

**STRATEGY IMPLEMENTATION CHALLENGES FACED BY KENYA CIVIL  
AVIATION AUTHORITY IN REGULATING AVIATION TRAINING INSTITUTIONS**

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

**OCTOBER, 2015**

**DECLARATION**

This research project is my original work and has not been presented for the award of degree in any other university or institution for any other purpose.

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

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## **DEDICATION**

This work is dedicated to my family for their unfailing encouragement, understanding and love which enabled me to complete this programme with ease. To my dear wife Regina, my children Kevin, Eugene, Valentine, Victor and Michelle.

## **ACKNOWLEDGEMENT**

Many thanks to the almighty God for the gift of wisdom, strength, courage and guidance throughout the period of the Project.

Secondly, special thanks to my supervisor Prof. J. M. Munyoki for his valuable guidance, assistance and advice throughout the study in making this project a success.

Thirdly, I also thank my family for providing a conducive environment to enable me concentrate and complete the project.

Fourthly, I feel indebted to the management of Kenya Civil Aviation Authority for making this project a success, more so in facilitating during the period of the study and for getting time to respond to the interview questions.

Finally, to all my colleagues who were of great encouragement and motivation in my studies, my classmates, Lecturers and all those who in one way or another played a part in my entire MBA process.

## **ABSTRACT**

The capacity of a firm to implement its strategies successfully is an important achievement, be it public or private, however, many institutions struggle to translate theory into action. Without a proper implementation process, even the most superior strategy that an organization will have developed is useless. The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. Implementing would thus be perceived as being about allocating resources and changing organizational structure. However, transforming strategies into action is a far more complex and difficult task. Furthermore, there are only a limited number of conceptual models of strategy implementation making strategy implementation a challenging task for any organization. The objective of the study was to establish the challenges encountered by the Kenya Civil Aviation Authority in the implementation of its strategies in regulating aviation training institutions. The research design adopted was a case study. The study used primary data which was collected using an interview guide. Content analysis was used to analyze the collected data. The study found out that staff in the organization was looking up to the management for direction on implementation of the strategic objectives. Training and development programs help employees to improve skills in crafting, formulation and implementation of strategic plans. The study found out that enforcement of KCAA regulations was done through frequent inspection and annual audit of the institutions, follow up on corrective actions. The study found out that KCAA cannot achieve its objectives due to various challenges that inhibit the achievement of its strategy implementation plans. These challenges include unrealistic time allocation to meet targets, communication, organizational structure, inability to effectively monitor the level of implementation of the plan and poor recording of information, lack of accountability, ineffective coordination and sharing of responsibilities, poor planning, recruitment, training, management of staff and resources.

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# **CHAPTER ONE**

## **INTRODUCTION**

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

The capacity of a firm to implementing its strategies successfully is an important achievement, be it public or private, however, many institutions struggle to translate theory into action. Without a proper implementation process, even the most superior strategy that an organization will have developed is useless. Johnson and Scholes (2002) point out that the development and implementation of strategies by an organization or government to chart the future path to be taken will enhance the competitiveness of such firms operating in a competitive environment. However, they observe that many firms develop excellent strategies to counter and adapt to the environmental challenges but suffer a weakness in the implementation of the same strategies. Transforming strategies into action is a far more complex and difficult task. Many institutions know their business needs and the struggles required for success but many face the challenges of realizing the goals of such a strategy (Rapa and Kauffman, 2005). Many firms develop excellent strategies to counter and adapt to the environmental challenges but suffer a weakness in the implementation of the same strategies (Johnson and Scholes, 2002). Strategy implementation therefore focuses on the distinct relationship between implementation and other various organizational elements.

The capacity of a firms' environment to influence the success of the strategies developed and implemented by it is supported by the open system theory (OST). The Open Systems Theory (OST) refers simply to the concept that organizations are strongly influenced by their environment (Bastedo, 2004). OST is a modern systems-based changed management theory designed to create healthy, innovative and resilient organizations and communities in today's fast changing and unpredictable environments. As organizations and communities conduct their business they influence and change their external environments, while at the same time being influenced by external changes in local and global environments in a two-way influential change known as active adaptive change.



This study focused on the strategy implementation process at KCAA and thus sought to establish the challenges faced during implementation of KCAA's strategies as spelt out in its 2014-2019 strategic plan. This study was informed by the fact that in the previous strategic management studies that have been done, few have been conducted with focus on the aviation industry in Kenya. This is especially important given the unique role KCAA plays both as a regulator and a service provider.

The Kenya Civil Aviation Authority (KCAA) is one of the key institutions that plays a critical role in the achievement of vision 2030. This is due to increased capacity passengers in the region which necessitates economically and efficiently planning, development and management of civil aviation, regulation and operation of safe civil aviation system in Kenya. However, for KCAA to discharge its services effectively, it has to ensure that they have put in place strategies that will guide the Authority in realization of the desired objectives. The aviation industry is to a large extent fostered by the private sector and corporation investing in new routes and the Authority should come up with strategies that will not only affect the growth of the sector but at the same time it has to regulate its growth to ensure an efficient and effective planning and management of civil aviation is achieved. This therefore calls for the development and implementation of good and effective strategies and appropriate realignment of the organizational structure, systems, leadership behavior, culture, resources and communication.

### **1.1.1 Concept of strategy**

Organizational strategy is 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. Gole (2005) proposes that strategic management is a process, directed by top management to determine the fundamental aims or goals of the organization, and ensure a range of decisions which will allow for the achievement of those aims or goals in the long-term, while providing for adaptive responses in the short-term. The three core areas of corporate strategy as outlined by Gole (2005) encompasses: strategy analysis, strategy development and strategy implementation.

Strategic analysis deals with examining the environment within which the organization operates. A company's strategy consists of the business approaches and initiatives it undertakes to attract customers and fulfill their expectations, to withstand competitive pressures and to strengthen its market position. These strategies provide opportunities for the organization to respond to the various challenges within its operating environment. Firms also develop strategies to enable them seize strategic initiatives and maintain a competitive edge in the market (Porter, 1995). The core of a company's marketing strategy consists not only of its internal initiatives to deliver satisfaction to customers but also includes offensive and defensive moves to counter the maneuvering of rivals, actions to shift resources around to improve the firm's long term competitive capabilities and market position, and tactical efforts to respond to prevailing market conditions. Effective strategy is formulated around four factors. These are, the goals and objectives are simple, consistent and relate to the long term, there is profound understanding of the competitive environment, there is an objective appraisal of the resources available and that there is effective implementation (Hitt *et al.*, 2008).

### **1.1.2 Strategy Implementation in Organizations**

Strategy implementation is the process of putting strategies and policies into action through the development of programs, budgets and procedures (Bradford *et al* 2000). Strategic challenges are those pressures that exert a decisive influence on an organization frequently driven by the organizations future competitive position relative to other provisions. According to Pearce and Robinson (2007), only one in every ten companies that do an effective job of formulating strategy and equally on effectively implementing it. For the rest, presumably, the well –crafted strategy is lost in the press of day- today tactical concerns or its left to languish in a report on the dusty book shelf of the chief executive officer.

Organizations seem to have difficulties in implementing their strategies, however, Researchers have revealed a number of problems in strategy implementation. The reasons for this are varied, but most hinge on the fact that strategy implementation is resource intensive and challenging (Gurowitz, 2007). None the less strategic planning remains a

top priority among successful private universities based on the fundamental notion that an effective strategy offers unique opportunities for market differentiation and long-term competitive advantage. Based on this, many government institutions are now asking which are the best tools and methodologies to enable effective strategy implementation (Beer and Eisenstant, 2000).

### **1.1.3 Kenya Civil Aviation Authority**

The Kenya Civil Aviation Authority (KCAA) is a state agency for the management of aviation safety in Kenya that was established in 2002 with the primary function towards; regulating and oversight of aviation safety and security; economic regulation of air services and development of civil aviation; provision of air navigation services, and training of aviation personnel as guided by the provisions of the convention on the International Civil Aviation Organization (ICAO), related ICAO standards and recommended practices (SARPs) and the civil aviation regulations. The object and purpose for which the Authority as established shall be, to economically and efficiently plan, develop and manage civil aviation, regulate and operate a safe civil aviation system in Kenya in accordance with the provisions of the Civil Aviation Act.

The mandate of the Authority is essentially embedded in its functions/responsibilities, which can be categorized into; Licensing of air services and production of accurate, timely, comprehensive and relevant air transport information for planning and decision-making purposes; provision of the air navigation services (planning, development and formulation) for the safe and efficient utilization of the Kenyan airspace and the coordination and direction of search and rescue services; establishment and maintenance of a system of aircraft registration and marking as well as the registration of rights in aircraft; securing sound development of the civil aviation industry in Kenya and advising the Government on matters concerning civil aviation; provision of services and facilities relating to aircraft accident and incident investigation; safety and technical regulation of civil aviation including certification of aircraft operators; lastly establishment, management and operation of training institutions for purposes of the Authority. The KCAA therefore, is both a regulating entity and service provision.

## **1.2 Research problem**

Implementing strategies successfully is vital for any organization, either public or private. Without implementation, even the most superior strategy is useless (Pearce and Robinson, 2007). The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. Implementing would thus be perceived as being about allocating resources and changing organizational structure (Beer and Eisenstat, 2000). However, transforming strategies into action is a far more complex and difficult task. Furthermore, there are only a limited number of conceptual models of strategy implementation making strategy implementation a challenging task for any organization. Many organizations today are developing appropriate competitive strategies focusing on becoming more competitive by launching competitive strategies that give them an edge over others. To do this, they need to craft winning strategies (Porter, 1985).

Implementing programmes vary according to the nature of strategic problems that an organization faces and Kenya Civil Aviation Authority is not an exception. The world and specifically Kenya has been forced by the growing demand for air transportation which has been fueled by ability of aviation to offer safe, affordable, fast, and predictable services. As KCAA implements its strategic plan, a number of factors such as economic, political and technological have in the recent past had both positive and negative impact on the industry. This has in turn led to challenges for the industry worldwide particularly for the air operators and regulators. The Kenyan industry is no exception and this has necessitated a civil aviation regulator and air navigation services provider that responds to the dynamic industry needs. It is on this basis that the study will seek to establish the implementation of strategy at the KCAA.

International studies that have been undertaken on strategy implementation challenges include Aaltonen and Ikavalko (2002) study on implementing strategies successfully and established that strategic communication and acting, strategic actors and structures and systems alignment with strategy was necessary for effective strategy implementation. Yang et al., (2008) undertook a study on factors influencing strategy implementation and

found out that organizations carried out changes to the organization's structure, communicated to employees when and how the strategies will be carried out; provided incentives for employees to carry out the strategies effectively, and assigned people who are able to be responsible for implementing these strategies. Bunning (2002) researched on effective strategic implementation in the public sector. The findings were that strategy implementation in the public sector was hindered by the bureaucratic environments of public entities and insufficient allocation of resources.

Local studies that have been undertaken on implementation of strategies include; Mugo (2012) study on strategy implementation at the City Council of Nairobi. The study found out that corporate strategy in itself, organization politics, structure and culture, inadequate resources, poor communication, resistance to change and other uncontrollable factors as major challenges encountered during strategy implementation. Mbaabu (2012) did a study on strategy implementation at deposit protection fund board Kenya and established that the formulation of strategies at the fund was by the senior management and the employees participated in the implementation though the strategies took longer than the stipulated time to implement. Mbithi (2011) undertook a study on strategy implementation at Nakumatt holdings limited, Kenya and established that implementation variables could become roadblocks that undermine the implementation process. Given the importance of these processes, this study sought to fill the gap by seeking answer to the question: what challenges does the Kenya Civil Aviation Authority encounter in the implementation of its strategies in regulating the aviation training organizations?

### **1.3 Research Objective**

The objective of this study was to establish the challenges encountered by the Kenya Civil Aviation Authority in the implementation of its strategies in regulating aviation training institutions.

#### **1.4 Value of the study**

The findings of the study were of value to the theory as it depicts implementation of strategies in the organization and the challenges encountered. The findings of the study were to seek to confirm that organizations try to fit in with the norm by adopting strategy implementation that validates them as part of the organizational field. The study was of relevance to resource based theory as it explains the utilization of resources by Kenya Civil Aviation Authority in order to implement its strategies.

The findings of the study addressed the knowledge gap as it was highlighted in the implementation of strategy in the organization and the challenges encountered thus enabling the management of the organization to know the challenges that hinder the organization in the achievement of its goals.

This study is of benefit to the practitioners and academicians both in the private and in public sector by having contributed to the existing body of knowledge in the area of strategy implementation. Academicians may use findings for further research, while practitioners may apply lessons in planning and implementing future strategies.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter literature of relevance to the study was reviewed. Key areas of literature that took center stage in this section include the theoretical framework. The study further put into context the strategy implementation process and the challenges of strategy implementation.

#### **2.2 Theoretical Foundation**

A theoretical framework refers to how the researcher or writer of the report not only questions, but ponders and develops thoughts or theories on what the possible answers could be, then these thoughts and theories are grouped together into themes that frame the subject (Neuman, 2010). It is the process of identifying a core set of connectors within a topic and showing how they fit together. This study will be guided by a number of theories as discussed subsequently.

##### **2.2.1 The Open system Theory**

The open systems theory comes from the relationship that emanates from the operation of an organization as a system. Organizations are thought of as systems with interrelated subsystems that process various inputs to generate various outputs, pleasing users and customers in the process. They depend therefore on the environment for their survival. Some modest environmental shifts can easily alter the results of management decision within organization. As open systems they need structures to deal with forces in the world around them (Scott, 2008).

Organizations as open systems remain efficient and effective by adapting to the shifts in their environment. They have to be concerned not only with what happens within and among its subsystems and people, but also with what happens outside of itself for no organization operates in a vacuum. The decisions the organization make have to fit in two environments internal and external. These forces influence condition in every organization; however the

most influential force in one organization may have little impact on other organizations. Managers continually ought to scan and monitor the environment. This allows managers to determine their organizations best response to an environmental change. The systems therefore that interact with the environment are therefore open systems. Open systems consists of five basic elements of inputs, a transformation process, outputs, feedback and the environment (Scott, 2008).

### **2.2.2 The Resource Based View**

The resource-based view stipulates that the fundamental sources and drivers to firms' competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities which are valuable and costly-to-copy (Peteraf and Bergen, 2003). Building on the assumptions that strategic resources are heterogeneously distributed across firms and that these differences are stable overtime. The resource-based theory argues that any firm is essentially a pool of resources and capabilities which determine the strategy and performance of the firm; and if all firms in the market have the same pool of resources and capabilities, all firms will create the same value and thus no competitive advantage is available in the industry (Barney, 1991). The basis of the resource-based view is that successful firms will find their future competitiveness on the development of distinctive and unique capabilities, which may often be implicit or intangible in nature. Thus, the essence of strategy is or should be defined by the firm s unique resources and capabilities. Furthermore, the value creating potential of strategy, that is the firm s ability to establish and sustain a profitable market position, critically depends on the rent generating capacity of its underlying resources and capabilities (Conner, 1991).

The resource based theory suggests that competitive advantage and performance results are a consequence of firm-specific resources and capabilities that are costly to copy by other competitors (Barney, 1991). These resources and capabilities can be important factors of sustainable competitive advantage and superior firm performance if they possess certain special characteristics. They should be valuable, increasing efficiency and effectiveness, rare, imperfectly imitable and non-substitutable. According to resource-



based theory, organizations wish to maintain a distinctive product (competitive advantage) and will plug gaps in resources and capabilities in the most cost-effective manner. This theory emphasizes that resources internal to the firm are the principal driver of a firm's profitability and strategic advantage. Every firm plans and implements various strategies in order to create competitive advantages so that they could outperform their competitors and earn a higher rate of profits in their industry. To achieve superior competitive advantage, Besanko *et al.*, (2003) argue that a firm must create more values, which depends on its stock of resources and distinctive capabilities of using those resources. For long-term profitability, a firm must ensure its successful strategies and the created competitive strategies are sustainable.

### **2.3 Strategy Implementation Process**

Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of functional areas in the organization, have a direct influence on the administrative and operational activities, and are vitally important to long-term health of an organization (Grant, 2000). Strategies must be well formulated and implemented in order to attain organizational objectives. Thompson (1993) determined that the strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results.

Sterling (2003) noted that effective implementation requires continual monitoring-progress in implementing the plan of the competitive environment, of customers' satisfaction, and of the financial returns generated by the strategy. According to Hill et al. (2009) the main components of the process for strategy implementation are the design of governance and ethics, the organizational structure, the organizational culture, and the organizational controls. Governance and Ethics play a key role in the process of implementation; each organization is facing a large group of internal and external stakeholders that need to be satisfied. In formulating the strategy of the organization, management needs to take into account the wishes and needs of all of these stakeholders; otherwise they might withdraw their support to the organization.

Chakravarthy and White (2001) have taken into consideration that no matter how effectively a company has planned its strategies, it could not succeed if the strategies were not implemented properly. Hendry and Kiel (2004) also clarified that the more ineffective the top management decisions, the more ineffective are the choices made at lower levels of management. Similarly, if top management's strategic choices tend to be successful, it reflects favorably on choices made in other parts of the organization. Simons (1994) refer to three categories of factors that affected strategic decision-making process: environmental factors; organizational factors; and decision-specific factors. Here, environmental factors mean external agents such as national culture, national economic conditions, and industry conditions. Organizational factors refer to organizational structure, organizational culture, structure of decision making bodies, impact of upward influence, and employee involvement.

#### **2.4 Challenges of Strategy Implementation in Organizations**

Strategic challenges are those pressures that exert a decisive influence on an organization frequently driven by the organization's future competitive position relative to other provisions (Hitt *et al.*, 2008). The task of implementing challenging strategic initiatives must be assigned to executives who have the skills and talent to handle and can be counted on to turn decisions and actions into results to meet established targets. Without a smart, capable result-oriented management team, the implementation process ends up being hampered by missed deadlines, misdirected or wasteful efforts (Johnson and Scholes, 2002). Building a capable organization is thus a priority in strategy execution. High among organizational building priorities in the strategy implementation is the need to build and strengthen competitive valuable competencies and organizational capabilities.

Wessel (1993) states that most of the barriers to strategy implementation that have been encountered fit into one of the following interrelated categories: too many and conflicting priorities, the top team does not function well; a top down management style; inter-functional conflicts; poor vertical communication, and inadequate management development. These categories can be translated into the following problems: Competing

activities distracted attention from implementing this decision, Changes in responsibilities of key employees were not clearly defined, Key formulators of the strategic decision did not play an active role in implementation, and Problems requiring top management involvement were not communicated early enough (Pearce and Robinson, 2007).

Strategy implementation is never an easy thing in many organizations. The process of coordinating different stakeholders and harmonizing their actions towards the common goal faces several challenges. Some of the challenges reviewed here include: leadership styles, availability of resources, corporate culture and organizational culture

At the firm level, extant research has observed that the effective relationship between strategy and structure is a necessary precondition to the successful implementation of new business strategies (Noble, 2009). In addition, a match between appropriate administrative mechanisms and strategy has been found to reduce uncertainty within the firm and increase effectiveness in strategy implementation. An inappropriate organization structure will lead to either poor decision making which may negatively affect the process of strategy implementation. A vertically tall organization structure may involve more time in getting the decision made which may affect the pace of strategy implementation. The structure of the organization should be consistent with the strategy to be implemented. Moreover the nature of the organizations structure to be used in implementing strategy is influenced by the environment stability and the interdependence of the different units. Failure to address issues of the broad structural design of roles, responsibilities and lines of reporting can at a minimum, constrain strategies development and performance (Noble and Mokwa, 2009).

McCarthy and Leavy (2009) observe that creating organizational structure and attendance behaviour change is a formidable challenge to many organizations. Strategy may fail in practice if the design of the organization context is inappropriate for effective implementation and control of the strategy. According to Pearce & Robinson (2002) structure is the division of tasks for efficient and clarity of purpose and coordination

between the independent parts of the organization to ensure organizational effectiveness. Structure balances the need for specialization with the need for integration. It provides the formal means of decentralizing and centralizing consistent with the organizational control needs of the strategy. More turbulent and diverse environments require increasingly complex and flexible structures. They further identify the existence of functional strategies which are short-term activities that each functional area within a firm must undertake in order to implement the grand strategy. They must be consistent with the long-term objectives and the grand objectives.

Thompson and Strickland (2005) note that leading the drive for good strategy execution and operating excellence calls for several actions on the part of the manager-in-charge. Managers have to be on top of what is happening, closely monitor progress, ferreting out issues and learning what obstacles lay in the path of good execution. The manager has to put constructive pressure on the organization to achieve good results. Effective leadership involves restructuring organizational architecture in a manner that motivates employees with the relevant knowledge to initiate value-enhancing proposals (Dubrin, 2001). Drucker (1994) captures an environmental scanning analysis that depicts leadership as that, which should manage the fundamentals like people, inflation among others. Strategic leadership should ensure that values and culture within an organization are appropriate for satisfying key success factors. This should lead to environmental-value-resources congruence. However, leadership is not always fully involved in the strategy implementation process because of the many activities involved which have been delegated. Limited leadership involvement could inhibit the success of strategic management in an organization.

Successful strategic plan implementation requires a large commitment from executives and senior managers. Therefore, planning requirement which may be done even at departmental levels requires executive support. Executives must lead, support, follow-up and live the results of strategic planning implementation process. According to Healthfield (2009), without commitment of senior executives, participants feel fooled and mislead. This complements what Rap (2004) claims that the commitment to the strategic

direction is a prerequisite for strategy implementation, so top managers have to show their dedication to the effort. To implement strategy successfully, senior executives must not assume that lower level managers have the same perceptions of the strategic plan and its implementation, its underlying rationale, and its urgency. Instead, they must assume they don't, so executives must persuade employees of the validity of their ideas. Ahoy (1998) argues that upfront commitment by leaders include an adherence to the full and thorough process of strategic planning which must culminate in implementing programs and services and commit allocations to meet the objectives of the strategic plan at a level that is doable for the organization and the level of activity.

Top management goodwill and ownership to drive the process is also critical to effective implementation of strategy. According to Grundy (2004), an organization should among others have the top management be committed to the strategic direction the firm is taking. Strategy implementation leaders must also secure the commitment and cooperation of all concerned parties to get all the implementation pieces in place. The management of the organization provides direction to workers as they pursue a common mission in implementing strategies. The leaders influence their relationship with their followers in the attempt of achieving their mission.

Communication allows sharing of ideas, facts, opinions and emotions and above all provides feedback. In organizational strategy implementation, information flows in all directions; downwards, upwards and laterally (Chapman, 2004). The employees freely communicate their ideas, suggestions, comments and complaints to the management on strategic objectives. These can be done through supervisors, joint consultative committees, suggestion schemes, trade unions or grapevines. Communication down the organization or across different functions becomes a challenge. Making sure that processes throughout the organization support strategy execution efforts can be problematic in a large organization. Linking strategic objectives with the day to day objectives at different organizational levels and locations becomes a challenging task. The larger the numbers of people involved, the greater the challenge to execute strategy effectively (McCracken, 2002).

Rapert *et al.*, (2002) state that communication and shared understandings play an important role in the implementation process. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves. They explore vertical communication linkages as a means by which strategic consensus and performance can be enhanced. Johnson & Scholes (2002) posit that the simplest way to communicate the strategy to the outside world is a general dissemination of the strategic plan, by making a version of it a public document, however issuing a press release on the adoption of strategy documents or delivering a speech or publishing an article or even an annual letter by the head of the agency on the strategy of the organizations can also be used. Birnbaum (2000) indicates that strategy implementation requires the transfer of information from one person to another through specific channels. Communication allows sharing of ideas, facts, opinions and emotions and above all provides feedback. In organizational strategy implementation, information flows in all directions; downwards, upwards and laterally (Chapman, 2004).

Implementation of new strategy will be concerned with adjustments in the structure, employees, systems and style of doing things in order to accommodate the perceived needs of the strategy (Pearce and Robison, 2007). Rap (2004) suggests the top managements principle challenge in the cultural context is to set the culture tone, pace, and character to see that it's conducive to the strategic changes that the executives are charged with when implementing. When implementing strategy, the most important facet is the top management's lack of commitment to the strategic direction itself. This commitment is a prerequisite for strategy implementation. If strategy implementation is going to realize its full potential of dramatically improving the way companies do business, changing of the organizational culture must be considered an integral part of the process.

The character of a company's culture or work climate is a product of the core values and business principles that executives espouse, the standards of which is ethically acceptable and what is not, the company's approach to people management and its internal politics.

When a company's present work climate promotes attitudes and behaviours that are well suited to first-rate strategy execution, its culture functions as a valuable ally in the strategy execution process, otherwise, it becomes a stumbling block. It is therefore the strategy implementer's responsibility to identify what facets of corporate culture hinder effective execution of strategy and this is what defines competent leadership at the top (Thompson and Strickland, 2005). Rap (2004) indicates that most companies attempting to develop new organization capacities stumble over these common organizational hurdles: competence, coordination, and commitment. These hurdles can be translated into the following implementation problems: Coordination of implementation activities was not effective enough, Capabilities of employees were insufficient, Training and instruction given to lower level employees were inadequate, and Leadership and direction provided by departmental manager were inadequate.

All organizations have at least four types of resources namely: financial, physical, human resources and technological resources. Resource based view to strategy management view knowledge, skills and experience of human resource as a key contributor to firm's bundle of resource and capabilities (Thompson and Strickland, 2005). Johnson *at el.*, (2005) argues that putting strategy into action is concerned with ensuring that strategies are working in practice. Without adequate resources, strategy implementation process would not proceed as planned. This would thus result in stalled projects or results being different from those anticipated. As companies change and as skills expertise become recognized as a major asset of the firm, the heightened efforts in cultivating and enhancing them becomes significant part of development strategy (Pearce and Robison, 2007).

The organization needs to have sufficient funds and enough time to support the implementation process. True costs include realistic time commitment from staff to achieve a goal, a clear identification of expenses associated with a tactic, or unexpected cost overruns by vendors (Olsen, 2005). Resource allocation is important and equitable resource allocation and sharing is an important activity that enhances strategy execution. The resources include financial, physical, human, technological and good will resource.

Effective implementation of any organization's strategic plan depends on rational and equitable resource allocation across the organization. Proper links should be developed between the strategic plan and operational activity at departmental levels in order to necessitate proper implementation of strategies (Birnbaum, 2000).

## **2.5 Empirical Studies and Research Gap**

Govindarajan (2004) addressed the relationship between the characteristics of SBUs general manager and the perceptions of effectiveness in strategy implementation. He found out that successful strategic business unit have general managers with great marketing/sale experiences, greater willingness to take risk, and greater tolerance for ambiguity. Parsa (2009) investigated the impact of source of power on franchisees strategy implementation process and eventual performance. Results from the study indicate that financial performance of the franchisees was affected by the method of implementation they chose. This study demonstrates that interaction of power sources and strategy implementation could impact a firm's performance and satisfaction and that proper match between the implementation methods and the desired outcomes is essential.

Okumus (2003) framework to implement Strategies in Organizations found out that the main barriers include lack of coordination and lack of support from other levels of management and resistance from lower levels and poor planning activities. Culture is another challenge to strategy because implementation of strategy often encounters rough going because of deep rooted cultural biases. This is because they see change as threatening and tend to favour continuity and security.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter presents the research methodology that was used to carry out the study. The chapter describes the proposed research design, data collection and data analysis.

#### **3.2 Research Design**

The research design is regarded as a blue print, a master plan that specifies the methods, techniques and procedures for collecting and analyzing the needed information or simply a framework or plan of action for the research (Charmaz 2003). The research design for the study was a case study. A case study is an in-depth investigation of an individual, institution or phenomenon. Case studies allow a researcher to collect in-depth information, more depth than in cross-sectional studies with the intention of understanding situations or phenomenon.

Case studies are particularly popular in organizational research and are well suited to capturing the social world of people in understanding a real life situation (Babbie and Mouton, 2004). The study was used to identify the challenges encountered by the Kenya Civil Aviation Authority in the implementation of its strategies in regulating aviation training institutions. The reason for this choice was based on the knowledge that case studies are the most appropriate for examining the processes by which events unfold, as well as exploring causal relationships and also provide a holistic understanding of the phenomena when dealing with only one organization.

#### **3.3 Data Collection**

The study used primary data which was collected using an interview guide. The respondents to be interviewed were the Kenya Civil Aviation Authority top management staff that include Director Aviation Safety and Security Regulation, Manager Personnel Licensing, Corporation Secretary, Manager Flight Operations and Manager Airworthiness. These were considered to be key informants for this research. Key

informants are also a source of information that can assist in understanding the context of an organization, or clarifying particular issues or problems. In addition the departments in which the intended respondents work in were the key developers' and implementers of the Authority strategies.

The choice of the respondents was very important, as the respondents were involved in the running of the Authority. Furthermore, they may provide access to more significant and useful secondary data as documents, and other valuable information. The method to be used in this study was that of a semi-structured interview, in which the interviewer has a structured plan of investigation, namely a set of open ended pre-determined questions.

### **3.4 Data Analysis**

The data obtained was analyzed using content analysis. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Hsieh and Shannon, 2005). It involved observation and detailed description of objects, items or things that comprise the object of study.

Content analysis, as a class of methods at the intersection of the qualitative and quantitative traditions, is used for rigorous exploration of many important but difficult-to-study issues of interest to management researchers (Carley, 2003). This approach was more appropriate for the study because it allowed for deep, sense, detailed accounts in changing conditions. Thus the qualitative method was suitable for this research because the research was conducted within the environment where the implementation initiatives occurred.

## **CHAPTER FOUR**

### **DATA ANALYSIS AND INTERPRETATION**

#### **4.1 Introduction**

The research objective was to determine the strategy implementation challenges faced by Kenya Civil Aviation Authority in regulating aviation training institutions. This chapter presents the analysis, findings and discussion with regard to the objective.

#### **4.2 Demographic Characteristics**

The interviewees comprised the senior and top management of Kenya Civil Aviation Authority (KCAA). In total, the researcher interviewed five interviewees who had been identified to be interviewed. The duration in which the interviewees have worked in KCAA varied from six to twenty five years. This indicates that the interviewees have worked in KCAA for a longer duration of time and therefore understand strategy implementation and challenges in the organization. The interviewees indicated that they have been holding the current managerial position for more than five years in the institution and therefore considered to be more versed with the subject matter of the study.

The researcher collected the primary data from the interviewees by use of the interview guide with open-ended questions. The procedure involved personal interactive interviews conducted by the researcher. The findings of the study are presented into two sections according to the objectives namely; the strategy implementation and the challenges of strategic implementation.

#### **4.3 Strategy Implementation**

The Kenya Civil Aviation Authority is a member of International Civil Aviation Organization (ICAO) which oversees safe and orderly development of civil aviation world-wide. To maintain and enhance the vital role played by the aviation industry in the development of Kenya, efforts should be made to eliminate constraints to its growth. Due to the increasing role of the aviation industry and the changes taking place worldwide, KCAA is looking ahead to ensure that the Kenyan airspace is secure enough to meet the challenges of air transport in the future.

The Kenya Civil Aviation Authority is implementing a 5 year strategic plan, a master plan for Kenya's airspace while at the same time ensuring that aviation safety and security are maintained. Successful strategy implementation requires leaders to focus on the right strategic goals, led and championed by senior managers, that unite an organization behind the strategy, determines the measures and the milestones of success and makes sure that resources-financial, technological and human are allocated effectively, the managers also ensure that freedom is granted to all parts of the organization. Individuals, teams, suppliers, and strategic partners encouraged to be creative in finding new ways of carrying out new goals. Thus top management commitment of the senior managers including the Director General has a significant effect on implementation of strategy. In KCAA, the interviewees noted that staff in the organization was looking up to the management for direction on implementation of the strategic objectives that have been included in the strategic plan, management of resources and improved service delivery.

Strategy implementation process of organizations should be a whole involving process where all important stakeholders are involved. One of these important internal stakeholders is KCAA employees because they are the ones who are tasked with the actual duty of implementing the strategies. The interviewees noted that all the employees are involved in strategy implementation in the preparation of the work plans, budgets and setting performance targets and then later on during performance of their duties to achieve the set targets. They argued that since the employees are involved in the strategy development phase, there will be less level of resistance during the implementation period and this will therefore increase the rate of success.

Effective communication throughout strategy formulation to implementation processes offers a great success to strategy implementation in KCAA. Strategy should be communicated and must be clearly understood by all implementers. The coherence of decisions and actions of all employees at all levels of the organization is fundamental as it created awareness of strategy, ensure there is ownership of project to be implemented and collection of additional ideas. The interviewees observed that there were sufficient mechanisms laid down to ensure communication both vertically and horizontally. This is

through encouraging staff to make use of the installed information technology infrastructure as well as through scheduled and non-scheduled meetings. There was also use of an in house magazine to communicate developments within the industry and the organization itself. It was also observed that some offices have an open door policy and information is shared freely.

Investment on employee training in KCAA is considered important factor in strategy implementation. The interviewees noted that training and development programs help employees to improve skills in crafting, formulation and implementation of strategic plans. They further indicated that training helps in development of good corrective action plan in the strategy that is behind schedule. The interviewees observed that there is need for relevant training and allocation of more funds to invoke the desire for further training among all. It was informed to the researcher that training of strategy implementation would also aid in eradicating the negative perception held about strategy implementation as everyone would be aware of the benefits that would accrue from it.

Every organization including KCAA is competing to survive in this ever increasingly challenging and volatile market environment, and in order to survive; they need pools of excellent, talented and productive human capital to work. Due to this, KCAA provides their employees with suitable benefits such as a good salary, appreciations, good remuneration and other form of benefits whenever its employees performs to the management satisfaction in strategy implementation. With that, the employees themselves will be highly motivated in their jobs and this will lead to high performance and productivity. The interviewees further noted that the employees were promoted whenever the departments achieve its objectives. The employees were indicated as being rewarded through promotions thus the availability of career development opportunities illustrates the willingness and effort of the organization to cherish employees. Effective career development programs in KCAA enhance individual work performance by continuously learning and adapting, while the organization offers favorable developmental relationships with their employees.

On the model of strategy implementation employed at the Kenya Civil Aviation, the interviewees revealed that performance targets, planning and control systems, social cultural practices and self control were being used. The interviewees noted that performance targets were set for all levels except that they differ in magnitude depending on the level. The targets are set in light of what a department has been able to achieve previously. The targets are set to act as motivational tools to implement strategies within the set timelines. The institution also adapts direct supervision of the implementation process. The interviewees noted that self control has ensured successful implementation of strategies through leadership philosophy and setting a living strategic plan with updated action plan. The strategy implementation phase in the organization requires that individual section heads in consultation with all the staff in the sections monitors the activities being undertaken on weekly basis to establish whether the results are in line with the budget expectation come up with their task that are achievable as well as measurable. This process will facilitate detection of any variance and any unfavorable variance is investigated with the aim of remedying it.

Effective strategy implementation and execution relies on maintaining a balance between preventing failures and promoting success simultaneously. When there is a proper alignment between strategy, administrative mechanisms and organizational capabilities, it will be easier to implement and execute the strategy and to achieve the desired objectives. The other factors that enable KCAA to succeed in strategy implementation success was noted as frequent reporting on implementation development, adoption of performance contracting by all staff, creation of awareness and stakeholder involvement. The level at which stakeholders are involved include consultation and validation stage of the strategy implementation report for the purpose of ownership. In addition, the inaugural plan involves internal stakeholders only while the second review of the work in progress is presented to external stakeholders (Ministry of Infrastructure and the other industry players) after the Board has adopted. The interviewees observed that strategic plan objectives and targets are cascaded to all levels in the establishment for everyone to achieve targets relevant to the work area.

Successful implementation of strategy results in proper utilization of resources with financial and human and thus enhances organizational growth, development of efficient systems that will enhance coordination. The regulation of the training institutions by KCAA ensures that the institutions undertake its activities according to the prescribed regulations. The interviewees indicated that KCAA regulations were enforced through frequent inspection and annual audit of the institutions, follow up on corrective actions and communication through media of the approved institutions that provide aviation training. The interviewees further noted that enactment of legislative and regulatory framework has helped in regulations of training institutions as it sets the criteria on the equipment to be used in training, the qualifications of trainers and the registration of training school. This helps in ensuring that only the registered training institutions are the ones offering aviation training. The interviewees said that the inspectors who are tasked with inspection of the training institutions need to be motivated through provision of appropriate work tools, equipment and transport in order to thoroughly enforce regulations provisions.

The interviewees indicated that to ensure successful regulation of aviation training institutions, the strategy must be translated into carefully implemented action because the firm strategy is implemented in a changing environment and therefore the need for strategic control during the implementation. They noted that effective regulations emanates from development of Technical Guidance Materials (TGM), sensitize aviation training institutions on the need to adhere to the laid down regulations, publish on newspapers twice a year the list of institutions that have been approved so that all other agencies that deal with the education sector can counter check with their records whether the institutions have been approved, employment of enough inspectors and proper training of inspectors.

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

The development of an organizations strategy is not enough if the same cannot be implemented and it is therefore necessary that an organization employs an appropriate

implementation strategy to actualize the plan. However, in many organizations, the implementation phase is faced by a number of challenges. The interviewee noted that time was an hindrance in strategy implementation for they indicated that there was insufficient time in strategy development resulting in poor development of the department strategies. This they indicated have an effect on the achievement of the department targets which is important in the achievement of overall organizational objectives. At the same time they said that the time allocated to meet certain targets was unrealistic resulting in the organization employees working under pressure to meet the set timelines, thus affecting the quality of work undertaken.

The capacity of KCAA to implementing its strategies successfully is an important achievement. Without a proper implementation process, even the most superior strategy that the organization will have developed is useless. The interviewees noted that the implementation of organization strategy was affected by factors that were not foreseen in the initial stages of strategy development. These includes staff resistance, duplicated roles with other organizations like the Ministry of Education, lack of clear consultations with other agencies, none involvement of staff during initial stages of strategy development, staff resignation, lack of enough funding, changes in legal environment or policy at national level and changes in the business operating environment such as interest rates and forex changes.

The business environment has become extremely competitive and complex thus KCAA must be flexible in order to adapt to changes, to compete effectively and thus prosper and grow. A good corporate strategy should therefore integrate KCAA goals, policies, and action sequences (tactics) into a cohesive whole, and must be based on business realities. The interviewees observed that the operating environment of KCAA has changed and this has affected the achievement of organizational objectives. They noted that the factors emanates from insecurity incidents, performance of anchor airline, imposition of restrictions on cargo entry to Europe, effect of terrorism which has resulted in low tourist arrivals thus affecting revenue collection which affect funding model and undue political interference.



Strategy implementation is never an easy thing in many organizations, KCAA included. The process of coordinating different stakeholders and harmonizing their actions towards the common goal faces several challenges. The interviewees noted that lack of focus on key targets by the organization and introduction of key activities on regional nature. These were noted as having affected the organizational plans as they have to revise the strategic plans to be in line with regional objectives. Automation at KCAA has led to a drastic improvement in productivity and reduction in costs while thus improving the speed with which information is transmitted thus facilitating speedy decision making. The interviewees established that the inadequacy of information systems used to monitor strategy implementation had resulted in inability to effectively monitor the level of implementation of the plan and poor recording of information. The interviewees indicated that for proper strategy implementation to be achieved all the departments need to work dependently and effective communication is quite crucial because it provides synergy. Information access, sharing and exchange are exploited to their full potential.

The communication of an organization's strategies and the actions to be undertaken to achieve the desired results is one of the key ingredients necessary in the implementation process. An organization should endeavor to adopt appropriate communication channels. The study sought to establish the impact of poor communication and diminished feelings of ownership and commitment by employees to strategy implementation. It was established that during the planning sessions and board meetings, the strategy is well communicated to all departmental heads that are then to pass it to their members at the departmental level. However, the study established that this does not happen. Some interviewees argue that as the real implementers on the ground, they ought to be thoroughly acquainted with the new strategies. The study however, established that due to poor communication by those leaders in charge, some departments fail or some start late and in complete disregard of timelines raising the greater question of quality and credibility of such services and the leaders concerned. It was observed that there exists a communications department which ensures proper channels are opened both internally and externally. Some interviewees felt that it was the responsibility of the planning

division to coordinate the activities geared towards strategy implementation. It was observed that at times it this leads to fire fighting and is worsened by a tendency to believe in functional autonomy. Communication therefore was observed to be through a forced system and not by intent or through deliberate moves geared towards strategy implementation.

Ineffective coordination and sharing of responsibilities among the staff came out as another factor that affects the success of implementing strategies at KCAA. Overlapping of activities during the implementation phase was found to create confusion among the implementers and therefore leading to delays in implementation and unnecessary bureaucracies. Implementers of the strategies need to be answerable for their actions. However, it was found that in some instances, there has been a lack of accountability within KCAA especially for some actions and this becomes a source of discouragement to the other staff members whom by themselves are expected to be accountable. Another challenge that was faced by the organization has been a lack of morale amongst implementers, misinterpretation of the organization strategy, lack of proper reporting and therefore no feedback and these leads to customer complaints as a result of poor service delivery.

On the question regarding other challenges encountered in implementation of strategies at KCAA, the interviewees noted that poor planning, recruitment, training, management of staff, resources, culture and the organization structure hindered effective implementation of strategies. The interviewees noted that culture was a hindrance to strategy implementation at KCAA. The cultural factors that hindered implementation of strategies included resistance to change, non incorporation of staff values and beliefs, segregation of departments, political interference with policy matters and claims of unfair treatment of staff. Lack of resources appeared to be a fundamental reason behind delayed implementation of strategic plans especially where the strategy relates directly to the nature and level of staff in terms of training, attracting and retaining and also rewarding and motivating them. The interviewees noted that since strategy implementation is done in stages with different levels of activity at each stage, the staff involved are always

overworked due to the many activities an employee is expected to perform at each of the implementation stages, thereby slowing the pace at which the implementation moves from one phase to the other, or leaving some tasks incomplete. The interviewees show that KCAA organizational structure is an impediment to the successful implementation of the strategies. All the interviewees agreed that the existing organization structure results in slow decision making as it is complex. It was found that in the present strategic plan, no room has been made for market dynamics and internal growth.

The researcher also wished to establish the strategies that would help KCAA to overcome the challenges they face in implementation of its strategies. The interviewees noted that enhanced supervision to ensure that work plans are implemented, change in recruitment policy and appraisal, monitoring the implementation and taking corrective action early, ensuring ownership of targets at individual level and sufficient allocation of resources. The interviewees also indicated that the involvement of the senior management in strategy implementation and training together with communication of benefits of the strategy to all staff were key ways to overcome most of the challenges realized in strategy implementation. In addition, the respondents recommended the openness of strategy formulation to create an all-inclusive process where not only the staff but also the customers could feel as part and parcel of the process. As a result, the interviewees also indicated customer-centric approach together with education and innovation as core to overcoming these challenges. The solutions to the challenges encountered were noted to be proper involvement of all stakeholders in strategy development, holding workshops to sensitize the staff on the need to ensure successful implementation of strategy, empowering inspectors to ensure that they undertake their duties accordingly, ensuring that there is reward mechanism when the organization achieves its strategic plan objectives and development of good monitoring and evaluation strategy.

#### **4.5 Discussion**

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work – implementing it throughout the organization – is even more difficult. Strategy formulation is both an institutional and an interpersonal process that

gathers data and viewpoints and ultimately results in strategic decisions. Competency in implementation and the ability to put ideas into actions can be an organization's source of competitive advantage. Kaplan and Norton (2001) findings indicate that in practice, managers and supervisors at lower hierarchy levels who have important and fertile knowledge are seldom involved in strategy formulation and when they do, the probability for realizing a smooth targeted and accepted strategy implementation process increases substantially seem to apply to this case. This was consistent with the findings of the study which established that the employees and other stakeholders were involved in strategy implementation.

Judson (1991) noted that successful strategy implementation is due to the design, development, acquisition, and implementation of resources that provide what is needed to give effect to the institution's new strategies. The resources in terms of financial and human resources in KCAA were found to have hindered effective implementation of strategies. Culture impacts on most aspects of organizational life, such as how decisions are made, who makes them, how rewards are distributed, who is promoted, how people are treated and how the organization responds to environmental changes. The study established that environmental changes emanates from insecurity incidents, performance of anchor airline, imposition of restrictions on cargo entry to Europe, effect of terrorism which has resulted in low tourist arrivals thus affecting revenue collection which affect funding model and undue political interference. This were found to be consistent with Johnson and Scholes (2002) findings that culture is a strength that can hinder strategy implementation when important shared beliefs and values interfere with the needs of the business, its strategy and the people working on the company's behalf.

Pearce and Robison (2007) state that communication and shared understandings play an important role in the implementation process. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves. The study established that due to poor communication by those leaders in charge, some departments fail or some start late and in complete disregard of timelines raising the greater question of quality and

credibility of such services and the leaders concerned. Successful strategy implementation depends to a large extent on the organizations structure because it is the structure that identifies key activities within the organization and the manner in which they will be coordinated to achieve the strategy formulated. Thompson and Strickland (2003) posited that an organization should be structured in such a way that it can respond to pressure from the environment in order to change and pursue any appropriate opportunities which are spotted. This is consistent with the findings of the study which found out that KCAA structure results in slow decision making as it is complex. It was found that in the present strategic plan, no room has been made for market dynamics and internal growth.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS, LIMITATIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter summarizes the findings and analysis of chapter four on strategy implementation challenges faced by Kenya Civil Aviation Authority in regulating aviation training institutions. It sets out to discuss the summary of the findings, draw conclusions, and make recommendations.

#### **5.2 Summary of Findings**

The organization's strategic plan is long-term in nature and it is expected that daily operational plans and annual programs are undertaken in a way that ensures that the long term strategic objectives are achieved. The study found out that the top management commitment of the senior managers has a significant effect on implementation of strategy and therefore the staff in the organization was looking up to the management for direction on implementation of the strategic objectives. The regulation of the aviation training institutions was noted to be undertaken by the employees of KCAA and therefore the provision of training and development programs help employees to improve skills in crafting, formulation and implementation of strategic plans. The study established that KCAA adapts direct supervision and self control which has ensured successful implementation of strategies through leadership philosophy and setting a living strategic plan with updated action plan.

The study found out that implementation of strategies in KCAA succeeded as a result of proper alignment between strategy, administrative mechanisms and organizational capabilities, frequent reporting on implementation development, adoption of performance contracting by all staff, creation of awareness and stakeholder involvement. Regulation of training institutions by KCAA was enforced through frequent inspection and annual audit of the institutions, enactment of legislative and regulatory framework, follow up on

corrective actions and communication through media of the approved institutions that provide aviation training.

The regulations of the training institutions by KCAA were found to have been affected by several factors. These factors were found to include unrealistic time allocation to meet targets, communication, organizational structure, inability to effectively monitor the level of implementation of the plan and poor recording of information, lack of accountability, ineffective coordination and sharing of responsibilities, poor planning, recruitment, training, management of staff and resources. The existing structure is largely based on the functional areas on which KCAA is mandated. Decisions are not consultative; they are just one way either vertically or horizontally. This has greatly hampered effective coordination also there is a technicality issue between the regulator and a service provider being in the same authority. This directly affects coordination as one section feels it should not be a part of the other but they are all in one organization. The management has not shown full commitment to successful strategy implementation. There have been no success stories which people can reflect on and leadership has done little in attempting to build more awareness and encourage staff to be proactive and read more on the content of the strategic plan. There is also the challenge of lack of focused strategy and thus training relevant to strategy implementation has not always been the case. There has not been sufficient allocation of resources to effectively implement the strategic plans. Where resources were to come from was not taken into consideration in the planning and hence making of annual plans at times is limited by level of revenue generation.

### **5.3 Conclusions**

Effective implementation of KCAA strategies is very vital for the functioning of the organization. From the findings, it was established that strategy implementation in the organization was essential in the achievement of organizations objectives. The staff in the organization was looking up to the management for direction on implementation of the strategic objectives. At the same time communication was indicated as playing a major role in the implementation of the strategy. Training and development programs help employees to improve skills in crafting, formulation and implementation of strategic

plans and also in the enforcement of KCAA regulations through frequent inspection and annual audit of the institutions, follow up on corrective actions.

KCAA is mandated to offer service and regulate a vibrant aviation sector of Kenya's economy. Its policies and practices need to be carefully analyzed adopted and implemented for they bear serious impact during the present times and the future. The study found out that KCAA cannot achieve its objectives due to various challenges that inhibit the achievement of its strategy implementation plans. These challenges include unrealistic time allocation to meet targets, communication, organizational structure, inability to effectively monitor the level of implementation of the plan and poor recording of information, lack of accountability, ineffective coordination and sharing of responsibilities, poor planning, recruitment, training, management of staff and resources. It was also concluded that employees should be trained on various matters concerning the implementation of strategic plans. All employees should be involved in making decisions on matters focusing on implementation of strategic plans. Therefore, the organization's management should be inclusive in all matters focusing on strategy implementation. Effective monitoring and evaluation of the strategies during implementation was found to be critical. The study concludes that if KCAA was to play its oversight role accordingly more needs to be done to ensure that its employees are thoroughly trained, remunerated, provided with all the necessary equipment and above all involved in strategy development.

#### **5.4 Limitations of the Study**

The study was undertaken at Kenya Civil Aviation Authority alone and therefore the no room for comparison of findings with other government agencies. The interviewees were the top management employees at KCAA and therefore there was no room to compare divergent views. Limited accessibility to information in the organization due to confidentiality being maintained which strained accessibility of data there was also a lack of cooperation from some staff during interviews as they had to go out of their work schedule to respond. The limitations however did not affect the data collected to undertake the study.



## **5.5 Recommendations**

The study found out that the leadership at KCAA has not pursued implementation of strategies adequately. It is recommended therefore that for success in strategy implementation, KCAA leadership has to be on top of what is happening, closely monitor progress, ferreting out issues and learning what obstacles lay in the path of good execution. The leaders need to put constructive pressure on the organization to achieve good results.

The study established that implementation of KCAA strategies have been affected by inadequate resources. It is recommended that the authority should develop further its ability to marshal resources needed to support its strategies. Internal cash flows seem insufficient to fund planned strategic initiatives and therefore management needs to practice use of external funds. This will in turn open up the organization to more rigorous financial performance scrutiny and this will in turn instill responsible and accountable financial management practices.

The study established that KCAA faces several challenges in the implementation of its strategy; it is recommended that the government reviews all the policy matters governing KCAA and all other Parastatals to ensure that they implement successfully the strategies which have been put in place. KCAA needs to develop initiative to device policies and practices that will provide vital support to effective strategy implementation. The authority thrives in an industry whose dynamics evolve every day and technology changes faster than the stakeholders can match. To remain relevant in its practices, it should focus more on the learning process from its internal practices, learn to benchmark from other similar organizations in the world so as to meet or beat their performance standards and also invest more on research and development.

The study further established that communication and the structure of KCAA was a challenge to implementation of strategies and it is therefore recommended that KCAA need to design the best way that communication can flow from top to bottom (downward flow of communication) and vice versa. This may require a proactive process of creating

new communication channels, which may include regular meetings between top management and lower level employees. These meetings should provide a forum for concepts clarification and reports on progress displayed and way forward discussed.

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

The study was done on the Kenya Civil Aviation Authority only. The other Government institutions have its unique culture, staff, structure, resources and the environment it operates in is different from others. A similar study should therefore be done on other Parastatals in Kenya. This will shed more light on the challenges encountered in the implementation of strategies in other Parastatals and address challenges if any.

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## **APPENDIX: INTERVIEW GUIDE**

### **CHALLENGES OF STRATEGY IMPLEMENTATION AT THE KENYA CIVIL AVIATION AUTHORITY IN REGULATING AVIATION TRAINING INSTITUTIONS**

#### **Section A: General Information**

1. Name of your department/section?
2. What is your position in Kenya Civil Aviation Authority?
3. How long have you been in the aviation industry?
4. How long have you worked at the Kenya Civil Aviation Authority?

#### **Section A: Strategy Implementation**

1. What is the importance of management ability, or competence, in achieving successful strategy implementation at the Kenya Civil Aviation Authority?
2. Who are involved in strategy implementation process at the Kenya Civil Aviation Authority?
3. What role does communication play in the process of strategy implementation at your organisation?
4. What is the impact of management development programmes/training on effective strategy implementation at the Kenya Civil Aviation Authority?
5. What initiatives are taken by management in creating and sustaining a climate within the organization that motivates employees in their implementation role?
6. What is the style/model of strategy implementation employed at the Kenya Civil Aviation Authority?

7. What are the other factors leading to strategy implementation success at your organization?
8. How does the Kenya Civil Aviation Authority enforce the Civil Aviation regulations in regulating aviation training institutions in Kenya?
9. What strategies are used at the Kenya Civil Aviation Authority in regulating aviation training institutions in Kenya?
10. What strategies should the Kenya Civil Aviation Authority put in place to ensure that the aviation training institutions in Kenya are regulated?

**Section B: Challenges of strategy implementation**

1. Do you face the challenge of strategy implementation time being underestimated?
2. What are some of the challenges that surface during strategy implementation that had not been anticipated?
3. What other factors in the external environment had an adverse impact in strategy implementation at the Kenya Civil Aviation Authority?
4. What are some of the competing activities that cause distractions inhibiting strategy implementation at the Kenya Civil Aviation Authority?
5. What are the challenges posed by the inadequacy of information systems used to monitor strategy implementation?
6. What is the impact of poor communication and diminished feelings of ownership and commitment by employees to strategy implementation?
7. What are the challenges caused by ineffective coordination and poor sharing of responsibilities of strategy implementation activities?

8. What are the other challenges you face in strategy implementation at the Kenya Civil Aviation Authority?
9. Which strategies do you think would be effective in helping overcome the challenges encountered during Strategy Implementation?
10. What are the possible solutions to the challenges of strategy implementation at the Kenya Civil Aviation Authority in regulating aviation training institutions?