# INFLUENCE OF STAKEHOLDERS IN STRATEGY IMPLEMENTATION AT G4S KENYA LIMITED

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**A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

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# DECLARATION

This research project is my original work and has not been submitted for a degree course in this, or any other university.

Signature…………………………… Date…………………………………….

**DARLEEN MANGALA**

**D61/65253/2013**

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

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# DEDICATION

This project is dedicated to my father Mr. Michael Mangala, who taught me that the best kind of knowledge to have is that which is learned for its own sake. It is also dedicated to my mother Mrs. Rhoda Mangala, who taught me that even the largest task can be accomplished if it is done one step at a time. To my sisters Flora and Ashley for their endless love, support and encouragement.

## ACKNOWLEDGEMENT

The successful completion of this MBA programme has been as a result of the support from God, His grace was sufficient all through, Glory and Honor to him.

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Appreciation to my classmates and my colleagues for their support in one way or another toward successful completion of this project and the entire MBA programme.

**MAY THE ALMIGHTY GOD BLESS YOU ALL!**

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## ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| **CIT** | Cash in transit |
| **KSIA** | Kenya Security Industry Association |
| **NGOs** | Non-governmental organizations |
| **PSCs** | Private Security Companies |
| **PSIA** | Protective Services Industry Associations |
| **RBV** | Resource-Based View |
| **SCA** | Sustained competitive advantage |

## ABSTRACT

The importance of identifying and including important stakeholders in the strategic management process is critical since when primary stakeholders are excluded, the relevance and anticipated benefits from the strategy will be limited. The main aim of this study was to determine Influence of Stakeholders involvement in strategy implementation at G4S in Kenya. This study is founded on two theories; Resource based theory (RBT) and industry organization (I/O) theory. The resource based view model and the industrial organization model are used by organizations to generate the strategic inputs needed to successfully formulate and implement strategies and to maintain strategic flexibility. This study was conducted through a case study. The study was done at G4S Kenya. Primary data was collected by way of an interview guide. The interview guide was administered to the management of G4S Kenya. The managers represented different business units which are manned security, Response service, Courier service, Cash in Transit and secure logistics. The qualitative analysis was done using content analysis. This generated and categorized items for comparison with the interview results from the managers. The study found that early involvement of employees in the strategy process helps employees in understanding goals, style, and cultural norms and also prevents them from being taken by surprise, putting all employees at the same platform, helping the employees to own the process thus ensuring better results. The research concludes that the management has taken initiatives in creating and sustaining a climate within G4S Limited that motivates employees in their implementation that includes; encouraging teamwork, maintaining a powerful culture that results in employees aligning their individual goals and behaviors with those of the firm. The study recommends that G4S Limited should ensure effectiveness in coordination and sharing of responsibilities of strategic management practices/activities, to avoid challenges of delayed implementation of strategies, overworking of some workers, errors of commission, omission and duplication.

# CHAPTER ONE

# INTRODUCTION

## 1.1 Background

Before a strategy is implemented, it has to be formulated. It is often thought to be a difficult task for any management to formulate a consistent strategy, but implementing that strategy throughout the organization is even more difficult (Hrebiniak 2006). In spite of the importance of strategy implementation in organizations' success and their achieving goals, most of them fail to implement those strategies efficiently (Sterling, 2003). Effective implementation of strategy rarely gets much attention or respect. It is imperative to note that even the well-crafted strategies are useless if they cannot be implemented. According to Sterling (2003) the difficulty is not with formulation of a strategy, the difficulty comes with implementation.

This study is founded on two theories; Resource based theory (RBT) and industry organization (I/O) theory. The resource based view model and the industrial organization model are used by organizations to generate the strategic inputs needed to successfully formulate and implement strategies and to maintain strategic flexibility (Hitt, Ireland and Hoskisson, 2005). Proponents of RBT argue that it is not the environment but the resources of the organization, which form the foundation of the firms' strategy (Ferer and Chaharbaghi, 1995). Hitt et al (2005) supported this argument by stating that an organization's unique resources and capabilities provide the basis for a strategy. Barney (1991) in his articles stated that, to achieve a competitive advantage the resources should be heterogeneous and not perfectly mobile.

A Stakeholder according to Freeman (1984) is any group or individual who can affect or be affected by the achievement of an organization's objectives. They can be internal or external to the organization and their complexity and range will depend on organization's size and activities. The environmental and social performance of organizations is increasingly under scrutiny from various stakeholders.

Private security firms are registered as businesses under the company's act of Kenya Private security firms operates in a security industry in which competition takes place and with similar services. It is therefore imperative for private security firms to understand their resources and the forces that shape industry competition. Developed strategy must be successfully implemented. It is obvious that the biggest challenge for organizations today is not formulation but rather strategy implementation (Blahova et al., 2011). The purpose of this research is to examine influence of stakeholders in strategy implementation of G4S in Kenya and by identifying them, to achieve an intended pattern that can increase the success of implementation and achieving strategic goals. The study will focus on well-established G4S in Kenya.

### 1.1.1 Concept of Strategy

Strategy was originally a military term, defined in the Oxford English Dictionary as: 'The art of a commander-in-chief; the art of projecting and directing the larger military movements and operations of a campaign.' Commanders-in-chief and military campaigns do not exist in business, the public sector or voluntary organizations, this definition conveys the messages that strategy is the ultimate responsibility of the head of the organization, is an art and is concerned with projecting and directing large movements.

The concept of strategy is based on a number of associated concepts: competitive advantage, resource-based strategy, distinctive capabilities, strategic intent, strategic capability, strategic management, strategic goals and strategic plans.

A strategy is the outcome of some form of planning, organized process for anticipating and acting in the future in order to carry out an organisations mission (Baker, 2007). The people who drive strategy in organisations are seen to be visionaries, the entrepreneurs and innovators. They are those who take risks and try new ways of doing things. Strategy refers primarily to business strategy; which specifies how a business unit will achieve and maintain competitive advantage within an industry. Strategy is the direction and scope of an organization over the long term, which achieves advantage in a changing environment through its configuration of resources and competences to meet the needs of markets and to fulfill stakeholder expectation (Johnson and Scholes, 2002).

The formulation of competitive strategy in any industry involves first the comprehension of the fundamental determinants of competition. Competition is defined as the fight for market share between two or more firms. An understanding of competition helps the strategy makers in evaluating whether the degree of competition in an industry offers scope for good profitability. It promotes sound strategic thinking about how to develop the overall competitive strategy for the company. Development of competitive position helps the firm to more accurately forecast both short and long term growth and its profit potentials (Pearson and Robinson, 1997).

Strategy has two fundamental meanings. First, it is forward looking. It is about deciding where you want to go and how you mean to get there. It is concerned with both ends and means. In this sense a strategy is a declaration of intent: ‘This is what we want to do and this is how we intend to do it.’ Strategies define longer-term goals, but they also cover how those goals will be attained by Abell’s (1993) phrase enables organizations to adapt by ‘mastering the present and pre-empting the future’.

The second meaning of strategy is conveyed by the concept of strategic fit. The focus is upon the organization and the world around it. To maximize competitive advantage a firm must match its capabilities and resources to the opportunities available in the external environment. As Hofer and Schendel (1986) conclude, ‘A critical aspect of top management’s work today involves matching organizational competences (internal resources and skills) with the opportunities and risks created by environmental change in ways that will be both effective and efficient over the time such resources.

### 1.1.2 Stakeholder Engagement

Stakeholder engagement in strategic is the process used by an organization to engage relevant stakeholders for a purpose to achieve accepted outcome. Golembiewski (2000) describes levels of stakeholder interests as either a casual interest or the potential to be affected by the organization’s actions, or an ownership/governance interest, or a legal claim or a moral claim. Freeman (2007) points out that the interests of each primary stakeholder group are multifaceted and connected to each other and those stakeholders‟ interests are shared.

The importance of identifying and including important stakeholders in the strategic management process is critical since when primary stakeholders are excluded, the relevance and anticipated benefits from the strategy will be limited (Pedersen, 2006). Hughes and Demetreious (2006) maintain that an organization's success depends on creating real dialogue with its diverse stakeholders. Lorca and Garcia-Diez (2004) describe two kinds of stakeholders, voluntary and involuntary. The voluntary stakeholders contribute directly to the operations of the company and expect to receive benefits as a result. On the other hand, involuntary stakeholders are those who may be negatively affected by the decision, hence the guiding principle has to be the reduction or avoidance of harm to these stakeholders and/or the creation of offsetting benefits.

Eden and Ackerman (1998) note that there are two essential processes in strategic management: developing strategy and implementing strategy, and that many of the difficulties organizations experience in trying to implement solutions to their problems have their root in failure to involve stakeholders. Sustainability, with its challenge to business to measure its performance against not just the financial bottom- line, but also its social and environmental impacts, implies a revision of the traditional business model with its primary focus on short-term profits and meeting shareholder concerns (Welford, 2000).

### 1.1.3 Strategy Implementation

Strategy implementation is an action phase of the strategic management process. Heracleous (2000), Strategy implementation has been increasingly the focus of many numerous studies, particularly because the process from strategy formulation to strategy implementation is not effective and therefore not adequate in today's business environment (Cited in Sorooshian et al. 2010). Implementing strategy is putting the chosen strategy into practice, resourcing the strategy, configuring the organization's culture and structure to fit the strategy and managing change (Campbell et al. 2002).

Successful strategy implementation relies upon the information obtained in the strategy analysis stage. It is important that organizations are aware of their internal strengths and weaknesses and their external opportunities and threats. Alexander (1991) likens the strategic management process to a two-sided medallion. One side of the medallion is the strategy formulation describing the action plan that enables the organization to compete in specific situations; the other side represents the strategy implementation process describing how the formulated strategy is implemented. Hence, it can be argued that whether a strategy is successful or unsuccessful depends separately on these processes and their interaction. Indeed, unless successfully applied, even the strategy delicately designed and correctly predicted is almost valueless. While strategy formulation and application are functions closely connected to each other, implementation of the strategy is the most complex and time-consuming part of strategic management.

Strategy implementation covers almost every aspect of the management and it needs to be started from many different points within the organization (Shah, 2005). Effective implementation calls for unique, creative skills including leadership, precision, and attention to detail, breaking down complexity into digestible tasks and activities and communicating in clear and concise ways throughout the organization and to all its stakeholders. Forster and Browne (1996) point out that this approach assumes a logical and hierarchical distinction between strategy formulation and implementation, with implementation delegated to a subordinate status as the responsibility of "middle management".

### 1.1.4 Strategy Implementation and Stakeholder Engagement

Greenwood (2007) observes that many accounts of stakeholder activities focus on the attributes of the organizations or the attributes of the stakeholders rather than on the attributes of the relationship between organizations and stakeholders. Freeman (2007) believes that honest, open and fair engagement of stakeholders is necessary for business organizations to function properly.

Noland and Phillips (2010) distinguish between firms merely interacting with stakeholders and engaging with them. They noted that interacting with stakeholders is logically necessary, but pointed out that a firm may interact with stakeholders without ever engaging them as people. On the other hand, engagement is interaction that involves, at a minimum, recognition and respect of common humanity, and taking cognizance of the ways in which the actions of one may affect others (Noland and Phillips, 2010).

The quality of responsiveness is related to whether an organization has responded coherently and responsibly to the issues raised by stakeholders; and whether the identified stakeholder's issues are reflected in the policies and practices of the organization thereafter. Friedman and Miles (2006) pointed out that quality stakeholder engagement must reflect a link between engagement and decision-making.

### 1.1.5 Private Security Firms in Kenya

Private security companies are registered as business under the company's act of Kenya. Private security provision in Kenya has a long history, some of the companies started operating in Kenya since 1960s. There are as many as 500 private security companies (PSCs) currently operating in Kenya. A large section of the population relies on private security providers for their everyday security (Ngugi, et al. 2004). However it is important to note that no exact number is available because a vast number is not registered at all.

Private security firms vary in size, with the majority being small to medium sized, owner managed companies with less than 100 employees. The majority of this small organization operates in one locality or town. The major companies operate countrywide. Currently there are two bodies governing private security firms in Kenya;(1) Kenya Security Industry Association (KSIA) and (2) Protective Services Industry Associations (PSIA). KSIA is an association of bigger companies; currently it has membership of 28 companies.

Its main aim is to establish and maintain quality standards and good practices in the industry and to provide a central forum to discuss common issues and represent the industry interests. KSIA also provide a central organization for liaison with government, police, emergency services and other organizations.

According to Tony Sahni the chairman of KSIA, investment from local and multinational firms is expected to increase amidst the new security threats. Many PSCs started small and have become big through continuous growth. However it is important to note that some firms grow slowly while others grow at a fast rate. The private security companies' offers services including guarding, alarm response, courier, fire, asset tracking, cash service and recently added ambulance services. The industry is expanding rapidly and some players have exported some of their services to other countries in east and central Africa. The private security firms offer highly differentiated and competitive services. The main market for their services include commercial clients ranging from NGOs, banks, government agencies to learning institutions, industries, embassies, international organizations and refugee camps.

### 1.1.6 G4S Kenya Limited

G4S Kenya limited part of the global risk management and solutions multinational G4S plc. Was established in 1969 via acquisition. In that year G4S acquired K9 Guarding Company, Night Security Organization, Thika and Mombasa based Guarding Services Company to form Securicor Kenya limited the predecessor of G4S Security Services Kenya Limited that later converted to G4S Kenya Limited. Between 1969 and 1990 the company was engaged in manned security services backed by a small dog (canine) section and courier services using established bus companies. The company also established the first cash in transit (CIT) service in 1973. At this time the company had a presence in the major urban centers of Nairobi, Mombasa, Kisumu and Thika.

In the years 1991 and 2000 the company expanded its services exponentially with the acquisition of Express Security, cash in transit (CIT) business and established the first alarm response business. The company also consolidated all its services under one management team. At this time the company accelerated expansion into other major towns in Kenya increasing its footprint to all provinces and districts. In 2010 the company changed its name to G4S Kenya Limited following merger with Group 4 Security. Today G4S Kenya prides itself as the leading risk and security services provider in Kenya and the region. Its portfolio of services apart from guarding, cash in transit (CIT) and courier services includes specialty services such as event management, asset tracking, and secure journey for corporate executives and other high net worth individuals, safety and security audit, fire detection and management solutions, ambulance response and secure data.

G4s Kenya limited is the world's leading international security solutions provider leading in outsourcing of business in sectors where security risks are considered a strategic threat.G4s Kenya is part of the G4s group that has its Headquarters in London. The company at present operates in over 125 countries globally and employs over 650,000 people making it the second largest private sector employer in the world.G4s Kenya limited is a subsidiary of G4s PLC listed in the London stock exchange and Copenhagen stock exchange. G4S is mandated to offer services to the private institutions and residential premises. They also offer the cash in transit services and therefore the need to change their way of transporting the cash through the improved technology.

The increase in customer preferences and taste, competition and the economic conditions has contributed to the need for change in the organization. The management team of G4S is entitled to manage the integration of the organization and their clients in a way that both employees and the clients will embrace the change by playing the role of facilitators and enablers of change.

### 1.2 Research Problem

A stakeholder involvement in strategy should establish the objectives of stakeholder engagement through the plan preparation process and indicate how the involvement of stakeholders is achieved at each stage of the plan preparation/dissemination process. It should indicate how the process of policy making will be undertaken and transparency delivered. As part of delivering transparency, the strategy should be made publicly available.

The strategy should include the vision for stakeholder engagement and the details on purpose, players, methods and responsibility. Guiding principles include inclusivity, transparency, appropriateness, clarity and comprehensiveness (Wilson, 2000). Organizations can no longer choose if they want to engage with stakeholders or not; the only decision they need to take is when and how successfully to engage the various interested parties. Stakeholder management is the process of founding, monitoring and maintaining constructive associations with stakeholders. In a business sense, it works over a strategy. This strategy is bent using information gathered through various processes such as stakeholder mapping which enables managers to position stakeholders according to their level of influence or enrichment they provide to a change project (Davison et al, 2002).

There are numerous research studies done, on Influence of Stakeholders in Strategy Implementation. Some years back global studies include; Alexander (1985) claimed that the overwhelming majority of the literature has been on the formulation side of the stakeholder strategy and only “lip service has been given to the other side of the coin, namely strategy implementation”. These studies, though increasing in numbers, are few and considered less “glamorous” than those on strategy formulation (Atkinson, 2006). On the other hand, problems with implementation continue unabated (AL-Ghamdhi 2005). Obadire, Mudau, Sarfo-Mensah and Zuwarimwe, (2013) did a study on Active Role of Stakeholders in the Implementation of Comprehensive Rural Development Programme in South Africa, Hwabamungu, (2014) did a study on the influence of stakeholder relations on the implementation of information systems strategy in G4S in South Africa.

Maritim, (2014) did a study on the perceived influence of reward strategy on practices in the retention of generation employees at G4s Kenya Limited, Mulongo (2014) Change Management Practices And Role of Leadership of stakeholder At G4s Kenya Limited, Others who have undertaken studies on strategic change management in various industries include Muhia (2008), whose study focused on stakeholder management practices by the City Council of Nairobi, and Oganda (2007), whose study focused on strategic change management at Wrigley Co East Africa.

The literature indicates that several studies have been conducted in various industries to identify influence of stakeholders in strategy implementation. However, few have been conducted with focus on the security industry in Kenya. This is especially important given the unique role G4s play as service providers. There still exists a gap as far as strategy implementation in G4s in Kenya is concerned. In an attempt to bridge the gap, this research will focus on determining the influence of stakeholders in strategy implementation at G4s Kenya Limited. The researcher decided to carry out a research in G4s since the organization is a multinational organization which has several single business units which will help the researcher to address influence of stakeholders in strategy implementation. As the research questions that this study seeks to answer are: what are the influence of stakeholders in strategy implementation in G4s Kenya?

## 1.3. Research Objective

The objectives of this study was to determine Influence of Stakeholders involvement in strategy implementation at G4S in Kenya.

## 1.4. Value of the Study

The findings of this study are expected to produce the following benefits: The research shall identify the gap on the influence of Stakeholders in Strategy Implementation and the policy used by G4S in strategy implementation in the Kenyan government. Thus this study may help shade light on the roles of different stakeholders in strategy implementation and how synergy could be built to ensure successful strategy implementation.

The study focused on Resource based theory (RBT) and industry organization (I/O) theory thus in theoretical contribution, the study may contribute to the body of knowledge which may benefit scholars and researchers and simulate further research in this field of strategy implementation.

In practice, the study would be important to all G4S in Kenya. It may help them to understand the influence of Stakeholders in Strategy Implementation. It may also help potential investors in this industry in getting useful information on the critical success factors in strategy implement.

### 1.5 Chapter Summary

This chapter looks at the background of the study, the research problem is identified, research objectives and value of the study. The background is based on the study topic which is to determine Influence of Stakeholders involvement in strategy implementation at G4S in Kenya. This study is founded on two theories; Resource based theory (RBT) and industry organization (I/O) theory.

Stakeholder engagement in strategic is the process used by an organization to engage relevant stakeholders for a purpose to achieve accepted outcome. The importance of identifying and including important stakeholders in the strategic management process is critical since when primary stakeholders are excluded, the relevance and anticipated benefits from the strategy will be limited.

# CHAPTER TWO

# LITERATURE REVIEW

## 2.1 Introduction

A lot of studies both empirical and theoretical have been conducted on influence of stakeholders in strategy implementation. This chapter provides an outline of the two broad theories on stakeholder involvement that is resource based view model and the industrial organization model. This is followed by stakeholder involvement in strategy implementation.

## 2.2 Theoretical Foundation

The main purpose of this literature review is to identify and examine what has been done by other scholars and researchers in relation influence of stakeholders in strategy implementation.

### 2.2.1. Resource- Based Theory

Proponents of the resource - based view argue that it is not the environment but the resources of the organization, which form the foundation of the firm's strategy (Feurer and Chaharbaghi 1995). The origins of the resource-based view can be traced back to several authors but Wernerfelt (1984) defined its fundamental principle by stating that, "The basis of a competitive advantage of an organization lies in the application of the bundle of valuable resources at the organization's disposal". The resources also have to fulfil the VRIN criteria of being valuable, rare, in-imitable and non-substitutable in order to achieve a sustainable advantage (Barney 1991).

The resource-based view (RBV) has aspires to explain the internal sources of a firm's sustained competitive advantage (SCA). Hitt et al (2005) describe resources in terms of three categories: “physical, human and organizational capital which includes capital equipment, the skills of individual employees, patents, finances and talented managers”. According to Hitt et al (2005) an organization’s unique resources and capabilities provide the basis for a strategy.

The RBV was developed as a complement to the industrial organization (IO) view with Bain (1968) and Porter (1979, 1980, and 1985) as some of its main proponents. The RBV explicitly looks for the internal sources of SCA and aims to explain why firms in the same industry might differ in performance. As such, the RBV does not replace the IO view; rather it complements it (Barney, 2002; Mahoney & Pandian, 1992; Peteraf & Barney, 2003).

### 2.2.2. The Industry Organization Theory

Theory The I/O model specifies that the industry in which an organization chooses to compete has a stronger influence on the firm’s performance than do the choices managers make inside their organizations (Hitt et al 2005, Bowman and Helfat, 2001). The organizations are urged to operate in an attractive industry and they have to learn to use their resources to implement the strategy required by the industry’s structural characteristics (Hitt et al 2005). Some of the main proponents of industrial organization (IO) view are Bain (1968) and Porter (1979, 1980, and 1985).

Porter identified the five forces models that embody the rule of competition. These forces determine the industry's profitability. The five forces are: suppliers' bargaining power, buyers' bargaining power, competitive rivalry among organizations in the industry, product substitutes and potential entrants to the industry (Porter 1980, 1985).

The industry organization model has four underlying assumptions: The external environment is assumed to impose pressures and constraints that determine the strategies that would result in above average returns. Most organizations competing within a particular industry are assumed to control similar strategically relevant resources and to pursue similar strategies in light of those resources. Resources used to implement strategies are highly mobile across organizations Hitt et al (2005). Organizational decision makers are assumed to be rational and committed to acting in the organization's best interest.

The research found by Hitt et al (2005) illustrated that 20% of an organization's profitability could be explained by the industry, while 36% of the variance in profitability could be attributed to an organization's characteristics and actions meaning that executives must integrate the two models of the resource base view and the I/O to develop the most effective strategy. In essence Hitt et al (2005) contend that the successful companies are those that develop or acquire the internal skills needed to implement strategies required by the external environment.

## 2.3 Stakeholder Involvement in Strategy Implementation

For more than a decade the stakeholder approach to understanding the firm in its environment has been a powerful heuristic device, intended to broaden management's vision of its roles and responsibilities beyond the profit maximization function to include interests and claims of non-stockholding groups (Wood et al, 1997). Stakeholder management theory is the study of how a firm or organization interacts with those groups it affects. This theory tries to shed light into how a corporation handles all groups affected, or affecting the organization.

Donaldson and Preston (1995) argued that stakeholder theory explicitly or implicitly contains theory of three different types-descriptive/empirical, instrumental, and normative. Descriptive/empirical formulations of the theory are intended to describe and/or explain how firms or their managers actually behave. Instrumental theory purports to describe what will happen if managers or firms behave in certain ways. Normative theory on the other hand is concerned with the moral propriety of the behavior of firms and/or their managers. However it is argued that if these three approaches are combined without acknowledgement it would result to confusion.

Stakeholder theorists differ considerably on whether to take a broad or narrow view of a firm’s stakeholder universe. Those in support of a narrow view of stakeholders attempt to define relevant groups in terms of their direct relevance to the firm's core economic interests. For example, several scholars define stakeholders in terms of their necessity for the firm's survival (Bowie, 1988; Freeman, 1984; Ndsi, 1995).

It is important to note that stakeholder involvement and commitment is crucial to successful strategy and its implementation. It also does facilitate the mapping of current and potential stakeholder roles and inputs for easy access to implementation instruments. Stakeholder analysis can be used to identify and determine the key actors and assess their knowledge, interests, positions, alliances and their importance-related to the proposed policies. This will help in mitigating stakeholder conflict and resistance in the process of implementation and allow full involvement in strategy (Jansky and Uitto, 2005).

Experience has shown that inclusion of the full range of stakeholders is not only an essential precondition for successful participatory decision making but also for the promotion of equity and social justice in governance. For instance, when any decisions are made without involving the relevant stakeholders, the result is usually misguided strategies and obvious inappropriate action plans which are badly implemented and which have negative effects on the organization (Pearce and Robinson, 2004).

Stakeholder analysis will ensure that no stakeholder is left or missed out and provide a framework for the optimization of the roles and contributions of the said stakeholder. Where participation is generated through careful analysis of the key stakeholders, their roles and contributions, then the process becomes more effective and efficient and also the equity gains will be maximized in their governance (Hughes and Demetreious, 2006).

Stakeholders are at times viewed as foot-draggers by being responsible for significant time delays thus preventing implementation of viable sustainable solutions. The development of policies, patterns and strategies that prove to be sustainable in the social, ecological and economic dimensions can only be achieved by including all parties affected. However the inclusion of stakeholders remains difficult for various reasons. These may include the complexity of stakeholder interactions, different professional approaches of actors, varying interests and the need to maintain status quo due to fear of the unknown (Donaldson and Preston, 1995).

Stakeholder position is dynamic and their interests might change over time. Thus the management team has to be strategic and clear as to whom they are engaging with and prioritize stakeholders depending on who they are and what interests they might have. This calls for stakeholder mapping and analysis since it is not sufficient to focus only on the communities and other stakeholders that are actually impacted by a change initiative, but also those who may perceive that they are adversely impacted by a change initiative. However as noted by Mitchell et al (1997) there is no single method to involve stakeholders , a number of alternative methods may be employed either sequentially or in combination to ensure effective cooperation.

According to Sloan (2009), stakeholder involvement also needs to be reactive to respond to the ever changing external environment. This can be done by taking into account various measures to avoid or overcome potential problems. A commitment should be given to provide consistent and transparent information to all stakeholders throughout the lifetime of the strategic process.

One of the biggest problems come up when, after bringing together various stakeholders through the involvement process, there is no follow-up and the flow of information and sense of involvement ceases. Savage el al. (2004) argues that stakeholders are vital sources of information and should always be encouraged to participate in a process, even where they are fundamentally opposed to it. Furthermore, any project can be improved through a process of critical analysis.

Due to the changing demands and circumstances in the various sectors of the economy, all the key stakeholders are required to cooperate in reaching decisions on change. Stakeholder involvement is regarded as a powerful tool that ensures that the key players are engaged and contributing to the success of an initiative or project. Mitchell et al (1997) defines stakeholders as all the role players in an organization. They include both staff and non-staff such as managers, directors, administrative clerks, general workers, the government and society at large.

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## 2.4 Empirical Studies and Research Gap

According to Aswathappa (2007), who did a research on Influence of stakeholders in strategy implementation must take into account each of the three components. The historical and political evolution of the company, management and organization of the company, and the people who work for the company.

His studies were about effective organization stakeholder's change in strategy implementation management. He wanted to understand the nature, levels, need and types of stakeholder's change, the reasons why people resist stakeholders change and to understand strategy implementation process. He eventually found out that change in stakeholders for strategy implementation management comprised three elements. The evolution of the firm, its management and organization, and the people who work for it. Also that stakeholder's change management has several managerial implications- the main lesson is that the managers cannot rest on past laurels. They need to change in tune with the changing times.

According to Kenny (2011), Who did a research on How Corporate Governance is implemented into Business Units within the G4S Cash Solutions Organization. Which his study is based on the G4S organization which is a large multi-national security company. The company was merged in 2004 to form the current structure. The foundations for the primary research lie both in the literature on corporate governance and on accountability at leadership level. The findings of the study highlight the progress the company has made in relation to corporate governance and social responsibility. It outlines area's in which is should focus for improving the implementation and consistent dissemination throughout all business units. It is a story of how strategy stands still at the top of a global organization unless the heads of each business unit fully buy-in to what needs to be done.

According to Mulongo (2012) who did a study on Change Management Practices and Role of Leadership in Managing Change at G4s Kenya Limited, Change has been with us since the beginning of time, and in today's fast-paced, highly competitive world, change is inevitable. Organizations must respond to change to remain competitive and customer-focused. This case study seeks to identify the leadership roles in change management at G4s Kenya limited.

The study recommends to the management of G4s Kenya to engage stakeholders in the implementation process. The research, though completed successfully was not without difficulties. Being a case study where G4s Kenya Limited was solely the unit of study, obtaining information was very difficult mainly because the respondents felt that some information was very confidential according to Mulongo (2012).

Tabo (2013) did a study on challenges of strategy implementation among the private security companies in Kenya. In undertaking the study, private security companies in Kenya registered with Kenya security industry association were targeted. The study adopted a survey research design. The respondents were senior and middle managers. Data collection was done by use of questionnaires which were distributed by drop and pick and the collected data was analyzed using descriptive analysis. The study found that the most frequent challenges in strategy implementation among the Kenyan private security firms studied were; the implementation of strategy took more time than originally allocated; there was poor and improper communication especially in the various units of the organization and lower level employees lacked skills and capabilities for executing strategy due to inadequate training.

In many past studies done in this area of stakeholders in strategy implementation, much emphasis has been on the most common dynamics about strategy implementation; How to not only manage the strategy implementation but also how one will be secured of the effects of strategy implementation in the unknown future, which is the main theme of this study. Strategy implementation does not just occur to multinational organizations like G4S only but also happens to small business and individuals within the various organizational environments. The levels of strategy implementation may vary but it needs to be initiated in different ways with either individuals or teams. The leaders of strategy implementation should take the leading roles and make sure that the strategy implementation has been successful (Bryson 2006).

Bryson (2006) says that the involvement of stakeholders in the strategic planning process needs to be guided by particular guidelines and timelines. If not, it is very important that you are the management of the strategic planning process is very clear about what specifically each stakeholder is supposed to achieve, his unique importance and the purpose of his involvement. This will ensure that the process of stakeholder involvement in the strategic planning process is not unnecessarily lengthy without achieving any meaningful results.  Another important aspect that needs to be observed in the strategic planning process is the stakeholders' expectations. It is important that the expectations of the stakeholders in the strategic planning process are well managed and rationalized.

The stakeholders depending on the groups that they have been drawn from have different expectations about the outcomes of the strategic planning process. To be successful, the management of the planning process must think about these expectations before they start the process. Once they have completely though out this process they should clearly describe why the stakeholder involvement exercise is being carried out and how its joint results will be important.

The management of the process needs to be explicit about the strategy that is being used, what can change and what the options are. Explaining to the stakeholders on any constraints on what can be done at the beginning of the process is very important. The management should also not raise expectations where matters are pre-determined by other factors outside their control, for example, government statutes, policy or financial considerations (Borough Council, 2005).

## 2.6 Chapter Summary

This chapter highlights the theories that guided this study which include resource based view and stakeholder's theory. The chapter reviews literature on determine Influence of Stakeholders involvement in strategy implementation and the research gap has been highlighted.

The chapter summaries by indicating that Alliance is somewhat in between the two extremes of the make or buy decision. Both firms produce part of the good, but there are still transaction costs through contracts and management of the alliance. Literature recognizes this possible competitive advantage and also stresses the importance of an effective management when participating in Alliance.

# CHAPTER THREE

# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter focuses on the methodology that was used to complete the research study. It highlights on the areas of the research design, the method for collecting the data and finally the ways of analyzing the collected data.

## 3.2 Research Design

This study was conducted through a case study and it is considered suitable as it allows an in-depth study of the subject on change management practices in G4S Kenya. According to Mugenda (2003), a case study involves a careful and complete examination of a social unit, institution, family, cultural group or an entire community and embraces depth rather than breath of the study.

The study was done at G4S Kenya to determine influence of stakeholders in strategy implementation at G4S Kenya limited. The research analyzed all data selected within a specified time period. This referred to the methods and procedures followed in conducting the study. It involved a careful and complete observation of the social units.

### 3.3 Data Collection

Primary data was collected by way of an interview guide (see appendix 1). Cooper and Schindler (2003) and Sekeran (1992) noted that personal interviews obtain in depth information as the researcher can adapt the questions as necessary, clarify doubts and ensure that the responses are properly understood by the repeating or rephrasing the questions thus improving the quality of the information received. Additionally, the researcher probed with additional question, gather 16 supplemental information as well as pick nonverbal cues from the respondent through observation.

The interview guide was administered to the management of G4S Kenya. The managers represented different business units which are manned security, Response service, Courier service, Cash in Transit and secure logistics in an effort to capture the different roles that managers in different departments play in the transition. This was because every unit encounters different challenges. This approach enabled the researcher to collect as much information as possible on the topic of study.

### 3.4 Data Analysis

The data obtained from the interview guide were analyzed qualitatively. Qualitative data analysis makes general statements on how categories or themes of data are related. The qualitative analysis was adopted in this study because the researcher was able to describe, interpret and at the same time criticize the subject matter of the research since it was difficult to do so numerically.

The qualitative analysis was done using content analysis. This generated and categorized items for comparison with the interview results from the managers of the off shore outsourcing firms. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Hsieh & Shannon, 2005). It involves observation and detailed description of objects, items or things that comprise the object of study.

### 3.5 Chapter Summary

This chapter highlighted the design used for the study which was a case study design. The chapter highlights the method of data collection used which was a case study targeting the Head of departments of to investigate on the Influence of stakeholders involvement in strategy implementation at G4S in Kenya.. The chapters shows how data analysis was done and this is by use of using content analysis.

The study was a case study as a strategic research in order to understand or explain the phenomena. The study used primary data which was collected using an interview guide. An interview. Content analysis was the data analysis technique to be used.  The research analyzes data from the interview guide to determine the level of emphasis or omission and relationships. This lead to the elementary theory development which focuses on constructs and relationships among the constructs.

# CHAPTER FOUR

# DATA ANALYSIS, FINDINGS AND DISCUSSION

## 4.1 Introduction

The chapter presents and discusses findings of the study on the basis of research data obtained from the various target participants in the study unit of analysis, G4S Kenya Limited. These findings have been clustered under different stakeholder involvement indicators which were adopted as the study's main was to determine foundations with the aim of addressing the study objectives of determining the influence of Stakeholders involvement in strategy implementation at G4S in Kenya.

The face-to-face interviews were conducted by the researcher after seeking consent from the institutions' management. An interview session was designed using a pretested schedule. The researcher wrote short notes against each interview item from where detailed explanations were derived. According to the data found, nine out of all the ten heads of department projected in the previous chapter to be interviewed were interviewed which makes a response rate of 90%. The commendable response rate was achieved at after the researcher made frantic effort at booking appointments with the heads of departments despite their tight schedules and making phone calls to remind them of the interview.

### 4.2 General Information

The study identified key resource persons in view of their knowledge regarding influence of Stakeholders involvement in strategy implementation at G4S in Kenya and possible existence of working/business or funding relationships. The respondents comprised of general manager and operational managers, and five departmental units (manned security, Response service, Courier service, Cash in Transit and secure logistics). Majority of the interviewees have been working in their current position for a period of between three to five years. Majority of the interviewees' responsibilities include customer liason, employee duty of ease, business growth and running of the technology division.

#### 4.2.1 Influence of Stakeholders in Strategy Implementation Process

Interviewees identified the influence of stakeholders in strategy implementation Process as driving the strategy, influencing strategic decision, driving and overseeing the implementation to act on the strategy (tactical implementation). On the influence of stakeholders in the process of strategic management at G4S, the interviewees said that proper communication of strategic awareness can act as a cohesive force and succeed in connecting those with ultimate responsibility for organizations with those who directly implement policies at the sharp. According to some interviewees, accountability is pervasive in every aspect of strategy implementation process, and it is related in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an impact on the implementation process and also enhances timely feedback on the progress and challenges met in the process of strategic management. # Interviewee 1:

*'It is the accountability of corporate to all those individual or groups that can affect or can be affected by the company strategy'*

Others also said that effective communication throughout the organization leads to a clear understanding of key roles and responsibilities of all stakeholders including middle managers, whose role is often pivotal and ensures that everybody understands success levels at all times. These strategies were conducting workshops, seminars, conferences; specific consultations by regular meetings such as supervision missions; circulating internal documents and reports to stakeholders; publishing information on websites, newspapers, televisions; and holding stakeholders' forum. Workshops, conferences and seminars were particularly used when broader participations were anticipated and when the intended dissemination was more uniform.

**4.3 Stakeholders in Strategy Implementation**

In this section, the study sought to find out the role of stakeholders and actual processes undertaken to implement strategic plans at G4S Kenya. The view that strategy should be managed through planning process as in form of a sequence of steps is supported by among them. Strategic management processes has been designed in G4S Kenya to fit the specific need of the organization. The G4S Kenya Limited has also a consolidated service strategy that it intended to implement not only through its internal capacity but also on strength of input from various sector stakeholders.

### 4.3.1 Influence of Stakeholders in Strategy Implementation

On the influence of involvement of stakeholders in the strategy implementation, the interviewees said that involvement of stakeholders in the strategy process helped employees understand super-ordinate goals, style, and cultural norms and thus become essential for the continued success of the G4S strategic management process. It also prevents them from being taken by surprise, puts all stakeholders at the same platform, and helps the stakeholders to own the process thus ensuring better results. According to some interviewees, involvement of stakeholders in the strategic plans and decisions taken are essential to their progress and development within their organizational environments. Involving staff in such processes was also found to increase their confidence and sense of ownership of new policies and changes which in turn contribute to their personal and professional motivation towards successful strategic management process.

The interviewees postulated that, on initiatives taken by management in creating and sustaining a climate within the organization that motivates employees in their strategic management role, ensuring a conducive working condition by focusing on relations between peers through effective staff meetings that allow opportunities for discussion interaction and proper communication. The interviewees further indicated the style /model of strategic management employed at the organization is the top down model. Strategy implementation covers almost every aspect of the management and it needs to be started from many different points within the organization.

### 4.3.2 Importance of Stakeholders in Strategy Implementation

On the importance of stakeholders ability, or competence, in achieving successful strategy implementation, the interviewees said that the management should are competent enough to ensure good strategy objective setting, achieve strategic awareness, manage resistance to strategy implementation, giving a clear guidance, sustain vigorous strategy implementation efforts, align structure to strategy, envision change for future competences and critically assess current strategy. The significance of stakeholder involvement was emphasized by the fact that it was entrenched by the Board in its strategic plans. The study established core milestones realized by the Board through engagement of its primary stakeholders. Most importantly, the Board mobilized the stakeholders towards development of strategic plan.

The interviewees further indicated that senior managers, directors, middle managers, departmental heads and other lower level employees are involved in strategy formulation and implementation process at the organization but the middle level managers play the pivotal role in the implementation. It is important to understand the fact that a strategy being undertaken does not mean that the organization's environment is not changing. Implementation should involves reconfiguration of the organization's resource base, bringing the organization's culture and structure into such a position that facilitates a successful outcome. Interviewees believed that strategic management represents an organization's ability to analyses strengths, weaknesses, opportunities, and threats facing the organization. Developing the scope, resources, competitive advantage, synergy and creating organizational flexibility enable firms to respond to changes in the environment.

### 4.3.3 The Influence of Stakeholders in Strategy Implementation

The study found out that, stakeholders play a central role in setting up priorities and objectives of the company initiatives in order to ensure relevance and appropriateness. It was found out that all stakeholders are involved in the development of projects. In G4S, stakeholders take a broader view of the role of the board (and management). This role includes many dimensions of corporate social responsibility such as responsibility to employees, the community, and the environment. At every stage of implementation, the business needs to continually re-evaluate its environment. Implementation stage is the process where we see a shift in responsibility, from the strategic level down to divisional or functional managers. This transfer of responsibility from few to many sometimes acts as a barrier and indeed a challenge to strategy implementation.

It was found that stakeholder involvement and commitment is crucial to successful strategy and its implementation. It also does facilitate the mapping of current and potential stakeholder roles and inputs for easy access to implementation instruments. Stakeholder analysis can be used to identify and determine the key actors and assess their knowledge, interests, positions, alliances and their importance-related to the proposed policies. Effective implementation calls for unique, creative skills including leadership, precision, and attention to detail, breaking down complexity into digestible tasks and activities and communicating in clear and concise ways throughout the organization and to all its stakeholders. This help in mitigating stakeholder conflict and resistance in the process of implementation and allow full involvement in strategy.

### 4.3.4 Ineffective Coordination and Poor Sharing of Responsibilities

To the question on the ineffective coordination and poor sharing of responsibilities of strategic management practices, the interviewees said that they caused challenges of delayed implementation, overworking of some workers, errors of commission, omission and duplication. This challenges were as a result of lack of a proper job destruction, lack of clear structures, and lack of communication on strategic objectives. Involvement of employees from the beginning of strategy planning to the implementation stage is a key success factor in effective implementation and hence it is necessary to coordinate through good communication all the resources that help retain employees in an organization over the strategic period.

They further suggested that adequate number of employees alone is not enough to drive forward an implementation plan. There is need to have good leadership and well trained managers that will coordinate the usage of organization resources which are normally scarce and very costly to get. Interviewees sees strategy as the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principals, policies and plans for achieving those goals and defines the range of business the company is to pursue, the kind of economic and human organization it is or intends to be and the nature of the economic and non-economic contribution it intends to make to its shareholders, employees, customers, and communities. Strategy therefore is about defining goals and objective and providing the means for achieving them.

### 4.3.5 Effect of Early Management Involvement of Firm Members

The study found that early involvement of employees in the strategy process helped members understand super-ordinate goals, seamless service delivery, strong market share, healthy profit line, implementation of objectives and happy external stakeholders and thus become essential for the continued success of a firm strategy implementation. This helps in infusing the organization with a sense of purpose and direction and giving it a mission. A mission is a statement that broadly outlines the organizations future course and serves as a guiding concept. Once the vision and mission are clearly identified the institution must analyze its external and internal environment. It also prevents them from being taken by surprise, puts all members at the same platform, and helps the employees to own the process thus ensuring better results.

According to some interviewees, early involvement of employees in the strategic plans and decisions taken by the organization are essential to their progress and development within their organizational environments. The study also found that the management should be competent so as to ensure good strategy objective setting, and manage resistance to strategy implementation. The study recommended that although G4S Kenya had been successful in the strategic management practices, there is need to continuously train its employees on how the strategy should be implemented, involve staff in decision making and employ efficient communication that avail information on strategy to all stakeholders.

### 4.3.6 Initiatives of Stakeholders in Strategy at G4S in Kenya

The findings reveal that the management at G4S in Kenya have taken initiatives that motivated employees in their strategic management role. The interviewees, on initiatives taken by management in creating and sustaining a climate within the organization that motivates employees in their strategic management role, said that the management have taken initiatives that include encouraging teamwork, maintaining a powerful culture that results in employees aligning their individual goals and behaviours with those of the organization.

Staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by focusing on relations between peers through effective staff meetings that allow opportunities for discussion interaction and proper communication.

### 4.3.7 Role of Communication in the Process of Stakeholders in Strategy Implementation

Communication with key stakeholders is an essential requirement not only as a mobilization strategy but also as a show of commitment to the rules of engagement. Based on its obvious significance, the study sought to investigate communication efficiency in reaching intended stakeholders through communication channels. Responses from the Board showed application of a wide range of communication options which included face-to-face, written and electronic channels.

The highly preferred communication channel was found to be letters (e-mails and postal) followed by face-to-face and then publications. The letters were sent to specific individuals/institutions required for specific actions, while face-to-face channels were used in stakeholder forums, workshops and direct engagements.

The Board had adopted a communication strategy which singled out primary stakeholders and appropriate communication modalities involving both internal and external customers. In addition to this, the Board regularly issued print-outs, brochures, news-letters and customer service charters to people visiting the Board headquarters and regional offices. This was positively interpreted to commitment by the Board to consistently disseminate information to its stakeholders for timely action.

Breakdown in communication between the teams responsible for the process and the decision makers is a frequent cause of problems. It can lead to a lack of political support for the process, or unwillingness to face up to the opposition. Even where decision-makers are represented on the project management team, do not assume that the process has the full support of the decision-making body as a whole. Both managers and employees should be involved in the implementation decision and adequate communication between all parties is important for successful implementation.

### 4.3.8 Factors Leading to Success of Strategy Implementation in the Organization

The study found out that successful stakeholder involvement fosters strategic development of partnership, results in collaborative problem solving in which it ultimately results in broader support for decisions. However, the goals of the stakeholders may be in conflict with each other; they may threaten business organizations. At the same time conflicts arising among the stakeholders, if well managed, can act as a synergy factor leading to a better cooperation and participation of the stakeholders. Organizations need to satisfy stakeholders' demands as an unavoidable cost of doing business. An institution's strategy aims at the determination of the basic long-term goals and objectives of an enterprise, adoption of courses of action and the allocation of resources necessary for carrying out those goals.

Successful strategy implementation relies upon the information obtained in the strategy analysis stage. It is important that organizations are aware of their internal strengths and weaknesses and their external opportunities and threats. Interviewees were of the opinion that unless strategy implementation is successfully applied, even the strategy delicately designed and correctly predicted is almost valueless. While strategy formulation and application are functions closely connected to each other, implementation of the strategy is the most complex and time-consuming part of strategic management.

The interviewees agreed that the leadership that effect both formulation and implementation of the strategy. They stated that if the leadership is poor, then the formulation and implementation both will be effected. Strategy formulation is normally a top down process, as it requires setting the direction of the future. Ability of the top leaders to foresee the future direction is what is needed in the strategy. Similarly, if the top leader is not strong in the implementation, or does not create an environment to facilitate the implementation, the whole thing will get dust in the rack.

The interviewees stated that they schedule meetings to discuss progress reports. Present the list of goals or objectives, and let the strategic planning team know what has been accomplished. Whether the implementation is on schedule, ahead of schedule, or behind schedule, assess the current schedule regularly to discuss any changes that need to be made. Establish a rewards system that recognizes success throughout the process of implementation. Additionally, they responded by stating that they involve the upper management where appropriate. Keep the organization’s executives informed on what is happening, and provide progress reports on the implementation of the plan. Letting an organization’s management know about the progress of implementation makes them a part of the process, and, should problems arise, the management will be better able to address concerns or potential changes.

### 4.4 Discussion

Effectiveness of strategic management is, at least in part, affected by the quality of people involved in the process (Govindarajan, 1989). Here, quality refers to skills, attitudes, capabilities, experiences and other characteristics of people required by a specific task or position. The study collates with the literature on the importance of management ability, or competence, in achieving successful strategic management practices, where the study found that the management should be competent so as to ensure good strategy objective setting, achieve strategic awareness, manage resistance to strategy implementation, giving a clear guidance, sustain vigorous strategy implementation efforts, align structure to strategy, envision change for future competences and critically assess current strategy. The researcher further found that senior managers, directors, middle managers, departmental heads and other lower level employees are involved in strategic management process in G4S Limited but the middle level managers play the pivotal role in the implementation.

On the impact of management development programmes on effective strategic management practices, the researcher found that training instills to the employees a set of management competencies which it is hoped will deliver better competitive and commercial practice; Staff training is an important contributor to individual and group motivation; training can increase staff involvement in the organization, improve communication between peers; facilitate change, eliminates confusion since everybody understands his or her role. According to Berley (2005) early involvement of employees in the strategy process enhances strategic management practices.

Andrews (1987) adds that early involvement of employees in the strategy process help employees in the understanding of the organizational goals, style, and cultural norms and thus become essential for the continued success of a firm strategy implementation. At G4S Limited the involvement of management prevents employees from being taken by surprise, puts all members at the same platform, and helps the employees to own the process thus ensuring better results.

According to Pearce and Robinson (2003) involvement of employees in strategic planning increase management confidence and sense of ownership of new policies and changes which in turn contribute to their personal and professional motivation towards successful strategy implementation. The findings reveal that the stakeholders at G4S Limited took initiatives that motivated employees in their strategic management role.

The findings concurs with the works of Hambrick and Cannella (1989) that encouraging teamwork, continuous staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by focusing on relations between peers through effective staff meetings that allow opportunities for discussion and interaction and proper communication motivates employees to participate in strategic management role.

### 4.5 Chapter Summary

In this chapter data has been analyzed on the efforts to determine the influence of Stakeholders involvement in strategy implementation at G4S in Kenya. The chapter also includes the discussion of the study which has been linked to the theory and linked to other studies.

The chapter indicates that, core milestones are realized by the Board through engagement with its primary stakeholders. Most importantly, the stakeholders mobilized towards development of strategic plan. The study found that early involvement of employees in the strategy process helps employees in understanding goals, style, and cultural norms and also prevents them from being taken by surprise, putting all employees at the same platform, helping the employees to own the process thus ensuring better results.

# CHAPTER FIVE

# SUMMARY , CONCLUSION AND RECOMMENDATIONS

## 5.1 Introduction

This chapter presented the summary of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are in quest of addressing the research question or achieving at the research objective which was to determine the influence of Stakeholders involvement in strategy implementation at G4S in Kenya.

## 5.2 Summary

The study established core milestones realized by the Board through engagement with its primary stakeholders. Most importantly, the stakeholders mobilized towards development of strategic plan. This was attained through financial support from healthy profit lines, strong market shares, happy external stakeholders, among so many other inputs. The study found that senior managers, departmental heads and other lower level staff were involved in strategic management process. The study found that early involvement of employees in the strategy process helps employees in understanding goals, style, and cultural norms and also prevents them from being taken by surprise, putting all employees at the same platform, helping the employees to own the process thus ensuring better results.

The study found out that clear communication of strategic awareness can act as a cohesive force and succeed in connecting those with ultimate responsibility for organizations with those who directly implement policies at the sharp; communication is pervasive in every aspect of strategic management, and it is related in a complex way to organizing processes, organizational context and implementation objectives which, in turn, have an impact on the implementation process and also enhances timely feedback on the progress and challenges met in the process of strategic management. The study found that at G4S Kenya the involvement of stakeholders prevents employees from being taken by surprise, puts all members at the same platform, and helps the staff to own the process thus ensuring better results.

## 5.3 Conclusion

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

The study also concludes that the management has taken initiatives in creating and sustaining a climate within G4S Limited that motivates employees in their implementation that includes; encouraging teamwork, maintaining a powerful culture that results in employees aligning their individual goals and behaviors with those of the firm, continuous Staff training and development, implementing reward and benefits systems including frequent recognition given in less formal ways, ensuring a conducive working condition by focusing on relations between peers through effective stakeholders meetings that allow opportunities for discussion and interaction and proper communication.

The study also concludes that factors leading to strategic management practices include clear aims and planning, a conducive climate, giving implementation priority, having abundant resources, an appropriate structure and implementing flexibly, organizational structure, control mechanisms, strategic consensus, leadership and positive attitude towards strategy implementation success.

## 5.4 Recommendations

From the discussions and conclusions in this chapter, the study recommends that although G4S Limited has been successful in its strategic management practices, in order to achieve its goals and objectives, the organization should continuously train its stakeholders on how the strategy should be implemented, involve staff in decision making and employ an efficient communication system that avails information on strategy to all stakeholders.

The study recommends that G4S Limited should ensure effectiveness in coordination and sharing of responsibilities of strategic management practices/activities, to avoid challenges of delayed implementation of strategies, overworking of some workers, errors of commission, omission and duplication. The study further recommends that G4S Limited should involve all members in strategic management practices.

## 5.5 Implication of the Study

Theoretically, the study would help in appreciating the influence of stakeholders in implementation approach by the G4S Kenya as an achieving strategic concept for its contribution to firm performance. The findings of the study will be important to the firm in assessing if the practice of strategic management has been entrenched in the institution. It would also help to ascertain how the study will inform the need, if any, to re-orient the strategic choices of the firm in order to turn it into a sustainable organization while delivering on its core mandate of offering services to the Nation.

The study focused on Resource based theory (RBT) and industry organization (I/O) theory thus in theoretical contribution, the study may contribute to the body of knowledge which may benefit scholars and researchers and simulate further research in this field of strategy implementation. Moreover this research will form a theoretical reference in the field of strategic management within its core concepts of strategic management practices.

In practice, this study may form a basis for discussions on strategic management in Kenya in general and the desire for its introduction in effective management of similar institutions. In particular it is hoped that the findings of this study will enable the firm evaluate whether its own practices accord with what should be the function and its own mandate.

### 5.6 Limitations of the study

A limitation for the purpose of this research was regarded as a factor that was present and contributed to the researcher getting either inadequate information or responses or if otherwise the response given would have been totally different from what the researcher expected.

The main limitations of this study were; Some respondents refused to be interviewed. This reduced the probability of reaching a more conclusive study. However, conclusions were made with this response rate. The small size of the sample could have limited confidence in the results and this might limit generalizations to other situations. Most of the respondents were busy throughout and had to continuously be reminded and even persuaded to provide the required information.

Case study method of approach provides rich raw material for advancing theoretical ideas and insights that may not be unearthed by other research approaches .However this method of approach suffers from undue biases which places objectivity at stake since it's difficult to establish validity or reliability of information provided and conclusions are highly subjective.

The study has also focused on determinant of Influence of Stakeholders involvement in strategy implementation. However there are other factors that have a vital role in strategic change management such as organizational leadership, organization design and also corporate governance. Thus a gap exists which needs to be addressed.

## 5.7 Suggestion for Further Research

The researcher recommends that a replicate study be done on other companies in other industry institutions for the purposes of benchmarking. It is further recommended that Training and Development should be an integral part of each organization's strategy to effective implementation.

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## APPENDICES

### Appendix I: Introduction Letter

**UNIVERSITY OF NAIROBI**
SCHOOL OF BUSINESS
MBA PROGRAMME

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

P.O. Box 30197
Nairobi, Kenya

DATE 12/10/15

**TO WHOM IT MAY CONCERN**

The bearer of this letter DARLEEN K. MANGALA

Registration No. D61/65253/2013

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
12 OCT 2015
P.O. Box 30197 – 00100, NAIROBI

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS

**Appendix II: Interview Guide**

**SECTION A: GENERAL INFORMATION**

1. How many years have you worked in G4S?
2. Name of the department or unit.
3. Position held at the department or unit
4. The number of years in the current position?
5. What are your current role and the major responsibilities?
6. What is your understanding on influence of stakeholders in strategy implementation Process?
7. Do you have any formal training in influence of stakeholders in strategy implementation?

**SECTION B: STAKEHOLDERS IN STRATEGY IMPLEMENTATION**

1. What is the influence of stakeholder's involvement in strategy implementation in your organization?
2. What is influence of stakeholders in strategy implementation at G4S as pertain to your department?
3. In your opinion, what is the importance of stakeholders in strategy implementation your department?
4. In your opinion, how ineffective coordination and poor sharing of responsibilities is caused by stakeholders in strategy implementation?
5. What is the influence of stakeholders in strategy implementation at in G4S Kenya?
6. What is the effect of early management involvement of firm members in the process of stakeholders in strategy?

**7.** What are the influence initiatives of stakeholders in strategy at G4S in Kenya?

**8.** What role does communication play in the process of stakeholders in strategy implementation at your organization?

**9.** What are the other factors leading to influence of stakeholders in strategy implementation success in your organization?

## Appendix III: Student Letter of Introduction

**G4S Kenya Limited**
Witu Road, off Lusaka Road.
P.O. Box 30242, G.P.O.
Nairobi 00100.

Tel: +254-20- 6982000, 532360 - 7
Fax: +254-20-6982202, 532380, 531719
Mobile: 0722 314392, 0733 873494
Email: info@ke.g4s.com www.g4s.co.ke

**Date:15/10/2015**

**TO WHOM IT MAY CONCERN,**

This is to confirm that Darleen K. Mangala I.D Number 25147721 is an employee of the above organisation from April 2013.

G4S has granted her the permission to carrry out data collection within the organization so as to allow her to complete her studies.

Any Assistance acccorded to her will be highly appreciated.

Yours and Behalf of G4S,

Elosy Micheni,
HUMAN RESOURCE BUSINESS PARTNER.

G4S KENYA LIMITED
P.O. Box 30242 - 00100 GPO
NAIROBI

**Our Values**: Customer Focus |Best People |Safety First| Integrity| Expertise| Teamwork & Collaboration| Performance