showing that the respondents were just providing opinions as opposed to facts that could be verifiable. Further limitation was on the methodology used by the study where qualitative data was obtained. Qualitative data was hard to measure and analyze. In addition, qualitative data is usually subjective with the respondent's attitude to the management significantly affecting the responses provided.

Limitation for the purpose of this research was regarded as a factor that was present and contributed to the researcher getting either inadequate information or responses given would have been totally different from the researcher expectation. Some interviewees refused to be interviewed. This reduced the probability of reaching a more conclusive study. However, conclusions were made with this response rate. The small size of the sample also limited confidence in the results and this might limit generations to other situations. It becomes hard or misleading to make conclusion based on a small sample since the results cannot be generalized.

This study depended on interviews and discussions with management and the employees of the organization. The study did not take the opinions of the other stakeholders who are affected by the strategies being implemented. It would have been of value to obtain the views of those served by the organization or other stakeholders in the firm. The scope and depth of study was also limited by the time and financial resource constraints. Thus generalizing the findings was hard since organizations operate under different environment, leadership and resource abilities can be misleading. This makes it hard to generalize the findings.

5.6 Area for Further Research

From the experience of the researcher, a number of studies are recommended. First due to time constraint the researcher could not be able to go extra mile in gathering information. A similar study is therefore recommended and be done over period of time using longitudinal design and data to be collected from time to time to check its accuracy.

Further similar study is recommended but the data to be collected to include both quantitative and qualitative data. Five point Likert scale should be used to quantify qualitative data. This will overcome the methodology challenge encountered by this study and lead to more accurate findings. Further, future research should be done using a larger sample to have greater confidence level in the results and limit generations to other situations. Numerous firms can also be studied to enable generalizations of the findings by adopting a survey design.

Additionally, future researchers should also interview organization customers, shareholders and other stake holders to find out their impact on strategy implementation challenges. The researcher suggests that more research be undertaken on challenges of strategy implementation and also include the strategy formulation and evaluation. This will enable the researcher to have a clear understanding of the whole research processes and determine the source of some of the challenges. From this the researcher will be able to make more valid conclusions and recommendations.

5.7 Recommendations

The study recommends that the WSB-ARO management align its own organization structure to the strategy to enhance effectiveness of communication and coordination during the strategy implementation process. WSB-ARO management must ensure that the organization has supportive structure that promotes free flow of information and that provide staff with the needed training and instructions during implementation phase. The organization management has to be involved and maintain focus during the implementation processes.

Firms should formulate and implement strategies from an environmental perspective. Environmental strategies could include developing or acquiring green businesses, divesting or altering environment-damaging businesses, striving to become a low-cost producer through waste minimization and energy conservation, and pursuing a differentiation strategy through green-product features. In addition to creating strategies, firms could include an environmental representative on the management, conduct regular environmental assessments, implement bonuses for favorable environmental results, become involved in environmental issues and programs, incorporate environmental values in mission statements, establish environmentally oriented objectives, acquire environmental skills, and provide environmental training programs for company employees and managers.

The study also recommends that WSB-ARO management to strive to preserve, emphasize, and build upon aspects of an existing culture that support proposed new strategies. Aspects of an existing culture that are antagonistic to a proposed strategy should be identified and changed.

Substantial research indicates that new strategies are often market-driven and dictated by competitive forces. For this reason, changing a firm's culture to fit a new strategy is usually more effective than changing a strategy to fit an existing culture. Numerous techniques are available to alter an organization's culture, including recruitment, training, transfer, promotion, restructure of an organization's design, role modeling, and positive reinforcement.

Another recommendation concern matching managers with strategy is that jobs have specific and relatively static responsibilities, although people are dynamic in their personal development. Commonly used methods that match managers with strategies to be implemented include transferring managers, developing leadership workshops, offering career development activities, promotions, job enlargement, and job enrichment. A number of other guidelines can help ensure that human relationships facilitate rather than disrupt strategy-implementation efforts. Specifically, managers should do a lot of chatting and informal questioning to stay abreast of how things are progressing and to know when to intervene.

REFERENCES

Amit, R. & Schoemaker, P. (1993). *Strategic Assets and Organisational Rent. Strategic Management.*Journal, 14, 33-46.

Andreas, R. & Kaufmann, D. (2005). *Strategy implementation-an insurmountable obstacle?*Handbook of Business Strategy, 6, No. 1, pp 141- 146.

Ansoff, H. (1965). *Corporate Strategy: An analytical approach to business policy growth and expansion*. New York USA: McGraw-Hill.

Aosa, E.(1992).*An Empirical Investigation of Aspects of Strategy Formulation and Implementation within Large, Private Manufacturing Companies in Kenya.*Unpublished PhD Thesis, University of Strathyclyde.

Barney, B. (1991). *Firm Resources and Sustained Competitive Advantage*. Journal of Management, 17, No 1, pp. 99-120.

Brannen, L. (2005). Upfront: *The 33 1/3 Percent Strategy Solution*. Business Finance.

Byars, L. et al. (1996*). Strategic Management*. Richard D. Irwin.

Chandler, A. (1962). *Strategy and Structure. MIT Press*, Cambridge, MA**.**

Cole, G. (1997). *Strategic management 2nd Edition*

Daft, A. (2000). *Toward a Model of Organizations as Interpretation Systems*. Academy of Management Review, Dean, Houghton-Mifflin.

Danny, R. Bobby, G. & Garry D. Smith (1991). *Business Strategy and Policy: Cases*, Houghton Mifflin (Academic).

David, F.(1997). *Strategic Management*. Francis Marion University.

Dess, G. G. Picken, J. C. & Lyon, D. W. (1998). *Transformational leadership*. Journal of Managerial Issues.

Galbraith, R. & Nathanson, D. (1978). *Strategy Implementation*: *The Role of Structure and Process*. St. Paul Minnesota: West Publishing Company.

George, M. (2002). *Lean Six Sigma: Combining Six Sigma Quality with Lean Speed*, McGraw-Hill, New York, NY.

Gibson, C.& Birkinshaw, J. (2004). *The antecedents, consequences, and mediating role of organizational ambidexterity*. Academy Management Journal. 47(2): 209-226.

Githui, K. (2006). *Challenges for Strategy Implementation in Barclays Bank of Kenya Ltd.* Unpublished MBA Research Project, University of Nairobi.

Hansson, J. Backlund, F. Lycke, L. (2003). *Managing commitment: increasing the odds for successful implementation of TQM, TPM or RCM*. International Journal of Quality & Reliability Management, Vol. 20 No.9, pp.993-1008.

Hartmann, H. (1992). *Successfully Installing Strategic Plan in Non-Japanese Plant: Total Productive Maintenance*.TPM Press, London.

Judith, J. Julian, L.& Peter, T.(1998).*Strategy and Financial Policy in UK Small Firms*.Journal of Business finance and Accounting, 25(1 and 2), January/March, 1998: 0306- 686X.

John, A. & Richard, B. (1993): *Strategic Management Concepts.* The Dryden Press series in management.

John Yabs. (2010). *Strategic Management Practices* 2nd Edition.

Johnson,G. & Scholes, K. (2002). *Exploring Corporate Strategy* (6th edition). Prentice Hall.

Kangoro,V. (1998). *The State of Strategic Management Practices in Public Sector Organizations in Kenya.*Unpublished MBA Research Project, University of Nairobi.

Kodali, R. & Chandra, S. (2001). *Analytical hierarchy process for justification of totalproductive maintenance*, Production Planning and Control**,** Vol. 12 No.7, pp.695-705.

Koske, F.K. (2003). *Strategy Implementation and its challenges in Public Corporations: The case of TELKOM Kenya Limited* (MBA Dissertation). School of Business, University of Nairobi.

Lester, A. Digman (2003).*Strategic Management: Cases for the Global Information Age* Edition 7.

Lynch, R. (2000).*Corporate Strategy* (2nd edition.). Financial Times- Prentice Hall, England.

McLean, D. (2005).*Organizational Culture's Influence on Creativity and Innovation.*

Mintzberg, H.(1979). *The Structuring of Organizations*. Englewood Cliffs N. J.

Pearce, A. & Robinson, B. (2000). *Strategic Management: formulation, implementation and control*. Irwin/McGraw Hill, Boston.

Prentice,H.& Robinson, R.(2003).*Strategic Management: Formulation, Implementation and Control*(3rd ed.).

Pettigrew, A. (1987). *Context and Action in the Transformation of the Firm*. Journal of Management Studies**.**

Ramanujam, V.Varadarajan, P.(1989).*Research on Corporate Diversification: A synthesis Strategic Management Journal*, 10 (November/December).

Report on the national validation of Non-Governmental Organizations 2009.

Thompson, A. & Strickland, A. (2003). *Strategic Management: Concepts and Cases* (13[th]ed.). New Delhi: Tata McGraw-Hill Publishing Company Ltd.

Teece, D. Pisano, G. & Shuen, A. (1997). *Dynamic Capabilities and Strategic Management. Strategic Management.* Journal 18 (7): 509–533.

Thompson,A.&Strickland, A.(1998). *Strategy Formulation and Implementation: Tasks of the General Manager* (4th ed.). Boston, USA.

Richard,D.& Watson, T.(2002).*Organizing and Managing Work: Organizational, Managerial and Strategic Behaviour in Theory and Practice*. Harlow: FT Prentice-Hall.

APPEDICES

Appendix 1: Interview Guide

1.   Does your organization have strategies?

2.   Do you think that these strategies are important to your organization?

3.   Do you review your strategies? If yes, how often

4.   Who formulates strategies in your organization?

5.   Does each department in your organization have functional strategies?

6.   Does your organization refer to the strategic plans when planning to execute its activities?

7.   After the formulation of strategies, does your organization plan for strategy implementation?

8.   How would you rate the level of understanding of the organization's current strategic plan by the employees at various levels of the organization?

9.   What are the achievements that have resulted from strategic planning?

10. What targets have been put in place to measure the level of achievement of strategies in your organization?

11. Do the staff have adequate information on their role towards strategy implementation?

12. To what extent does each of the following factors support or hinder strategy implementation

      i. Organization culture

     ii. Organization structure

    iii. Communication systems

    iv. Organization resources

     v. Senior management

    vi. External environment

13. What are the challenges faced during strategy implementation

14. How has the organization responded to these challenges?

Appendix II: WSB-ARO SWOT Analysis

Strengths	Weaknesses
• ARO is now more and more bilingual. • Diversity of ARO staff. • Resilience of ARO staff • Improved communication with NSOs. • School based Scouting in Africa. • On- the-job Training	• Weak NSO operational structures • ICT divide within the region • Geographical inaccessibility • Constant loss of institutional memory • Majority of volunteers are not recognized and appreciated • Lack of clarity of cause of Scouting • Regional committee is not committed to raise resources for Scouting in Africa • Lack of clear administrative policies within WOSM • A culture of thinking small/mediocrity • Poor monitoring and evaluation mechanisms
Opportunities	**Threats**
• Strong pool of volunteers • Goodwill from governments to support Scouting • There are a few model NSOs ' lighthouses' in the region • Lack of control over NSOs – relative	• Constant internal institutional wrangles in NSOs • Reputational damage resulting from some NSOs /Scout leaders' actions • Grey areas in the constitutions and role of the World Scout Bureau

operational disconnect • There are many projects that could contribute to Scout program in NSOs and empowerment of youth • WOSM Africa's involvement in key/strategic network • Existing zonal structures to coordinate support and services to NSOs • Youthful African population • NSO checklists and database • Presence of Zonal Youth Forums • Inter-regional cooperation • On-the-Job Training	• Lack of resources to manage /run programmes • Credibility crisis within some NSOs • Overflow of projects which: recipe for conflicts, shifts focus from the Scout Program, adhoc approach to • program delivery and NSOs lack the capacity to absorb them • Transition management in NSOs (no respect to constitutions) • High staff turnover and thus brain drain • Competition from parallel/likeminded organizations • Disconnect from current trends • Weak planning • Scouting considered as a hobby • Grey areas in the WOSM professional structure • Reliance on the budget and no other sources of funds • Competition between Central Office and the Africa Regional Office

Source: WSB-ARO Strategic Plan (2012-2015)

Appendix III: UoN Permission Letter

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

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

P.O. Box 30197
Nairobi, Kenya

DATE.....................

TO WHOM IT MAY CONCERN

The bearer of this letter MARY WAMBUI WAWERU

Registration No. D61163412/2010

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

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

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

Thank you.

2 8 AUG 2013

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

70

Appendix IV: WSB-ARO Data Collection Confirmation Letter

World Scout **Bureau** Mondial du Scoutisme
Africa Regional Office Bureau Régional Afrique

City Square
P.O. Box 63070
Nairobi, Kenya
Opposite Gate "E"
Jamhuri Park

Tel: (+254 20) 2450985
Fax: (+254 20 387842
   africa@scout.org

University Of Nairobi
School of Business
Management Department

Nairobi, Kenya

05TH SEPTEMBER 2013

Our Ref: Admin/BKB/0913

Dear Supervisor,

RE: MARY WAMBUI WAWERU: CONFIRMATION OF DATA COLLECTION FROM THE WORLD SCOUT BUREAU, AFRICA REGIONAL OFFICE

This is to confirm that Ms. Mary W. Waweru (D61/P/63412/2010has collected data from the World Scout Bureau, Africa Regional Office for her Master of Business Administration (MBA) project. Designated staff members provided to her answers to the questionnaire she developed.

Confidentiality was observed and Ms Mary addressed directly the selected staff members to collect data she require to complete her project.

It was a pleasure having such an opportunity to learn about our strategic plan and operations and we will appreciate to know the outcomes of such a research.

Any support given to Ms Mary W. Waweru to finalize her project will be highly appreciated.

Sincerely,

Banafai K. Bansadja
Deputy Regional Director
Director, Finance & Administration
World Scout Bureau, Africa Regional Office.