STRATEGIC MANAGEMENT PRACTICES IN THE REGISTERED FILMING ORGANIZATIONS IN KENYA

GIBSON MITHAA NDUNG'U

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DECLARATION

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

Signature……………………………………… Date…………………………………

GIBSON MITHAA NDUNGU

D61/60941/2013

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

Signature……………………………………… Date…………………………………

DR. VINCENT MACHUKI,

School of Business

University of Nairobi

DEDICATION

I dedicate this work to my entire extended family. I hope that my pursuit of this course will inspire their perceptions relating to academics, so that they find it worthwhile to invest their time and efforts in academics pursuits.

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May God bless you all abundantly!

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ACRONYMS AND ABBREVIATIONS

DFS	**:**	Department of Film Services
KFC	**:**	Kenya Film Commission
KIMC	**:**	Kenya Institute of Mass Communication
KBC	**:**	Kenya Broadcasting Corporation
RBV	**:**	Resource Based View
TV	**:**	Television
USA	**:**	United States of America
SWOT	**:**	Strength, Weaknesses, Opportunities and Threats

ABSTRACT

To deal effectively with the wide array of factors affecting the ability of a business to grow and prosper, strategic management emphasizes formal techniques for setting an organization's long-term course, developing plans in the light of internal and external circumstances, and undertaking appropriate action to reach those goals (Goldsmith, 1997). Strategic management refers to the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives (Pearce & Robinson 2007). This study sought to find out the extent to which strategic management practices were applied by registered film organizations in Kenya. The population of this study comprised of forty eight registered filming firms that were licensed as film agents as per the Department of Film Services, Kenya. The study utilized cross-sectional survey, obtaining largely primary data through structured questionnaires with descriptive statistics used to decipher trends and general patterns. The findings were presented using tables, with explanations provide on the parameters tested. It established that these firms operate in a turbulent environment, characterized by challenges that emanate from both their internal and external environments. The study established that most of these organizations perceived strategic management as essential in guiding actions and decisions to attain desired strategic objectives. However, they had challenges such as conducting SWOT analysis at the formulation stage, managing change and the effectiveness of their governance structures at their implementation phase and ongoing assessment of strategic initiatives, overall participation, success of corrective action to failing or sub-optimal strategic initiatives and openness to collaborative initiatives at their evaluation phase. Areas for further research are also proposed, which include widening the scope of study to cover a larger population than just the registered firms, further research on factors affecting strategic management practices so as to uncover impediments and success factors and studies applying other more in-depth approaches such as case studies, which would be more thorough and objective. For policy and practice, the study recommends that that there should be comprehensive engagement of all stakeholders in strategy formulation, implementation and evaluation phases with organization open to enhancing capacity for strategic management through measures such as developing training programs and engaging change agents.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Every organization is established to pursue a particular purpose and operates with a set of objectives. Irrespective of their line of business, all organizations environment dependent and must adapt to the challenges occasioned by environmental turbulence by continually transforming themselves. Environmental turbulence refers to developments that continually occur within internally and externally environment of the firm, providing issues to be dealt with if a firm is to survive and succeed. This implies that managers have to continually anticipate the future and prepare for it by constantly aligning and realigning organizations to environmental changes. This forms the basis of what strategic management is all about. The application of strategic management is context sensitive, as every organizations practices strategic management differently. Broadly however Strategic management can be considered to be a managerial endeavor to meet e its long-term objectives by relating the organization to its environment, formulating strategies to adapt to the environment and assuring that implementation of strategies takes place.

All businesses are environment dependent open systems (Ansoff, 1988). The environment in which an organization operates is considered as either remote or immediate. Remote or macro environment consists of factors that afflict all organizations in business within a given environment, including Political, Economic, Social, Technological, Ecological and Legal factors (PESTEL). Immediate environment consists of organizational resources or and factors within the reach and influence of a manager. Managers rely on strategic management to formulate, implement and control strategies that create a fit with environments in which they operate. Strategy is the determination of the basic term goals and objectives of an enterprise, and the adoption of course of action and the allocation of resources necessary for carrying out those goals (Chandler, 1962).

Just like all other organizations registered film organizations in Kenya are business enterprises that face challenges occasioned by the environment in which they operate. They require strategies that help them position themselves in the market, compete effectively, delight their customers and realize good business performance. Strategic management entails the holistic development and management of a long-term strategic agenda for the organization and would be would provide a desirable benefits to film organizations in meeting their objectives.

1.1.1 The Concept of Strategic Management

In earlier times, managers focused on today's decisions for today's business. Overtime, increased turbulence in the business environment, as well as competition, meant companies had to transform themselves. Ansoff (1969) attributed the enhanced change in environment acceleration of change within firms and increase in application of science and technology of the process management. Rapid environmental changes implied managers having to continually anticipate the future and prepare for it. Strategic planning relied mainly on extrapolation of past trends into the future. In the face of a turbulent environment, the strategic planning methods needed to be modified so as to help business enterprises adapt. Stonich (1975) pointed out that planning had been frustrating to managers due to lack of action orientation. Aligning and realigning organizations to environmental changes gave rise to strategic management discipline.

Strategic management has been defined differently by different scholar. According to Bartol (2001) strategic management is the process through which managers formulate and implement strategies geared to optimizing strategic goal achievement. Mbogo (2003) defines strategic management as the art of mobilizing resources and the science of formulating, implementing and evaluating decisions that enables an organization to realize its objectives. Thompson and Strickland (2007) opined that strategic management focuses on the total enterprise as well as the environment in which it operates, the direction management intends it to head, management's strategic plan for getting the enterprise moving in that direction and the managerial task of implementing and executing the chosen plan successfully. Pearce & Robinson (2007) define it as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives.

Many positives accrue from adoption of strategic management by business enterprises, including registered film organizations in Kenya. In recent past, the advent of digital technology has wiped out previous cost and skills advantages that long acted as barriers to entry into the filming industry in Kenya. This exposed the registered film organizations to very turbulent times, characterized by extreme competition, unpredictable demand cycles and swift technological changes. In addition, a paradoxical scenario exists, where clients continually demand the highest quality possible, while hoping to pay reasonably fair prices. Thus, these firms have cope through maintaining low production costs, while offering the high quality deliverables and continually investing in new technologies, skills and relations. In this context, the relevance of strategic management is immense.

1.1.2 Background of Filming Organizations in Kenya

Kenya has a rich film history, and one that predates the independence era and outdoes than most African countries. The first film in Kenya was shot in 1909, at a time when the medium was in transition in the United States of America. The Kenya film industry encompasses activities such as local film and video productions, foreign film and video productions, film and video production support services such as hire of locations and facilities, and production of film and television commercials. Key players in this industry include independent film enterprises, individual producers, directors and actor, and government regulatory and promotional bodies that include Department of Film Services (DFC), Kenya Institute of Mass Communication (KIMC), Kenya Film Corporation (KFC) and Brand Kenya.

The environment in which film organizations operate has constantly been characterized by constant changes. In early post-independence times, very few locals had the requisite skills to engage in film production. This was a massive barrier to entry into the industry. It made the profession a prestige of a chosen few, as a consequence of which the film industry in these early days was dominated by foreigners. Overtime, training and involvement led to locals gaining familiarity in filming business. However, the high cost of investment in film production was out of reach of most local filming experts. Their completion for the few available opportunities among few established firms only served to propel these filming firms to a commanding position to dictate the remuneration terms for their skilled services. Further, in an environment that offered little threat to revenue streams of the established film firm, they were able to dictated prices for their products.

The real game changer came with the proliferation of digital technologies. Barriers that had come to define the industry, and held firm for the old establishments, were literally dismantled overnight. New establishments could easily afford decent digital equipments and facilities to compete with the most established of firms. In addition, the industry buyers now had a myriad of firms from whom they could fairly buy products, with no compromises on quality. As a consequence, creativity, knowledge and requisite technologies are the key competitive frontiers upon which quality of output hinges. These competitive aspects have to be matched by the ability to price competitively. Under these conditions, strategic management is essential to survival and success of these firms, as they seek to gain long term competitive advantage through constant investments in new ideas, technologies and process improvements.

1.1.3 Registered Film Organizations in Kenya

The Department of Film Services (DFS) is the government department charged with administration of film production aspects, especially the licensing of local film agents and international film makers. Local film agents play a crucial role in the film production arena, as they are the ones charged with the responsibility of obtaining production licenses for any production engagements by unregistered entities such as international crews that wish to engage in production activities in Kenya.

To be registered as a film agent, a firm has to provide statutory certificate that it is legally registered as a business in Kenya, prove that it has previous experience in filming through some of the productions it has done and provide evidence that officials from Film Company who have training and experience in film making techniques. In addition, it is essential that neither the organization nor its officials have a record of been convicted of an offence under the Films and Stage Plays Act Cap 222 of the Laws of Kenya. An annual registration fee of Kenya shilling twelve thousand is also required.

The key benefit that accompanies this registration by the Department of Film Services is the legitimacy it provides the third parties dealing with the organization. There are financial benefits as well. The organization is able to charge a premium for all its licensing services to none registered parties. In addition, more often when foreign clients want to film on locations within Kenya, an organization registered as a film agent benefits from additional engagements on these assignments such as providing local crew members, equipments and logistics and other support services. Thus, though the registration is voluntary, it has the impact of demarcating serious industry players from the rest of the pack.

1.2 Research Problem

To deal effectively with the wide array of factors affecting the ability of a business to grow and prosper, managers need advanced processes they feel will facilitate the optimal positioning of the business in its competitive environment. According to Cole (2004) strategic management is a complex process involving considerable interplay between its component parts. The ultimate aim is not just to optimize the enterprises/firm's competitive and other goals but also to achieve the best alliance between people, structures and resources within the organization's own boundaries. Strategic management emphasizes formal techniques for setting an organization's long-term course, developing plans in the light of internal and external circumstances, and undertaking appropriate action to reach those goals (Goldsmith, 1997).

Among the earliest perspectives of strategic management was its function as a process of determining the firm's long-term objectives and goals while deciding how to allocate resources and take actions to achieve these goals (Selznick, 1957). Chandler (1962) also posited that any effective successful strategy is dependent on structure, thus to achieve any effective economic performance the organization needs to alter its structure. Porter (1985) argues that the essence of formulating comprehensive strategy is relating a company to its environment. The central proposition of strategic management is that the way the resources are allocated in the firm shapes the realized strategy of the firm. Brinkerhoff (1994) characterizes strategic management practices as looking out, looking in, and looking ahead. "Looking out" means exploring beyond the boundaries of your organization to set feasible objectives, identify key stakeholders, and build constituencies for change. "Looking in" implies critically assessing and strengthening your systems and structures for managing personnel, finances, and other essential resources. Finally, "looking ahead" entails welding strategy with structures and resources to reach policy goals, while monitoring your progress and adjusting your approach as needed.

Registered filming organizations in Kenya operate in a very turbulent environment. The challenges facing these organizations emanate from both their internal and external environments. Their ability to remain competitive is determined by internal capabilities such as creativity, investment in requisite technologies and how they manage of internal processes, while external environmental factors include tackling challenges such as technology changes, low barriers to entry into the industry and competition in product quality and pricing. A holistic management approach that looks at achieving long term goals while addressing changing environmental challenges is critical to the well being of registered film organizations in Kenya. Strategic management would be ideal in identifying of long-range targets, scanning of the operating environment, evaluating the structures and resources of the firm, matching these to the challenges the organization faces, identifying stakeholders and building alliances, prioritizing and putting in place plan of actions, and making adjustments to fulfill performance objectives over time.

Various studies have been conducted with regards to strategic management practices. Internationally, a research conducted by Murray (2007) on Small and Medium sized Enterprises (SME's) found that no two organizations can have the same strategy implementation, but there are a number of great strategy models that organizations can use. Studies carried out by Cuaet (2001) and Kaynak (2003) found that there is an underlined importance of strategic management practices in gaining a competitive edge at the marketplace.

Locally, Aosa (1992) investigated strategic management practices within large, private manufacturing companies in Kenya and concluded that these companies had adopted strategic management. Ndiritu (2012) examined strategic management practices among engineering firms in Kenya and conclude that most had adopted strategic practices but failed to link strategic plans with anticipated benefits in adoption of strategic management practices; Omollo(2013) studied strategic management practices and mobile money transfer services in the telephony industry in Kenya and found out that most mobile money transfer players considered strategic management to be very important when analyzing and understanding the competition.

Studies in strategic management issues inform to decision making processes that impact on survival and success of modern day business enterprises. While the studies cited above seemingly concur on the significance of strategic management in every organization, they are not context specific to the adoption of strategic management practices by registered film organizations in Kenya. This study sought find out, “To what extent are strategic management practices applied by registered film organizations in Kenya?”

1.3 Research Objective

The objective of the study was to establish the strategic management practices in the registered film organizations in Kenya.

1.4 Value of the Study

This study shall be of benefit to the practitioners and academicians in understanding the practices of strategic management better in the context of an extremely turbulent environment, thus contributing to the existing body of knowledge in the area. Academicians may use findings for further research, while practitioners may apply lessons in planning and implementing future changes.

The study shall also provide practitioners with an opportunity to review their practices and policies through comparison and adoption of strategic management concept for holistic management of their organizations.

Finally film organizations shall benefit from the study by able to how discern good strategic management practices can counter challenges occasioned by a turbulent business environment, allowing an organization survive and succeed.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This is a chapter on literature review and presents insights on strategic management, its essence to organizations as well as the objective it serves. It shall provide a thorough review of literature by covering the theories underlying strategic management, followed by the strategic management process and then the strategic management practices.

2.2 Theoretical Foundation of the study

Strategic management emphasizes formal techniques for setting an organization's long-term course, developing plans in the light of internal and external circumstances, and undertaking appropriate action to reach those goals (Goldsmith, 1997). Barney (1991) asserts that the survival or corporate excellence depends on its resources, as well as what strategies are chosen to empower those resources so that they can respond to the opportunities and challenges of the external environment. According to Barney (1991), a firm has a competitive advantage when they have a relative advantage over another firm and when this advantage is not being implemented by any competitor. A core competence should enable the firm to enter new markets or add significant value to the attractiveness of the firm's products (Prahalad and Hamel 1990). For firm resources to be the source of a sustained competitive advantage, they must pass the valuable, rare, imperfectly imitable, non-substitutable test (Barney 1991).

Steiner (1979) and Barry (1986), argue that strategic planning and management, regardless of why an organization engages in it, can help an organization clarify its future direction; think strategically and develop effective strategies; establish priorities; deal effectively with rapid changing circumstances; build teamwork and expertise; and solve major organizational problems; and improve organizational performance. Ansoff (1984) clarifies that the first step in the evolution of strategic management is known as strategic formulation. It began in 1950s when firms started to invent a systematic approach in deciding on how and where the firms will do its future business. A strategy which is adopted by an organization indicates what area the firm intends to do well in. Porter argues that no firm can provide value in all the ways that people wish value to be delivered, so they should select one strategy; cost leadership, differentiation or focus (Robbins & Barnwell, 2002). This indicates the importance of strategic management for organizations in making appropriate decisions and selecting strategies which will assist them to gain strategic competitiveness.

Organizations may be captured by their resource legacy or assumptions people make about what resource priorities really matter (Johnson and Scholes, 2002). Barney (1991) argues that the contrary is applicable for strategic implementation. It can be characterized as a functional competence that deals with distributing a firm's resources to fit the strategic alignment of the firm. Value is generally created where the scarcity of the resource matches the demand for it and the firm's ability to acquire or possess it (Collis and Montgomery 1995). Other researchers have argued that whereas resource-based view offered valuable insights into how internal resources and capabilities are essential to achieving sustainable competitive advantage, it did not consider the ability of some capabilities in helping firms cope with a complex and changing environment. Such capabilities were exemplifies by characteristics such timely responsiveness, rapid and flexible product innovation, rapid and flexible product innovation, and management capability to effectively coordinate and redeploy internal and external competencies (Teece, 1997). To capture this aspect of new set of capabilities, researchers extended the traditional research-based view by defining them as ‘dynamic capabilities’.

2.3 Strategic Management

Irrespective of their line of business, all organizations must adapt to the challenges occasioned by environmental turbulence by continually transforming themselves. This implies that managers have to continually anticipate the future and prepare for it by constantly aligning and realigning organizations to environmental changes. The soul of strategic management revolves around defining the nature of the business, the fundamental direction for the future, organizational culture and leadership styles and the general mind-set to strategy change management (Johnson 2006). Thompson and Strickland (2007) opined that strategic management focuses on the total enterprise as well as the environment in which it operates, the direction management intends it to head, management’s strategic plan for getting the enterprise moving in that direction and the managerial task of implementing and executing the chosen plan successfully. It permits top leaders and managers to be more proactive than reactive in building or developing their own potential or outlook in an organization and allows them to make the first move and influence activities.

Effective strategic management has been described as a process of developing clear, decisive objectives, maintaining the initiative, concentrating resources for best effect, remaining flexible in the face of change, and applying coordinated and committed leadership (Quinn 1999). The crafting of a strategy represents a managerial commitment to pursue a particular set of actions in growing the business, attracting and pleasing customers, competing successfully, conducting operations and improving the company's financial and market performance (Johnson & Scholes, 2008).

A firm's strategy is the management's action plan for running the business and conducting operations (Thompson et al, 2007). Strategy can be defined as the balance of actions and choices between internal capabilities and external environment of an organization. Accordingly, strategy can be seen as a plan, play, pattern, position and perspective (Mintzberg et al, 2009). Bateman and Zeithman (1993) define strategy is a pattern of actions and resource allocations designed to achieve the goals of the organization. The strategy an organization implements should be directed towards building strengths in areas that satisfy the wants and needs of consumers and other key actors in the organizations' external environment. It therefore forms a comprehensive modern plan that states how the organization will achieve its mission and objectives, maximizes competitive advantage and minimizes competitive disadvantage.

There are different levels of strategy formulation and implementation. Corporate level strategy is concerned with the overall scope of an organization and how value will be added to the different parts (business units) of the organization. This normally involves issues of geographical coverage, diversity of products/services of business units, and the manner of allocation of between different parts of the organizations. The second level is the business level strategy, which mainly deals with how to compete successfully in particular markets by the strategic business units or how to provide best value services in the public services. It concerns assessments on which products or services should be developed in particular markets and how to achieve advantage over competitors in order to realize the objectives of the organization. The third level of strategy is at the operation level of the various strategic business units of the organization, composed principally of managers of products, geographic and functional areas. Strategies at this level are referred to as operational strategies, and are concerned with how the component parts of an organization deliver effectively towards attainment of the corporate and business level strategies. Managers at this point have the responsibility to develop annual objectives and short term strategies in such areas as production, operations and research and development, finance, marketing and human relations.

2.4 Strategic Management Practices

Strategy management may be regarded as the identification of the intention of the organization and the plans and actions to achieve that intention (Lynch, 2009). Irrespective of their line of business, all organizations must adapt to the challenges occasioned by environmental turbulence by continually transforming themselves. This implies that managers have to continually anticipate the future and prepare for it. This involves constantly aligning and realigning organizations to environmental changes. Strategic management practice is seen as a 'process of steps applied to holistically manage the firm competitively' (Coultler, 2005). The strategic management process can be divided into three main areas of activity: strategic formulation, strategic implementation and strategic evaluation (Thompson &Martin, 2005).

Strategy formulation covers the development of a vision and mission, identifying an organizations external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies, and choosing particular strategies to pursue. The 'action stage' follows, commonly referred to as Strategy implementation. The firm has to establish annual objectives, devise policies, motivate employees, and allocate resources so that formulated strategies can be executed. At this phase involves developing a strategy-supportive culture, creating an effective organizational structure, redirecting marketing efforts, preparing budgets, developing and utilizing information systems, and linking employee compensation to organizational performance. The final stage is strategy evaluation phase. It avails feedback on the performance of particular strategies, with an understanding that all strategies are subject to future modification because external and internal factors are constantly changing.

2.4.1 Strategy Formulation

The first step in the strategy formulation is the crafting of the mission and vision statements to provide the framework within which the business's strategies are formulated (Hill & Jones, 2008). Determining the corporate mission usually involves consideration of the strategic direction being taken by the firm's management, the concerns of stakeholders and the critical success factors required fulfilling the goals (Strong, 1997). It is thus an all inclusive process who aim is to interrogate an organization's internal and external environments so as to inform its strategy formulation process.

Analysis of results of a company's internal and external environment is information needed to develop a strategic intent and strategic mission (Hitt, 1997). This is known as environmental scanning, defined as a process of carefully examining an organizations internal and external environment for detecting early signs of opportunities and threats that could affect current and future plans. The key tools commonly used in environmental scanning are SWOT analysis, Porter's five forces model and PESTEL analysis. SWOT analysis is a method used to evaluate an organization's Strength, Weaknesses, Opportunities and Threats.

The main objective of conducting a SWOT analysis is to determine how to position the firm so as to take advantage of opportunities while simultaneously avoiding or minimizing the environmental threats (Hitt, 2000). According to Porter (1979), the essence of strategy formulation is coping with competition while the state of competition in an industry depends on five basic forces, namely: the threat of potential entrants, intensity of rivalry among industry competitors, bargaining power of suppliers, threat of substitutes, and bargaining power of buyers. PESTEL analysis on assesses variables in the macro-environment, including political, economic, social, technological, environmental and legal factors. Industrial analysis may also be conducted using the Porter's five forces model as a means to determining the organization's competitive position. A careful analysis of the environment should give clear guidance on how the strategic management process should proceed. Proper analysis will ensure a firm attains strategy fit, which expresses the degree to which an organization is matching its resources and capabilities with the opportunities in the external environment, to appraise the company's actual resources and capabilities to execute and support the strategy (Haines, 2004).

2.4.2 Strategy Implementation

The most important reason of strategy implementation is to deliver the mission and objectives of the organization. According to Mintzberg (1994), the strategy implementation phase of the strategic process represents programming whereby strategic statements are converted into activities or steps needed to accomplish a single plan (i.e.

developing programs). Aosa (1992) observed that good strategies are of no value unless they are effectively implemented and translated into action.

In general, strategy implementation involves four basic elements namely: identification of the general strategic objectives, formulation of specific plans, resource allocation and budgeting and monitoring and control procedures (Pearce & Robinson, 2009). Further, change management is also an important aspect of strategy implementation, with the areas of practices comprising all the professional change agents that are involved, specialists in the field of change, facilitators of change and consultants both individuals and firms (Burnes, 2004). According to Lynch (2009), strategy implementation addresses the activities to be undertaken in order to achieve the agreed objectives, timelines for the implementation and progress monitoring and controlling.

2.4.3 Strategy Evaluation and Control

Strategy evaluation and control form the final stage of strategic management. It is a process through which organization's planned activities and actual performances are monitored to confirm whether they have achieved the desired results. Coulter (2005) indicates that strategy evaluation involves examining how the strategy has been implemented as well as the outcomes of the strategy. Strategy control on the other hand, as given by Pearce and Robinson (2005), is concerned with tracking strategy during implementation, detecting problems or changes and making necessary adjustments. This process is meant to help in responding the ever changing environmental conditions to ensure that the entire implementation process responds effectively to the changes.

The fundamental strategy evaluation and control activities include reviewing internal and external factors that are based on current strategies, measuring performance and taking corrective measures.

2.5 Strategic Management Challenges

Companies have long known that to be competitive, they must develop good strategies and appropriately realign the organizational structure, systems, leadership behavior and human resource policies. However, there are challenges associated with strategic management. Pettigrew and Whipp (1991) suggest that there should be continuous monitoring of both the internal and external environment of the organization. He further argues that there should be effective leadership within the organization that creates the right climate for change by coordinating activities, steering and setting the agenda for the right vision and values. According to Alexander (1985), the most frequently occurring strategy implementation problems include deficiency of resources, underestimating the time needed for implementation, poor communication systems and resistance to change.

Deficiency of resources is a common strategy implementation challenge. David and Sabine (2006) argue that a number of factors commonly prohibiting effective resource allocation include overprotection of resources, great emphasis on short-run financial criteria, organizational policies, vague strategy targets, reluctance to take risks and lack of sufficient knowledge. Accordingly, Managers make a deliberate and concentrated effort to bring front line employees into the loop so that they understand the new direction and have a chance to participate in decisions about how it will be executed (Richard, Kendrick and Vershinina, 2010).

Changes do not implement themselves; it is people who make them happen (Bryson and Roeing 1995). The key to successful strategy implementation is leadership. Leadership is the ability to influence people and adopt the new behaviors needed for putting the strategy into action. Capon (2008) argued that good leadership has strategic vision and is persuasive at implementing strategies to achieve tangible results. The underpinning of good leadership in organization requires the appropriate core competencies and effective working relationships between leaders, managers and staff. Selecting people for key positions by putting a strong management team with the right mix of skills is one of the first strategy implementation steps (Thompson, 2007).

Lack of sufficient communication is a major challenge experienced in the implementation of strategic initiatives in many cases. Poor quality vertical communication not only hinders strategy communication but also prevents discussions of the barriers themselves. Aaltonen and Ikavaiko (2002) stated that the amount of strategic communication in most organizations is large. Both written and oral communication is used in the form of top down communication. Managers must be careful to not confuse information overload to equate to understanding. To enhance mutual understanding, two-way communication should be encouraged as part of an ongoing activity throughout the implementation process.

Before any strategic initiative can be implemented, it must be clearly understood. Lack of understanding of a strategy is an obstacle of strategy implementation (Aaltonen, 2001). Many organizational members typically recognize strategic issues as important and understand their context in generic terms. However, the problem in understanding arises when it comes to applying strategic issues in the day-to-day decision-making.

Change may result to conflict and resistance. The behavior of individuals ultimately determines the success or failure of organizational endeavors, the top management concerned with strategy, and its implementation must take note of this. Organizational politics remains another key challenge in strategy implementation. Top-level managers constantly come into conflict over what correct policy decisions should be. According to them, the challenge organizations face is that the internal structure of power always lags behind changes in the environment because in general, the environment changes faster than the organization can respond. Stoner, Freeman and Gilbert (1995) noted that rewards and incentives contribute to strategy implementation by shaping individual and group behavior.

Resistance at the organizational level can be caused by the organizational culture and reluctance to change, particularly in the bureaucratic or mechanistic culture that predominate some organizations. Pearce (2011) viewed culture as the set of important assumptions and beliefs (often unstated) that members of an organization share in common. Implementation of a new strategy is largely concerned with adjustments in these components to accommodate the perceived needs of the strategy. Consequently, managing the strategy-culture relationship requires sensitivity to the interaction between the changes necessary to implement the new strategy and the compatibility or “fit” between those changes and the firm’s culture (Pearce, 2011).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents an overview of the research methodology of the study by describing the various research tools that were used in gathering information, procedures that was adopted in conducting the research, and the techniques which were used in analysis of data collected. The chapter therefore presents the research design, study population, sampling design and data collection and analysis tools.

3.2 Research Design

This study utilized the cross-sectional descriptive survey in obtaining the requisite data. The use of survey research design is helpful in indicating trends in attitudes and behaviors and enables generalization of the findings of the research study to be done (Kuter & Yilmaz, 2001). Thus, cross sectional surveys are often conducted to estimate the prevalence of the outcome of interest for a given population at one point in time. However, they are limited by the fact that they are carried out at one time point and give no indication of the sequence of events.

3.3 Population of the Study

The target population of this study comprised of the forty eight registered film organizations as per the attached list according to the presentations by the Department of Film Services as of September 2014. The study undertook a census survey, which is feasible whenever the population is small and it is practical to survey the whole population. A census offers results that are representative of the population compared to sampling in this study. Most of the registered filming firms were local based and were either small or medium in size.

3.4 Data Collection

The study gathered largely primary data, which was quantitative in nature. Data was gathered using structured questionnaire. The questions have been developed from the literature review of the study. The questionnaire is laid out in two parts: section 1(one) sought to obtain demographic data of respondent organizations, while section 2 (two) sought to obtain data on general understanding and strategic management practices.

Respondents were a composition of junior, mid and senior level managerial personnel, commonly ranked by titles such as producers, line producers, production managers and production coordinators. These are generally the people charged with managerial tasks that relate to pursuit of set objective and allocation of resources within filming organizations.

3.5 Data Analysis

Quantitative data was edited to eliminate inconsistencies, summarized and coded for easy classification in order to facilitate tabulation and interpretation. Processing of the data was done using Microsoft excel software, with descriptive statistics such as frequencies, percentages, mean, standard deviation and one sample t-tests generated.

The obtained findings were presented in table and applied in describing the sample data in ways that portrayed the trends. Conclusions with regards to the general response patterns were drawn, accompanied by clarifications on the implications of parameters to the value of the study.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. Descriptive statistics have been used to discuss the findings of the study. The study was a census that targeted 48 respondents, 45 of whom filled and returned the questionnaires, constituting a response rate of 90%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent.

4.2 Background Information

This section sought to obtain the background data of the respondent's organization, as well the respondent. Covered details included the name of the organization, number of employees, business conducted in-house vis-à-vis outsourced, the target market, level of management of the respondent, the reporting responsibility and the duration the respondent had worked with the organization.

4.2.1 Number of Employees

The study requested the respondent to indicate the number of employees the organization had. It considered firms with below ten employees as micro enterprises, those with ten to twenty employees as small enterprises and firms with over twenty employees as medium enterprises. The findings were as presented in the Table 4.1.

Table 4.1: Number of Employees

Number of employees	Frequency	Percentage
Below 10	22	49%
10 to 20	15	33%
Above 20 employees	8	18%
Total	**45**	**100%**

Source: Field data

From the research findings, majority of the respondents as shown by 49% indicated their firms had less than 10 employees. 33 % of the respondents indicated that their organization had 10 to 20 employees. Only 18% of the respondents indicated that the organization had more than 20 employees. The findings of this study imply that most of the registered film organizations are either micro in size, with less than 10 employees, or small in size, with between 10 and 20 employees.

4.2.2 Lines of Business Conducted In-house and Outsourced

The study sought to determine the capacity of these registered film organization to conduct the key lines of engagement related to filming business. The key lines of business studies were creativity and scripting, filming, equipment rental, post-production and support services. The respondents were asked to rate, based on their experience, the estimate percentages of work conducted in-house for each line of business by their respective firm. The balance was deemed to be the percentage outsourced. Findings were as presented in the Table 4.2.

Table 4.2: Lines of Business Conducted In-house and Outsourced

Lines of Business	Percentage Done In-house	Percentage Outsourced
Creativity & Scripting	63 percent	37 percent
Filming	77 percent	23 percent

Equipment rental	56 percent	44 percent
Post-production	70 percent	30 percent
Support services	51 percent	49 percent
Overall Average	**63 percent**	**37 percent**

Source: Field data

The research findings of the revealed that much of the business was significantly conducted in-house, indicated by an overall average of 63 percentage. With regards to individual lines of business, the highest quantity of business done in-house was under filming, ranked at 77 percent. Post-production was also significantly done in-house, ranked at 70 percent. Creativity and scripting was ranked at 63 percent, while Equipment rental was slightly above average, at 56 percent. Support services were the lowest ranked, at 51 percent. The findings imply that most registered film organizations have a lot of dedication to their core areas of specialization, namely filming, post-production services and creativity and scripting. Further, the findings imply that there is still a lot of room for improvement as a huge amount of business is still outsourced, indicated at 37 percent.

4.2.3 Target Market

The study sought to determine the target markets for the products offered by registered film organizations. Respondents were asked to indicate if these products were targeted to either local or international markets, or both of these markets. The findings were as presented in the Table 4.3.

Table 4.3: Target Market

Target Market	Frequency	Percentage
International Market	8	18
Both Market	37	82
Total	**45**	**100**

Source: Field data

Majority of the respondents, precisely 82 percent indicated the firm targeted both local and international markets. Only 8% of the respondents indicated that the firm targeted only international markets. None of the respondents indicated that the firm targeted only local market. The findings imply that that most of the registered film firms in Kenya have set sights on a wide market scope. Their products that are not limited to local standards but seek to attract a wide audience internationally. This has a competitive implication both locally and internationally.

4.2.4 Levels of Management of the Respondents in the Organization

The research requested the respondent to indicate their management level within their respective firms. This was to see if there was a measure of fairness in responses, with involvement of all levels of management. The findings were as presented in the Table 4.4.

Table 4.4: Level of Management of the Respondent in the Organization

Level of management	**Frequency**	**Percentage**
Top management level	**5**	11
Middle management level	18	40
Lower management level	22	49
Total	**45**	**100**

Source: Field data

The research findings revealed that most of the respondents, 49%, worked at lower management level. 40% of the respondents indicated that they worked in middle management, while 11% of the respondent indicated that they worked with top management level. The findings imply that although respondents were not equally share across all levels of management, there was reasonable representation in this research engagement. This is because in normal cause of management, the number of people within these different management levels is normally varied. A majority were in low level management, a smaller number in mid level management and the smallest number were at the top management.

4.2.5 Management Level to which the Respondent Reported

The study sought to find out the level of management to which each of the respondents reported. This was deemed essential to corroborate the information previously provide on level of management of the respondent within the organization. The findings were as presented in the Table 4.5.

Table 4.5: Management Level to which the Respondent Reported

Position in the organization	Frequency	Percentage
Functional Manager	7	16
Executive Director	30	67
The board	8	18
Total	**45**	**100**

Source: Field data

From the research findings, majority of the respondents as shown by 16% indicated that they reported to the Functional Manager, 67% of the respondents indicated that they reported to whereas Executive Director, whereas 18% of the respondents indicated that they reported the board. The findings were was consistent with the responses on level of management of the respondents, with most respondents being in lower and mid management levels, thus reporting to functional and executive directors. Only a small percentage of respondents were top level managers who reported to the board of directors.

4.2.6 Period of Service in the Organization

The study sought to find out the period of service or employment of the respondents. The respondents were to give an indication of how long they had been with their respective firms by ticking whether they had been there for either below two years, three to ten years and over ten years. This was intended to assess the credibility to the responses offered in relation to the average duration of service by most respondents. The findings were as presented in the Table 4.6.

Table 4.6: Period of Service in the Organization

Period of service in the organization	Frequency	Percentage
Below 2 years	14	31.1
3-10 years	29	64.4
Over 10 years	2	4.4
Total	**45**	**100**

Source: Field data

From the research findings, the study revealed that most of the respondents as shown by 64.4% had worked for a period of 3-10 years, 31.1% of the respondents indicated to have served for a period less than 2 years and whereas 4.4% of the respondents indicated to have served for a period exceeding 10 years. This findings imply that majority of the respondents had served their respective firms for a considerable period of time. They were thus in a position to give realistic information relating to their respective organizations.

4.3 Strategy Formulation

The study sought to determine if essential aspects of strategy formulation existed within the registered film organizations. It also required that the respondents rate the extent of the strategy formulation practices by way of a Likert scale.

4.3.1 Strategy Formulation Aspects

In this simple introductory part, the respondents were to either agree or disagree with statements that asserted the existence of essential strategy formulation aspects. The findings were as presented in the Table 4.7.

Table 4.7: Strategy Formulation Aspects

Statement	Response	Frequency	Percentage
Has an articulated a vision statement	Yes	42	93.3
	No	3	6.7
	Total	**45**	**100**
Has a vision statement relevant to the organization's activities and mandate	Yes	42	93.3
	No	3	6.7
	Total	**45**	**100**
Has an articulated mission statement	Yes	42	93.3
	No	3	6.7
	Total	**45**	**100**
Has a mission statement compatible with the activities conducted	Yes	39	86.7
	No	6	13.3
	Total	**45**	**100**
Has your organization defined a value statement or a set of value statements	Yes	39	75.6
	No	6	24.4
	Total	**45**	**100**
Is committed to the values and updates them regularly	Yes	37	71.1
	No	8	28.9
	Total	**45**	**100**
Regularly conducts a SWOT analysis	Yes	40	53.3
	No	5	46.7
	Total	**45**	**100**
Has established long term objectives	Yes	33	82.2
	No	12	17.8
	Total	**45**	**100**

Source: Field data

Based on research findings, majority of the respondents as shown by 93.3% agreed that the firm had an articulated mission statement, the vision statement was compatible with the organization's mandate and that the firm had articulated a vision statement in each case. 86.7% of the respondents indicated that the firm had a mission statement compatible with the activities conducted. 82.2% of the respondents indicated that the firm had long-term objectives. 75.6% of the respondents indicated that the firm had a value statement or a defined set of values, while 71.1% confirmed that the firm was committed to updating the values regularly. Only 53.3% of the respondents, slightly above average, indicated that the firm regularly conducted a SWOT analysis. The findings imply that majority of the registered film organizations have adopted most of the essential strategy formulation ingredients. They also are committed to long-term objectives. However, there is a major drawback reflected by the fact that a significant percentage, 46.7%, of these firms doesn't conduct SWOT analysis regularly. It results in doubt on the extent to which strategic initiatives are informed by environmental changes.

4.3.2 Strategy Formulation Practices

This was a detailed part of the study that sought to indicate the importance attached to strategic formulation practices by registered film organizations. The respondents were asked to rate the specified aspects of strategic formulation using a Likert scale of scores 1 to 5. The weigh of each score as follows:

1 = Not at all
2 = Less extent
3 = Moderate extent
4 = Great extent
5 = Very great extent

The findings obtained were as per the table 4.8.

Table 4.8: Strategy Formulation Practices

Statement	Rating	Frequency	Percentage	Mean	Std deviation	t-Statistic	Significance
Understanding of mission and vision of the firm							
Not at all	*1*	3	6.7	3.80	1.179	0.000042	0.05
Little extent	*2*	3	6.7				
Moderate extent	*3*	9	20.0				
Great extent	*4*	15	33.3				
Very great extent	*5*	15	33.3				
		45	**100**				
Understanding of the value statements or values if not formal							
Not at all	*1*	3	6.7	3.71	1.218	0.000308	0.05
Little extent	*2*	3	6.7				
Moderate extent	*3*	14	31.1				
Great extent	*4*	9	20.0				
Very great extent	*5*	16	35.6				
		45	**100**				
Competencies of the firm in conduct of SWOT analysis							
Not at all	*1*	6	13.3	3.29	1.272	0.134925	0.05
Little extent	*2*	7	15.6				
Moderate extent	*3*	6	13.3				
Great extent	*4*	20	44.4				
Very great extent	*5*	6	13.3				
		45	**100**				
Priority placed on the SWOT analysis process							
Not at all	*1*	6	13.3	3.16	1.205	0.391283	0.05
Little extent	*2*	7	15.6				
Moderate extent	*3*	10	22.2				
Great extent	*4*	18	40.0				
Very great extent	*5*	4	8.9				
		45	**100**				
Importance SWOT analysis process							
Not at all	*1*	6	13.3	3.51	1.375	0.016514	0.05
Little extent	*2*	5	11.1				
Moderate extent	*3*	7	15.6				
Great extent	*4*	14	31.1				
Very great extent	*5*	13	28.9				
		45	**100**				

Understanding of issues that influence the firm's environment							
Moderate extent	*3*	5	11.1	4.42	0.690	0.000000	0.05
Great extent	*4*	16	35.6				
Very great extent	*5*	24	53.3				
		45	**100**				
Attention to issues in relation to decision making							
Moderate extent	*3*	5	11.1	4.47	0.694	0.000000	0.05
Great extent	*4*	14	31.1				
Very great extent	*5*	16	35.6				
		35	**100**				
Selection of strategies to address issues that confront the organization							
Not at all	*1*	3	6.7	3.91	1.019	0.000000	0.05
Moderate extent	*3*	7	15.6				
Great extent	*4*	23	51.1				
Very great extent	*5*	12	26.7				
		45	**100**				
Importance attached of long-term objectives for the firm							
Not at all	*1*	3	6.7	3.91	1.062	0.000001	0.05
Moderate extent	*3*	9	20.0				
Great extent	*4*	19	42.2				
Very great extent	*5*	14	31.1				
		45	**100**				
Success rate in generating strategies to deal with issues.							
Not at all	*1*	3	6.7	4.00	1.108	0.000000	0.05
Moderate extent	*3*	9	20.0				
Great extent	*4*	15	33.3				
Very great extent	*5*	18	40.0				
		45	**100**				

Source: Field data

From observation of the findings tabulated above, most firms understood to a great extent the issues that influence the firm's environment as indicated by a mean of 4.42, paid attention to issues in relation to decision making, as shown by a sizable mean of 4.47 and had success rate in generating strategies to deal with issues, shown by a mean of 4.00. Majority of the firms understood to a moderate extent the mission and vision of the firm as shown by a mean of 3.80 and indicated understanding of the value statement or values as shown by a mean of 3.71. Further, majority of the firms rated to moderate extent the selection of strategies to address issues that confront the organization and importance attached of long-term objectives for the firm, as shown by a mean of 3.91 in each case. However, only a slim majority of the firms had, to a moderate extent, the competencies to conduct of SWOT analysis as shown by a mean of 3.29. An even slimmer majority of these firms placed priority on the SWOT analysis process as shown by a mean of 3.16. This is despite a majority of these firms indicating a slightly stronger moderate extent view on the importance in SWOT analysis, which was shown by a mean of 3.51.

A keen assessment of the results reveals that majority of the registered film organizations seem conversant with strategy formulation practices. However, most of the mean scores lie are within a moderate extent region. There are significant some areas of weakness, with the computed t-statistic indicating that are competencies in conducting SWOT analysis and priority placed upon SWOT analysis are prime areas of weakness. A contradiction seems to emanate from high rating of understanding of issues that influence the firm's environment and attention to issues in relation to decision making. However, these two may have been seen by respondents to refer to short term decisions relating to the immediate environment of the firm.

4.3.3 Strategy Formulation Issues Related Firm's External Environment

The study sought to find out the importance attached to strategic formulation practices that related registered film organizations to their external environment. Respondents were asked to rate specified strategic aspects that are outside the firm’s immediate environment but essential in informing strategic initiatives of the firm. The findings obtained were as per the table 4.9.

Table 4.9: Issues that Influence the Firm's External Environment

Statement	Rating	Frequency	Percentage	Mean	Std deviation	t-Statistic	Significance
Monitoring of the business influence in the market							
Moderate extent	*3*	10	22.2	3.87	0.548	0.000000	0.05
Great extent	*4*	31	68.9				
Very great extent	*5*	4	8.9				
		45	**100**				
Analyzing and understanding the competition							
Little extent	*2*	2	4.4	3.93	0.837	0.000000	0.05
Moderate extent	*3*	11	24.4				
Great extent	*4*	20	44.4				
Very great extent	*5*	12	26.7				
		45	**100**				
Identifying economic trends							
Moderate extent	*3*	7	15.6	4.16	0.673	0.000000	0.05
Great extent	*4*	24	53.3				
Very great extent	*5*	14	31.1				
		45	**100**				
Assessing new technology innovations							
Little extent	*2*	2	4.4	4.09	0.763	0.000000	0.05
Moderate extent	*3*	5	11.1				
Great extent	*4*	25	55.6				
Very great extent	*5*	13	28.9				
		45	**100**				
Selecting markets needs							
Moderate extent	*3*	9	20.0	4.22	0.765	0.000000	0.05
Great extent	*4*	17	37.8				
Very great extent	*5*	19	42.2				
		45	**100**				

Source: Field data

Based on the findings above, a slight majority of firms were monitoring of the business influence in the market as shown by the mean of 3.87. The findings also revealed that majority of the firm did understand their competition, as revealed by a mean of 3.93. Identifying economic trends had a significantly majority, shown by a mean 4.16. A majority of firms were assessing new technology innovations as shown by a mean 4.09. The highest number of firms were keen on selecting markets needs in coming up with their products as shown by a mean 4.22.

The findings indicate that most registered filming organizations have a good understanding of issues outside their immediate environment. However, monitoring of the influence of the business in the market and understanding competition seem to be done by a slightly lower majority of firms. This seems tie in with the fact that these firms lack of competencies to conduct SWOT is analysis, which would address these aspects. Nonetheless, the firms seem well versed with identifying economic trends, assessing new technology innovations and selecting the market needs to address.

4.4 Strategy Implementation

The study sought to determine if essential aspects of strategy implementation existed within the registered film organizations. It also required that the respondents assess the application of the strategy implementation practices by way of rating using a Likert scale.

4.4.1 Strategy Formulation Aspects

In this simple introductory part, the respondents were to either agree or disagree with statements that asserted the existence of essential strategy implementation aspects. The findings obtained were as per the table 4.10.

Table 4.10: Strategy Implementation Aspects

	Responses	Frequency	Percentage
Maintains a policy manual	Yes	**25**	55.6
	No	20	44.4
	Total	45	100
	Responses	**Frequency**	**Percentage**
Updates policies on a regular basis	Yes	**30**	66.7
	No	15	33.3
	Total	45	100

Source: Field data

Based on findings on strategy implementation aspects, a majority of the respondents agreed that the organization maintained maintains a policy manual, shown by 55.6 percent. Further, a slightly higher majority were in agreement that the organization updates policies on a regular basis as shown by 66.7 percent.

A larger proportion of respondents indicated that their firms updated their policies on a regular basis than those who indicated they maintained a policy manual. Seemingly contradictory, it points to the fact that although some organizations do not maintain policy manuals, they still have policies. Interpreted this way, it would imply that strategic management as implemented by the registered filming organization is both formal and informal in nature.

4.4.2 Strategy Formulation Practices

This study that sought to indicate the importance attached to strategic implementation practices by registered film organizations. The respondents were asked to rate the specified aspects of strategic formulation using a Likert scale of scores 1 to 5, with the weight of each score as per 4.3.2. The findings obtained were as per the table 4.11.

Table 4.11: Strategy Implementation Practices

Statement	**Rating**	**Frequency**	**Percentage**	**Mean**	**Std deviation**	**t-Statistic**	**Significance**
Relevance of company policies to strategic initiatives							
Not at all	*1*	3	6.7	3.78	1.185	0.000067	0.05
Little extent	*2*	3	6.7				
Moderate extent	*3*	10	22.2				
Great extent	*4*	14	31.1				
Very great extent	*5*	15	33.3				
		45	**100**				
Commitment to formal policy development and implementation							
Not at all	*1*	3	6.7	3.47	1.057	0.004934	0.05
Little extent	*2*	5	11.1				
Moderate extent	*3*	10	22.2				
Great extent	*4*	22	48.9				
Very great extent	*5*	5	11.1				
		45	**100**				
Financial capacity to implement strategies							
Not at all	*1*	3	6.7	3.67	1.022	0.000074	0.05
Moderate extent	*3*	15	33.3				
Great extent	*4*	18	40.0				
Very great extent	*5*	9	20.0				
		45	**100**				
Commitment to avail financial resources to implement of strategic initiatives							
Not at all	*1*	3	6.7	3.67	1.187	0.000487	0.05
Little extent	*2*	3	6.7				
Moderate extent	*3*	14	31.1				
Great extent	*4*	9	20.0				
Very great extent	*5*	16	35.6				
		45	**100**				

Motivation to support the implementation of strategic initiatives							
Not at all	*1*	3	6.7	3.98	1.177	0.000001	0.05
Little extent	*2*	2	4.4				
Moderate extent	*3*	7	15.6				
Great extent	*4*	14	31.1				
Very great extent	*5*	19	42.2				
		45	**100**				
"Ownership" taken to the implement strategic initiatives							
Not at all	*1*	3	6.7	4.22	1.106	0.000000	0.05
Moderate extent	*3*	5	11.1				
Great extent	*4*	13	28.9				
Very great extent	*5*	24	53.3				
		45	**100**				
Management's commitment and support of strategic initiatives							
Not at all	*1*	3	6.7	4.02	1.033	0.000000	0.05
Moderate extent	*3*	5	11.1				
Great extent	*4*	22	48.9				
Very great extent	*5*	15	33.3				
		45	**100**				
Rate the performance of management in support of strategic initiatives							
Not at all	*1*	3	6.7	4.16	1.147	0.000000	0.05
Moderate extent	*3*	8	17.8				
Great extent	*4*	10	22.2				
Very great extent	*5*	24	53.3				
		45	**100**				
Appropriateness of the current structure to support of strategic initiatives.							
Not at all	*1*	3	6.7	3.67	0.977	0.000038	0.05
Moderate extent	*3*	13	28.9				
Great extent	*4*	22	48.9				
Very great extent	*5*	7	15.6				
		45	**100**				
Effectiveness of governance model in implementation of strategic initiatives							
Not at all	*1*	3	6.7	3.33	1.087	0.045656	0.05
Little extent	*2*	5	11.1				
Moderate extent	*3*	18	40.0				
Great extent	*4*	12	26.7				
Very great extent	*5*	7	15.6				
		45	**100**				

Firm's readiness for organizational change							
Little extent	*2*	2	4.4	3.84	0.903	0.000000	0.05
Moderate extent	*3*	16	35.6				
Great extent	*4*	14	31.1				
Very great extent	*5*	13	28.9				
		45	**100**				
Willingness to accept and implement change							
Moderate extent	*3*	18	40.0	4.02	0.917	0.000000	0.05
Great extent	*4*	8	17.8				
Very great extent	*5*	19	42.2				
		45	**100**				
Capability to manage change or new strategic direction							
Not at all	*1*	3	6.7	3.36	1.069	0.030860	0.05
Little extent	*2*	4	8.9				
Moderate extent	*3*	19	42.2				
Great extent	*4*	12	26.7				
Very great extent	*5*	7	15.6				
		45	**100**				
Competencies of staff to administer and implement strategic initiatives							
Not at all	*1*	3	6.7	3.84	1.043	0.000002	0.05
Moderate extent	*3*	10	22.2				
Great extent	*4*	20	44.4				
Very great extent	*5*	12	26.7				
		45	**100**				
Distinctiveness of staff competencies compared to competition							
Not at all	*1*	3	6.7	3.73	1.074	0.000038	0.05
Moderate extent	*3*	15	33.3				
Great extent	*4*	15	33.3				
Very great extent	*5*	12	26.7				
		45	**100**				

Source: Field data

From the research findings, respondents rated to a greater extent "Ownership" taken to the implement strategic initiatives as shown by a mean of 4.22, performance of management in support of strategic initiatives as shown by a mean 4.16, management's commitment and support of strategic initiatives as shown by a mean of 4.02 and willingness to accept and implement change as shown by a mean of 4.02. Majority of the respondents rated to a moderate extent motivation to support the implementation of strategic initiatives as shown by a mean 3.98, competencies of staff to administer and implement strategic initiatives as shown by a mean 3.84, firm's readiness for organizational change as shown by a mean 3.84, relevance of company policies to strategic initiatives as shown by a mean 3.78, distinctiveness of staff competencies compared to competition as shown by a mean of 3.73, financial capacity to implement strategies as shown by a mean of 3.67, appropriateness of the current structure to support of strategic initiatives as shown by a mean of 3.67, commitment to avail financial resources to implement of strategic initiatives as shown by a mean of 3.67, financial capacity to implement strategies as shown by a mean of 3.67, Commitment to formal policy development and implementation 3.47, capability to manage change or new strategic direction as shown by a mean of 3.36 and effectiveness of governance model in implementation of strategic initiatives as shown by a mean of 3.33.

Observations indicate that a majority of the registered film organizations have embraced strategy implementation to a moderate and great extent. The greatest weaknesses lie in effectiveness of governance model in implementation of strategic initiatives as shown by a mean of 3.33 and capability to manage change or new strategic direction as shown by a mean of 3.36. The two aspects have t-values that are considerably significant, because though below the level of significance they are very close, at 0.045656 and 0.030860 respectively.

4.5 Strategy Evaluation

The study sought to determine if essential aspects of strategy evaluation existed within the registered film organizations. It also required that the respondents assess the extent of application of strategy evaluation practices by way of rating specific aspects using a Likert scale.

4.5.1 Strategy Evaluation Aspects

The study sought to establish whether the organizations conducted strategy evaluation through a simple introductory part. The respondents were required to either agree or disagree with statements that asserted the existence of essential strategy implementation aspects. The findings obtained were as per the table 4.12.

Table 4.12: Strategy Evaluation Aspects

	Opinion	**Frequency**	**Percentage**
Has a set of key performance indicators to track success of strategic initiatives?	Yes	**34**	75.6
	No	11	24.4
	Total	45	100

Source: Field data

The findings on whether the organizations had a set of key performance indicators to track success of strategic initiatives revealed that 75.6 percent of the firms had. Observations on existence of key performance indicators to track success of strategic initiatives indicated that majority of these firm are indeed keen on strategy evaluation and put in place targets against which performance is to be assessed. However, 24.4 percent represents a significant number of organizations that lack key performance indicators to track success of strategic initiatives.

4.5.2 Strategy Evaluation Practices

This study that sought to indicate the importance attached to strategic evaluation practices by registered film organizations. The respondents were asked to rate the specified aspects of strategic evaluation using a Likert scale of scores 1 to 5, with the weigh of each score as per 4.3.2 above.

The findings as per the rating obtained from the respondents are as tabulated below:

Table 4.13: Strategy Evaluation Practices

Statement	**Rating**	**Frequency**	**Percentage**	**Mean**	**Std deviation**	**t-Statistic**	**Significance**
Ongoing assessment of strategic initiatives							
Not at all	*1*	3	6.7	3.29	0.991	0.056981	0.05
Little extent	*2*	5	11.1				
Moderate extent	*3*	16	35.6				
Great extent	*4*	18	40.0				
Very great extent	*5*	3	6.7				
		45	**100**				
Overall participation in strategy evaluation							
Not at all	*1*	5	11.1	3.29	1.100	0.085071	0.05
Little extent	*2*	2	4.4				
Moderate extent	*3*	18	40.0				
Great extent	*4*	15	33.3				
Very great extent	*5*	5	11.1				
		45	**100**				
Performance in communicating assessment results							
Not at all	*1*	5	11.1	3.53	1.100	0.002192	0.05
Moderate extent	*3*	12	26.7				
Great extent	*4*	22	48.9				
Very great extent	*5*	6	13.3				
		45	**100**				

Success of corrective action to failing or sub-optimal strategic initiatives							
Not at all	*1*	3	6.7	3.33	1.022	0.034109	0.05
Little extent	*2*	4	8.9				
Moderate extent	*3*	18	40.0				
Great extent	*4*	15	33.3				
Very great extent	*5*	5	11.1				
		45	**100**				
Response time, on acknowledging that a strategic initiative is failing.							
Not at all	*1*	3	6.7	3.76	1.228	0.000160	0.05
Little extent	*2*	2	4.4				
Moderate extent	*3*	16	35.6				
Great extent	*4*	6	13.3				
Very great extent	*5*	18	40.0				
		45	**100**				
Attention to abandoning, adjusting or developing new strategies							
Not at all	*1*	3	6.7	3.73	1.268	0.000348	0.05
Little extent	*2*	6	13.3				
Moderate extent	*3*	7	15.6				
Great extent	*4*	13	28.9				
Very great extent	*5*	16	35.6				
		45	**100**				
Understanding of the present business model							
Moderate extent	*3*	8	17.8	4.24	0.743	0.000000	0.05
Great extent	*4*	18	40.0				
Very great extent	*5*	19	42.2				
		45	**100**				
Relevance and suitability of the business model							
Moderate extent	*3*	16	35.6	3.91	0.793	0.000000	0.05
Great extent	*4*	17	37.8				
Very great extent	*5*	12	26.7				
		45	**100**				
Openness to collaborative initiatives with other firms, including competitors							
Not at all	*1*	6	13.3	3.40	1.483	0.077276	0.05
Little extent	*2*	10	22.2				
Moderate extent	*3*	4	8.9				
Great extent	*4*	10	22.2				
Very great extent	*5*	15	33.3				
		45	**100**				

Level of ethical practices and corporate governance							
Not at all	*1*	3	6.7	4.02	1.076	0.000000	0.05
Moderate extent	*3*	7	15.6				
Great extent	*4*	18	40.0				
Very great extent	*5*	17	37.8				
		45	**100**				

Source: Field data

From the research findings majority of the respondents rated the following to a greater extent the understanding of the present business model as shown by a mean of 4.24, and level of ethical practices and corporate governance shown by a mean of 4.02.

The study rated to a moderate extent relevance and suitability of the business model as shown by a mean of 3.91, response time, on acknowledging that a strategic initiative is failing as shown by a mean of 3.76, attention to abandoning, adjusting or developing new strategies as shown by a mean of 3.73, performance in communicating assessment results as shown by a mean of 3.53, openness to collaborative initiatives with other firms, including competitors as shown by a mean of 3.40, success of corrective action to failing or sub-optimal strategic initiatives as shown by a mean of 3.33, ongoing assessment of strategic initiatives as shown by a mean of 3.29 and overall participation in strategy evaluation as shown by a mean of 3.29

Based on analysis of findings, the weakest areas included openness to collaborative initiatives with other firms, including competitors, success of corrective action to failing or sub-optimal strategic initiatives, ongoing assessment of strategic initiatives and overall participation in strategy evaluation. The computed t-statistic values for these aspects were 0.077276, 0.034109, 0.056981 and 0.085071 respectively. These values were largely within the acceptance region of the 0.05 level of significance, thus raising concern.

4.6 Discussion

This research inquiry sought to find out the extent to which strategic management practices applied by registered film organizations in Kenya. It was informed by an essential conceptual background in strategic management that all organizations must adapt to the challenges occasioned by environmental turbulence. The study confirmed that the contextual environment in which registered filming organizations in Kenya operate in is a very turbulent, with challenges emanating from both their internal and external environments. This affirmed postulations by Ansoff (1988) that all businesses are environment dependent open systems, with managers having to continually anticipate the future and prepare for it by constantly aligning and realigning organizations to environmental changes. Coultler's (2005) view that strategic management practice is a process of steps applied to holistically manage the firm competitively was adopted, with the methodology coined from assertions by Thompson & Martin (2005) that strategic management process is divided into three main areas of activity, namely strategic formulation, strategic implementation and strategic evaluation.

Based on the research findings, strategy formulation involved development of a vision and mission, identifying an organizations external opportunities and threats, determining internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies, and choosing particular strategies to pursue. This concurred with Chandler's (1962) postulations of strategy as the determination of the basic term goals and objectives of an enterprise, and the adoption of course of action and the allocation of resources necessary for carrying out those goals. The fact that most of the firms had vision, mission and value statements were documented and offered clarity to stakeholders confirmed assertions by Thompson (2007) who stated that a clearly articulated strategic vision communicates management's aspirations to stakeholders and helps steer the energies of company personnel in a common direction. However, a major handicap to the strategy formulation process was highlighted by the lack of competencies to conduct SWOT analysis and failure to prioritize SWOT analysis process. This is a critical weakness to the entire strategic management process that was further confirmed by low ratings with regards to monitoring of the business influence in the market and understanding competition seem to be done by a slightly lower majority of firms.

The main objective of conducting a SWOT analysis is to determine how to position the firm so as to take advantage of opportunities while simultaneously avoiding or minimizing the environmental threats (Hitt, 2000). Porter (1980) noted that strategic analysis is an element in the strategic management process that assesses the impact of the external environment, organization capability and stakeholders' expectations. Theoretically, strategic management process involves understanding the strategic position of an organization, making strategic choices for the future and turning strategy into action (Johnson & Scholes, 2004). Based on the research finding, eyebrows were raised on the appropriateness of strategic management practices by registered film firms, owing to the failure to apply SWOT analysis. The findings indicated that strategic formulation practices by these film firms were against assertions by Haines (2004), that proper analysis ensures a firm attains strategy fit, which expresses the degree to which an organization is matching its resources and capabilities with the opportunities in the external environment, to appraise the company's actual resources and capabilities to execute and support the strategy.

The study established that strategy implementation involved the translation of strategy into action by registered film organizations. Finding indicated that there was lot of commitment by management, and that implementation was cascaded to all functions or business units as indicated by high rating on "ownership" of strategic initiatives. This confirms the view that Strategy implementation involves creating fits between the way things are done and what it takes for effective strategy execution, executing strategy proficiently and efficiently, producing excellent results in timely manner and creating fits between strategy and organizational capabilities, reward structure, internal support systems and organizational culture (Irwin, 1995). An important observation was that most registered film organizations had policies that they updated regularly, though a lesser number had no policy manuals. This was indicative of strategic management being practiced both formally and informally across different filming organizations.

However, despite overall indications being that strategy implementation was widely practiced, serious challenges were flagged with regards to effectiveness of governance model in implementation of strategic initiatives and the capability to manage change or new strategic direction. Based on assertions by Quinn (1999), who described effective strategic management as a process of developing clear, decisive objectives, maintaining the initiative, concentrating resources for best effect, remaining flexible in the face of change, and applying coordinated and committed leadership, the observed weaknesses on governance model were likely to impede implementation of strategic initiatives. The governance structure should address understanding of a strategy, lack of which Aaltonen (2001) deems a major obstacle of strategy implementation. Findings on capability to manage change vindicate assertions by Bryson and Roeing (1995) that it is people who make changes happen, as well as Burnes (2004) that change management is also an important aspect of strategy implementation.

Based on findings on strategy evaluation and control, it was affirmed that most of the film organizations monitored planned activities and actual performances to determine whether they were achieving the desired results. This was in line with assertions by Coulter (2005) that strategy evaluation involves examination of how the strategy has been implemented, as well as the outcomes of the strategy. Despite findings indicating that most of the registered film firms conducted on strategy evaluation, there were areas of major concerns. They included ongoing assessment of strategic initiatives, overall participation in strategy evaluation, success of corrective action to failing or sub-optimal strategic initiatives and openness to collaborative initiatives with other firms and competitors.

Lack continuous assessment of strategic initiatives and overall participation in the evaluation process are particularly worrying. The contravene assertions by Hill and Jones (2005) that strategy evaluation not only concerns with performance and performance measures but also helps to signal when as strategy requires adjustment in the light of experience and in the context of a rapid changing external environment, as strategy is a continuous process rather than a single event. This is the most likely reason these organization have challenges on of corrective action to failing or sub-optimal strategic initiatives.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings and highlights recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study. The researcher intended to establish the strategic management practices in the registered film organizations in Kenya.

5.2 Summary of Findings

Based on the findings of the study, strategy formulation was embraced by most of the registered filming firms in Kenya. They had articulated mission and vision statements that were relevant to their activities and mandate, defined sets of value statements that they were committed to and updated regularly, operated with established long-term objectives, were keen to identify issues that influenced the firm's environment, assessed new technology innovations, monitored the business influence in the market, analyzed and understood the competition, identified economic trends and selected market's needs. Unfortunately, the study also unearthed lack of competencies to conduct SWOT analysis and failure to prioritize SWOT analysis as serious challenges to these firms. Owing to the dependent nature of strategic management on analysis of a firm's environment, the found challenges put a blot on the appropriateness of the entire strategic management process.

On the strategy implementation, the study revealed that most of the firms updated their policies on a regular basis in line with their strategic initiatives. Findings on strategy implementation practices revealed that the registered film firms considered as very important included “Ownership” time taken to the implement strategic initiatives, commitment to formal policy development and implementation, willingness to accept and implement change, relevance of company policies to strategic initiatives, appropriateness of the current structure to support of strategic initiatives, management's commitment and support of strategic initiatives, financial capacity to implement strategies, competencies of staff to administer and implement strategic initiatives, commitment to avail financial resources to implement of strategic initiatives, performance of management in support of strategic initiatives, distinctiveness of staff competencies compared to competition and motivation to support the implementation of strategic initiatives. However, challenges existed with regards effectiveness of governance model in implementation of strategic initiatives and capability to manage change or new strategic direction.

On strategy evaluation, the study revealed that most of the firms considered as important the understanding of the present business model, level of ethical practices and corporate governance, attention to abandoning, adjusting or developing new strategies, performance in communicating assessment results, relevance and suitability of the business model and response time on acknowledging that a strategic initiative is failing. Nonetheless, they faced serious challenges on ongoing assessment of strategic initiatives ongoing assessment of strategic initiatives, overall participation in strategy evaluation, success of corrective action to failing or sub-optimal strategic initiatives and openness to collaborative initiatives with other firms, including competitors.

5.3 Conclusion of the Study

The study concludes that strategic management practices were significantly adopted by the registered film firms in Kenya, though there were a few challenges to be addressed. At the formulation stage, the study confirmed that most registered film organizations sought to guide actions and decisions towards achieving desired results. It was clear these firms communicated strategic intent by way of clear vision, mission and value statements, which were coupled with long-term objectives of the firm. Unfortunately lack of competencies to conduct SWOT analysis and failure to prioritize it were major challenges that jeopardized the appropriateness of the entire strategic management process.

The study also underscored a notion that involvement and commitment of all stakeholders played an essential role towards a successful strategy implementation process. All members took 'ownership' of the strategic initiatives, with management proactively availing the requisite resources and support for successful implementation of strategic initiatives. However, a dire need to address the effectiveness of governance model in implementation of strategic initiatives and capability to manage change or new strategic direction exists.

Finally, the strategy evaluation process was seen to provide an objective way to determine if strategic initiatives being implemented led to attainment of set objectives. However, for these evaluations to be helpful, these firms must address the need for ongoing assessment of strategic initiatives, enhance overall participation in strategy evaluation, seek successful corrective action to failing or sub-optimal strategic initiatives and be openness to collaborative initiatives with other firms, including competitors.

5.4 Limitations of the Study

It is inevitable that every research study ultimately encounters certain levels of limitations occasioned by a variety of specific factors. This study was limited to only the registered film organizations in Kenya and only focused on their strategic practices.

The research study applied cross sectional survey, which does not seek an in-depth assessment of the research subject but is reliant on generalized assessments provided by the respondents at a particular point in time.

The questionnaires were largely filled mid and low level employees, whose knowledge of management is limited. This may have adversely affected their ability to give detailed attention to the questionnaires, with some perceiving this as a self vindication exercise, and thus providing responses likely to be more positive than the true situation.

5.5 Suggestions for Further Research

The study was focused on strategic management practices among registered film organizations in Kenya. The study recommends a research on wider scope, which should cover a larger population than just the registered firms.

The study also recommends further research on factors affecting strategic management practices, so as to uncover impediments to the practice of strategic management and existence of critical success factors may aid its application.

The study was based on a cross section survey, which relies on generalizations by respondents. The study recommends other more in-depth approaches such as case studies, which would be more thorough and objective, thus likely to yield better findings.

5.6 Recommendations for Policy and Practice

The study recommends that as an important aspect for policy makers within the organization the formulation of strategies should be based on thorough analysis of the firm's environment, using tools such as SWOT and PESTEL. The process should involve input by all members in setting strategic objectives, with clarity provided on this being an important futuristic exercise on prospects of likely changes in the foreseeable future, leading the organization to be prepared for change rather than wait passively.

The study recommends that as an essential requirement in strategic management, the implementation of strategic initiatives should be clarified as a change process that is intent on making the firm more adaptable to its environment so as to survive and thrive. Management must be keen to enhance commitment to strategy implementation by all members of the organization by way of fully engaging them, availing requisite resources and maintaining open channels of communication.

The study recommends that strategy evaluation sessions should be continually undertaken, with involvement of all stakeholder encouraged. Evaluations shouldn't be limited to just pinpointing problem areas but should seek offer encouragement by highlighting and rewarding performance that achieved set strategic objectives. Strategy evaluation should be intensive and open to capacity enhancement measures such as designing of training programs that seek to enhance strategic management skills at all levels within the organization and engaging change management experts from time to time as deemed necessary.

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APPENDICES

Appendix I: Letter of Introduction

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 ....GIBSON MITHAA NDUNG'U..........

Registration No.......D61/60941/2013..........

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

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

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

Thank you.

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
30 SEP 2014
P.O. Box 30197 - 00100, NAIROBI

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

Appendix II: Questionnaire

Introduction

This questionnaire is designed to generate information on strategic management practices by registered film organizations in Kenya. The information is sought in order to examine the role of strategic management practices in film organizations within Kenyan filming industry. All information volunteered will strictly remain confidential. Respondent identity will not be divulged.

SECTION A

Demographic Profile of the Respondent

For Questions 2, 3, 4, 5, 6 , 7& 8,kindly indicate your response in the "Boxes''

1. Organization's Background

Name of the company: ....

Year established: ....

Date: ....

2. Number of employees

i) Below 10 ☐ ii) 10-20 ☐ iii) More than 20 ☐

3. Lines of Business

	% Done in-house	*% Outsourced*
i) Creativity & Scripting	....	....
ii) Filming	....	....
iii) Equipment rental	....	....
iv) Post-production	....	....
v) Support services	....	....

4. Target Market

i) Local ☐ ii) International ☐ iii) Both ☐

5. What is your level of management in the organization?

i) Lower level ☐ ii) Middle level ☐ iii) Top level ☐

6. To which level in the organization do you report to?

i) Functional Manager ☐ ii) Executive Director ☐ iii) The board ☐

iv) Others (Specify) ☐ ....

7. For how long have you worked in the organization?

i) Below 2 years ☐ ii) 3-10 years ☐ iii) Over 10 years ☐

SECTION B

General understanding and role of Strategic Management

8. Please indicate how important Strategic Management is to your organization using a **YES** or **NO** rating scale:

8.1 Please confirm if the firm…

8.1.1 Strategy Formulation	**YES** [√]	**NO** [√]
Has an articulated a vision statement?		
Has a vision statement relevant to the association's activities and mandate?		
Has an articulated mission statement?		
Has a mission statement compatible with the activities conducted?		
Has your association defined a set of value statements?		
Is committed to the values and updates them regularly?		
Regularly conducts a SWOT analysis?		
Has established long term objectives?		

8.1.2 Strategy Implementation	**YES** [√]	**NO** [√]
Maintains a policy manual?		
Updates policies on a regular basis?		

8.1.3 Strategy Evaluation	**YES** [√]	**NO** [√]
Has a set of key performance indicators to track success of strategic initiatives?		

Please indicate how important Strategic Management is to your organization using the following rating scale:

1. Not at all
2. Little extent
3. Moderate extent
4. Great extent
5. Very great extent

8.2 Please rate the following:

8.2.1 Strategy Formulation

	1	2	3	4	5
Understanding of mission and vision of the firm					
Understanding of the value statements or values if not formal					
Competencies of the firm in conduct of SWOT analysis					
Priority placed on the SWOT analysis process					
Importance SWOT analysis process					
Understanding of issues that influence the firm's environment					
Attention to issues in relation to decision making					
Selection of strategies to address issues that confront the organization					
Importance attached of long-term objectives for the firm					
Success rate in generating strategies to deal with issues.					
Understanding of issues that influence the firm's environment by:					
i Monitoring of the business influence in the market					
ii Analyzing and understanding the competition					
iii Identifying economic trends					
iv Assessing new technology innovations					
v Selecting markets needs					

8.1.2 Strategy Implementation

	1	2	3	4	5
Relevance of company policies to strategic initiatives					
Commitment to formal policy development and implementation					
Financial capacity to implement strategies					
Commitment to avail financial resources to implement of strategic initiatives					
Motivation to support the implementation of strategic initiatives					
“Ownership” taken to the implement strategic initiatives					
Management's commitment and support of strategic initiatives					
Rate the performance of management in support of strategic initiatives					
Appropriateness of the current structure to support of strategic initiatives.					
Effectiveness of governance model in implementation of strategic initiatives					
Firm’s readiness for organizational change					
Willingness to accept and implement change					
Capability to manage change or new strategic direction					
Competencies of staff to administer and implement strategic initiatives					
Distinctiveness of staff competencies compared to competition					

8.2.3 Strategy Evaluation

	1	2	3	4	5
Ongoing assessment of strategic initiatives.					
Overall participation in strategy evaluation					
Performance in communicating assessment results					
Success of corrective action to failing or sub-optimal strategic initiatives					
Response time, on acknowledging that a strategic initiative is failing.					
Attention to abandoning, adjusting or developing new strategies					
Understanding of the present business model					
Relevance and suitability of the business model					
Openness to collaborative initiatives with other firms, including competitors					
Level of ethical practices and corporate governance					

Thank you for your time!

Appendix 2: Registered Film Organizations

This is a list of firms presented by the Department of Film Services(DFS), the which is the department charged with film licensing services on behalf of the government of Kenya.

1. African Business News(Kenya) Ltd	2. Good News Productions International-Africa
3. African Latitude Kenya Ltd	4. Homeboyz entertainment Ltd
5. Africapix Media Ltd	6. Jack and Shoko Co. Ltd
7. Afrospace Limited	8. Location Africa Films Ltd
9. Al Is On Production Ltd	10. Magnificent Great Movies
11. Alwan Communications Ltd	12. Medeva (Media Development Africa) TV
13. Blue Sky Films Limited	14. Media vision Ltd
15. Camerapix Ltd	16. Mojo Productions
17. Capone Associates	18. On Screen Productions Ltd
19. Cedar communications ltd	20. Pontact Productions (EPZ) Ltd
21. Cinematic Solutions Ltd	22. Quite Bright Films Ltd
23. Complete Video Ltd	24. Sevens Productions Ltd
25. Dada Production	26. Reality Media Ltd
27. Desert Rose Productions Ltd	28. Silver Screen
29. Dinz Images Productions	30. Sound and Picture Works Limited
31. Dreamcatcher Productions	32. Tamasha Corporation Ltd
33. Oracle Productions Ltd	34. The Media e Company Ltd
35. Far Sight Productions Ltd	36. Themescape Media Ltd
37. Film Studios Kenya Ltd	38. Ukweli Video Productions
39. Footprints Pictures Limited	40. Urban Brew Studios
41. Framde Film Logistics	42. Viewfinders (EPZ) Ltd
43. Ginger Ink TV	44. Visual Edge
45. Global Media Ltd	46. Vivid Features Ltd
47. Golden Dreams Company Ltd	48. Zamaradi Productions Ltd