

**CHALLENGES FACED BY KENYA FOREST SERVICE IN  
STRATEGY IMPLEMENTATION**

**BY**

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## DECLARATION

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

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## **DEDICATION**

This research study is dedicated to my husband Michael Muchemi and my entire family for their time throughout the MBA program and especially during this research project.

## ABSTRACT

The study sought to investigate on challenges faced by Kenya forest service in strategy implementation. Challenges to strategy implementation should be taken into account and the most reliable way to get the best information is to include the largest possible number of the organization's members into the discussion. The case study research design was the most ideal. The interviewees were the senior deputy director field and operation, senior deputy director cooperate section, senior deputy director human resource and administration, senior deputy director forest conservation management and the chief finance officer. Qualitative data was analyzed using qualitative analysis. Qualitative data analysis seeks. The study found that KFS utilizes effective leadership, effective communication of the strategy and its link to organizational goals, identifying potential vulnerabilities of the strategy, adequate planning in advance, constant monitoring of the strategy implementation, involvement of all concerned stakeholders, staff training and development and rewarding success in strategy implementation as its strategy implementation practices. Thus, effective and successful strategy implementation requires effective leadership, planning, communication, monitoring, stakeholder participation, risk assessment, staff training and rewarding mechanisms. The study concludes that the directors, managers, departmental heads and hired specialists participated in the strategy implementation process in Kenya Forest Service. The involvement of the top management illustrates the significance of effective strategy implementation to an organization's overall progress. The study recommends that that KFS should inform the government of challenges associated with ineffective regulatory framework for appropriate remedy. Further, the study recommends that KFS should allocate more funds, train its staff and eliminate inefficiencies in its processes for it to achieve successful strategy implementation. The study concludes that the directors, managers, departmental heads and hired specialists participated in the strategy implementation process in Kenya Forest Service. The involvement of the top management illustrates the significance of effective strategy implementation to an organization's overall progress. The study also concludes that KFS utilizes effective leadership, effective communication of the strategy and its link to organizational goals, identifying potential vulnerabilities of the strategy, adequate planning in advance, constant monitoring of the strategy implementation, involvement of all concerned stakeholders, staff training and development and rewarding success in strategy implementation as its strategy implementation practices. The study recommends that KFS should inform the government of challenges associated with ineffective regulatory framework for appropriate remedy. Further, the study recommends that KFS should allocate more funds, train its staff and eliminate inefficiencies in its processes for it to achieve successful strategy implementation

## TABLE OF CONTENTS

<b>DECLARATION.....</b>	<b>ii</b>
<b>ACKNOWLEDGEMENTS .....</b>	<b>iii</b>
<b>DEDICATION.....</b>	<b>iii</b>
<b>ABSTRACT .....</b>	<b>v</b>
<b>LIST OF TABLES AND FIGURES.....</b>	<b>ix</b>
<b>ABBREVIATIONS AND ACRONYMS.....</b>	<b>x</b>
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 Background of the Study .....	1
1.1.1 Strategy Concept.....	2
1.1.2 Implementation of Strategy and Challenges .....	3
1.1.3 Ministry of Environment, Water and Natural Resources in Kenya .....	5
1.1.4 Kenya Forest Service .....	6
1.2 Research Problem .....	9
1.3 Research Objective .....	11
1.4 Value of the Study.....	11
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>13</b>
2.1 Introduction.....	13
2.2 Theoretical Basis of the Study .....	13
2.3 Implementation of the Strategy.....	16
2.4 Challenges of Strategy Implementation.....	17
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>22</b>
3.1 Introduction.....	22
3.2 Research Design.....	22
3.3 Data collection .....	23
3.4 Data Analysis .....	23

<b>CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS .....</b>	<b>25</b>
4.1 Introduction.....	25
4.2 Demographic Information.....	25
4.2.1 Years of Service .....	25
4.2.2 The number of years in the current position .....	26
4.3 Strategy Implementation.....	27
4.3.1 Persons Involved in Strategy Implementation Process in KFS .....	28
4.3.2 The Strategy Implementation Practices Employed by KFS .....	28
4.3.3 The Importance of Management Ability or Competence in Successful Strategy Implementation Practices .....	28
4.3.4 The Effect of Ineffective Coordination and Poor Sharing of Responsibilities on Strategy Implementation.....	29
4.3.5 The Impact of Management Development Programmes /Training on Effective Strategy Implementation.....	29
4.3.6 The Effect of Early Involvement of Firm Members in the Strategy Process on Successful Strategy Implementation.....	30
4.3.7 Strategy Implementation Initiatives Being Undertaken by the Management .....	30
4.3.8 Role of Communication in the Strategy Implementation Process .....	31
4.3.9 Other Factors That Lead to Successful Strategy Implementation .....	31
4.4 Challenges To Strategy Implementation.....	31
4.4.1 Challenges Faced in Strategy Implementation in Kenya Forest Service .....	32
4.4.2 Challenges Posed by Customers and Staff Not Fully Appreciating the Strategy Implementation Practice. ....	32
4.4.3 Challenges Posed by Resistance and Leadership not Fully Appreciating Strategy Implementation in their Departments .....	33
4.4.4 Impact of Organizational Culture and Organizational Structure, Ownership and Commitment by Employees on Strategy Implementation .....	33
4.4.5 Other Challenges Faced in Strategy Implementation at the Organization.....	34
4.4.6 Possible Solutions to the Challenges Faced in Strategy Implementation at the Kenya Forest Service.....	34

4.4.7 Challenges that Surface During Strategy Implementation Practice That Had Not Been Anticipated.....	35
4.5 Measures Taken by Kenya Forest Service to Deal With Strategy Implementation Challenges.....	35
4.5.1 Commitment of the Board Members and Management In Providing Financial Resources To Support Implementation Of Strategy. ....	36
4.5.2 Motivation of the Board Of Directors and Employees in Supporting The Strategic Initiatives.....	36
4.5.3 Appropriateness of the Current Organization Structure .....	36
4.5.4 Capability of the Available Human Resource in Managing and Implementing New Strategy Direction.....	37
4.5.5 Organizational Policies or Systems Instituted to Respond to Strategy Implementation Challenges.....	37
4.5.6 External Stakeholders Involved in Resolving these Challenges.....	38
4.5.7 Communication of Strategic Change .....	38
4.6 Discussion.....	39
4.6.1 Discussion in line with Literature Review.....	39
4.6.2 Discussion of Findings with the Theory .....	44
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS..</b>	<b>46</b>
5.1 Introduction.....	46
5.2 Summary .....	46
5.3 Conclusion .....	51
5.4 Recommendations.....	55
5.5 Recommendations for Further Studies.....	57
<b>REFERENCES.....</b>	<b>58</b>
<b>APPENDICES .....</b>	<b>63</b>
APPENDIX I: INTRODUCTION LETTER .....	63
APPENDIX II: INTERVIEW GUIDE .....	64



## LIST OF TABLES AND FIGURES

Figure 4.1 The number of years in the current position.....	27
Table 4.1 Years of Service .....	26

## **ABBREVIATIONS AND ACRONYMS**

GDP:	Gross Domestic Product
GOK:	Government of Kenya
KFS:	Kenya Forest Service
KFMP:	Kenya Forestry Master Plan
REDD+:	Reducing Emissions from Deforestation and forest Degradation
SPSS:	Statistical Package for the Social Sciences

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Strategy implementation is a component of strategic management process. It is a process that turns the formulated strategy into actions which makes sure that the vision, mission, strategy and strategic objectives of the organization are successfully achieved as laid out in the strategy. Among all activities that managers do, there is nothing that affects a company's ultimate success or failure more than how well the management team sets the company's long term direction, develops competitively effective strategic moves and business approaches and implements what needs to be done internally to produce good strategy execution. Poor implementation undermines the strategy's potential and paves the way for shortfalls in organization performance (Thompson and Strickland, 2003). According to Ghamdi (1998), there are challenges associated with strategy implementation which include the fact that implementation takes longer than anticipated, insufficient coordination within the organization, other matters that arise which takes resources away from the implementation phase, insufficient capabilities of the management and employees to implement the changes, lack of training for management and employees in order to implement the changes.

The study is guided by Resource Based View (RBV) of the firm. There is strong evidence that supports the RBV which indicates that firms compete in an ever changing business environment. Organizations can attain and achieve a sustained competitive advantage through their employees according to Barney (1991). This can be realized when a firm has a human resource pool that cannot be imitated or substituted by its rivals or

competitors. The RBV as a basis of competitive advantage lies primarily in the application of the bundle of valuable resources at the disposal of the firm. The firm has to identify the key potential resources which should fulfill the criteria of being valuable, rare, in-imitable and non-substitutable by the firms' competitors (Galbreath, 2005). It is of key importance to focus on different industry contexts to further advance this emerging area of research. In many industries, changing the entire resource base in response to external changes is simply unrealistic. At the same time, ignoring external change altogether is not an alternative. Senior managers are therefore forced to engage with the complex task of dynamic capability building in order to facilitate competitive survival in the light of depreciating value of resource bases available within the firm.

In developing strategies, most organizations assume a stable and protectable operating environment. This brings about developed strategic plans that outline hard and fast rules on strategy implementation. People in an organization who are crucial to successful strategic plan implementation have little to do with development of the corporate and even business strategy.

### **1.1.1 Strategy Concept**

Strategy is the direction and scope of an organization over the long term; which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations. For a strategy to be successful there ought to be an objective appraisal of the resources of an organization which involves understanding strengths and exploiting them while

understanding weaknesses and threats and protecting the organization against them. The strategy should also effectively develop and implemented. This entails matching the strategy of the organization's structure, addressing issues of strategy and leadership, organizational variables (Johnson and Scholes, 2002).

According to Thompson and Strickland (2003), strategic management is an ongoing process to develop and revise future-oriented strategies that allow an organization to achieve its objectives, considering its capabilities, constraints, and the environment in which it operates. With passage of time, strategic management has become an integral part of organizations, regardless of the nature of business being carried out by the organizations. He argues that this attributed to the fact that all organizations are keen on where they ought to be in the long-run. Therefore, this necessitates the formulation of a plan that will guide in allocation of resources, identifying opportunities and aligning stakeholder expectations as appropriate He also observed that strategy is about the long term direction of the company and therefore it might be thought of in terms of major decisions about the future taken at a point in time at the top of the organization and resulting in one-off major changes.

### **1.1.2 Implementation of Strategy and Challenges**

The second major process of strategic management is implementation, which involves decisions regarding how the organization's resources (i.e., people, process and IT systems) will be aligned and mobilized towards the objectives. Implementation results in how the organization's resources are structured (such as by product or service or

geography), leadership arrangements, communication, incentives, and monitoring mechanisms to track progress towards objectives, among others (Henry Mintzberg, 1994). Running the day-to-day operations of the business is often referred to as operations management or specific terms for key departments or functions, such as logistics management or marketing management which take over once strategic management decisions are implemented (Mintzberg, 1988). The success of implementing a strategic plan is vital for all organizations, either private or public. For most superior strategy becomes useful if it implemented, otherwise it becomes useless. Transforming strategies into actions is far more complex and difficult task (Aaltonen and Ikavalko, 2002).

According to Murithi (2009), implementation of business strategies is a challenge for most of the parastatals in the Kenya's ministries as there are various factors that have negatively influenced the strategy implementation resulting in poor implementation process. These challenges have made some organizations to implement these strategies inappropriately, not fully implement them and or abandon them.

It is clear that a poor strategy can limit implementation efforts dramatically. Good execution cannot overcome the shortcomings of a bad strategy of a poor strategic planning effort. The need to start with a formulated strategy that involves a good idea or concept is mentioned most often in helping promote successful implementation (Alexander, 1985). Bantel (1997) suggests that particular product/market strategies are effective at achieving particular performance goals to the exclusion of

others. One of his conclusions is that synergies between strategy types and implementation capabilities exist and should be exploited.

### **1.1.3 Ministry of Environment, Water and Natural Resources in Kenya**

The Ministry's aim is to work to achieve high environmental standards in Kenya while sustaining and enhancing social and economic development. As part of its role the Ministry assists businesses to improve economic performance by using natural resources more sustainably, while reducing their environmental impacts. Environmental issues in Kenya include deforestation, soil erosion, desertification, water shortage and degraded water quality, flooding, poaching, and domestic and industrial pollution. Continued destruction of the forests is leading to a water crisis: perennial rivers are becoming seasonal; storm flow and downstream flooding are increasing, in some places the aquifer has dropped by 100 meters while wells and springs are drying up. In addition there are global concerns resulting from loss of biodiversity, and increased carbon dioxide emissions as a result of forest cover loss. Poor soil and water resources conservation practices of the deforested land is causing soil erosion and decreasing crop yields in an area of high agricultural potential; on the commercial tea estates, yields are being affected by micro-climatic changes (GoK and UNEP 2008).

Kenya faces the challenge of improving its economic performance and the lives of its citizens without undermining the environment upon which so much of its national earnings and individual people's livelihoods depend. Kenya Vision 2030 is the country's new development blueprint for the period 2008 to 2030. It is based on three pillars: the

economic pillar, the social pillar, and the political pillar. In one way or another, these pillars are all interrelated and the fiber that binds them together is the natural environment, with its inherent supply of renewable and nonrenewable goods and services (UN 2005).

The Government of Kenya understands and appreciates the important function that the environment plays in underpinning development. It is cognizant that achieving Vision 2030 depends on maintaining the natural systems that support agriculture, energy supplies, livelihood strategies, and tourism. To support the social pillar, Kenya aims to provide its citizens with a clean, secure, and sustainable environment by the year 2030. To achieve this, the nation has set goals such as increasing forest cover from less than three per cent of its land base at present to four per cent by 2012 and to lessen by half all environment related diseases by the same time.

#### **1.1.4 Kenya Forest Service**

Kenya forestry was guided by policy formulated shortly after independence despite emerging changes in dynamics of the society and the development of new approaches to natural resource management. The 1957 policy, with few modifications in 1968 concentrated on catchment protection and timber production. In 1994 after extensive studies, the Ministry of Environment and Natural Resources prepared the Kenya Forestry Master Plan (KFMP). The KFMP recommended a shift in Kenya's natural resource management approach from an exclusionist approach to a more participatory and holistic approach. It also recommended a shift from "sticks" to "carrots" with establishment of



incentives to enable sustainable forest management. The Kenya Master Plan proposed urgent studies on new patterns of forestry administration which would put an end to deforestation and improve the management of indigenous forests and forest plantations. The studies conducted in preparation of the Plan had identified numerous weaknesses in the Forests Act CAP 385 that were partly responsible for the decline in the sector. These were addressed in the Forest Policy 2004, which was subsequently revised in 2005, and in the Forest Act 2005 (Avishi, 2006).

Forests in Kenya are an important source of livelihood, environmental services, and economic growth. In November of 2005 the Government of Kenya (GOK) ratified a new Forests Act. Kenya Forest Service is a State Corporation established in February 2007 under the Forest Act 2005 to conserve develop and sustainably manage forest resources for Kenya's social-economic development. The KFS management structure comprises 10 conservancies that are ecologically demarcated, 76 Zonal Forest Offices, 150 forest Stations, and 250 divisional forest extension offices located countrywide, and critical in forest management and surveillance. To participate in forest management, forest adjacent communities have formed registered groups and are currently working with KFS to sustainably manage forest resources. In total, there are 325 community forest associations (Avishi, 2006).

The Kenya Forest Service is an agency of the Government of Kenya designated by the Forest Act of 2005 as the replacement for the old Forest Department. It is overseen by the Board of the Kenya Forest Service. The former Forest Department was supported almost

entirely from forest revenues, and was, as a result, chronically underfunded. Under the 2005 Forest Act this has changed somewhat, with for example, the creation of special funds such as the Water Towers Conservation Fund, a portion of which goes to forest rehabilitation, and the Mau Rehabilitation Trust Fund, for the Mau Forest (Nelson, Peter *et al*, 2007). To support and guide forestry development, the forest policy sets out core programmes on natural forest conservation and management, farm forestry, dry land forestry and industrial forest plantations development. In addition, the participation of key stakeholders, the private sector and communities in forest management is recognized as vital to supporting government efforts ( Avishi, 2006).

The mandate of KFS is to conserve, develop and sustainably manage forestry resources. Its mission is to enhance conservation and sustainable management of forests and allied resources for environmental stability and social-economic development. Forests are basis of water catchments in Kenya. Their destruction increases pressure on a population grappling with hunger and water shortage and power shortage. Forests are important for protecting ecological diversity, regulating climate patterns and acting as carbon sinks. The KFS core functions are to sustainably manage natural forests for social, economic and environmental benefits. It is responsible of increasing productivity of industrial forest plantations and enhancing efficiency in wood utilization by promoting farm forestry and commercial tree farming. It also promotes efficient utilization and marketing of forest products (KFS strategic plan 2007)

## **1.2 Research Problem**

Impediments to strategy implementation should be taken into account and the most reliable way to get the best information is to include the largest possible number of the organization's members into the discussion. Alexander (1985) suggests several reasons for this: strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Strategy implementation should be taken in to account and the most reliable way to get the best information is to include the largest possible number of the organization's members into the discussion. This brings us to the third factor proposed by the authors, which tells us that the change process should develop a partnership among all relevant stakeholders (Drazin and Howard, 2002). The major problems present in strategy implementation are: the implementation taking more time than allocated, unanticipated, major problems surfacing during implementation, poor coordination, competing activities, lacking competencies, etc. speak of a poor fit between human resources and the organizations structure and systems as well as poor vertical communication in both directions (Hambrick and Cannella, 2003). Physical distances hindering the necessary, cross-functional collaboration in the organization form physical barriers.

The forest sector contributes both tangible and intangible benefits of enormous proportions to the Kenya society. Full realization of these benefits has been faced with a myriad of challenges such as increasing demand for forest products and services, competition with other land uses, poor governance in natural resource management and

administration and low financial resource provision. Low level of industrial investment in modern technology and under-valuation of forest resources have further impacted on the ability of the ability of the sector to substantially contribute to economic growth. A persistent factor influencing negatively the stability of the forest sector institutions in Kenya is the undervaluation of the contribution of the sector in the economic statistics, especially in terms of its contribution to the Gross Domestic Product (GDP). The contributions that are omitted relate to the value addition of the sector through manufacturing, the provision of goods and services to subsistence economy, and the supply of critical cultural and environmental services.

Studies have been done on the challenges of strategy implementation. For instance, Arumonyang (2009), did a survey of strategy implementation challenges facing regional development authorities in Kenya, Patrick (2009), on challenges of strategy implementation at Kenya wildlife service, Njoki (2009), challenges of strategy implementation at oxfam great Britain-kenya, Martha (2010), challenges of strategy implementation at the ministry of road and public works in Kenya. Aosa (1992), on an empirical investigation of aspects of strategy formulation and implementation within large, private manufacturing companies in Kenya and Awino (2002), purchasing and supply chain strategy: benefits, barriers and bridges - an independent conceptual study paper in strategic management, school of business. Public-sector executives in countries such as Finland, Denmark, Sweden, Malaysia, Mexico and the US acknowledged that borrowing business strategies from the private sector is among the top three ways that their organizations will change (Sum & Chorlian, 2013). Public-sector organizations

transform their delivery channels and working practices so as to satisfy greater customer demands and cost-efficiency. Other sectors turn to business strategies to meet their specific goals and general organizational objectives (Holl, Oh, Yoo, Amsden, & MinWoong, 2012). No study has been done on the on challenges faced by Kenya forest service in strategy implementation. This study therefore seeks to fill in this gap by investigating the on challenges faced by Kenya forest service in strategy implementation. What are the challenges faced by Kenya forest service in strategy implementation?

### **1.3 Research Objective**

The objective of this study was to investigate on challenges faced by Kenya forest service in strategy implementation.

### **1.4 Value of the Study**

The study will be useful to the government and KFS since it points out the challenges facing effective implementation of the strategy. At the end of the project, the findings and the recommendations will be useful to the implementation process. The study forms the basis of understanding strategy implementation and points out new areas for research. Other researchers and academicians can make reference or do similar research.

The findings will also help in enlightening the key decision makers in by Kenya forest service in policies formulation and on how to successfully implement their strategies and how they could purpose to mitigate the challenges facing it. The study will in addition to

the above, be useful to stakeholders, financiers, and investors in formulating and planning areas of intervention and support.

Finally, the study will provide additional knowledge to existing and future institutions on challenges to strategy implementation and provide information to potential and current scholars on strategic management in Kenya. This will expand their knowledge on strategy implementation and also identify areas of further study. The study will be a source of reference material for future researchers on other related topics; it will also help other academicians who undertake the same topic in their studies. The study will also highlight other important relationships that require further research; this may be in the areas of relationships between successful strategy implementation and firm's performance.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews the literature that is relevant to the research by looking at what other authors have written that could add more insight into the topic under study. The study will seek to use literature on the concept of strategy, strategy implementation, environment and challenges facing strategy implementation. This will also be done by making reference to theories already in existence.

### **2.2 Theoretical Basis of the Study**

This study will be based on the resource-based view (RBV) as the basis for the sustainable competitive advantage which lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal (Barney, 1991). To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile. Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort. If these conditions hold, the bundle of resources can sustain the firm's above average returns.

According to this theory, a competitive advantage can be attained if the current strategy is value-creating, and not currently being implemented by present or possible future competitors. Although a competitive advantage has the ability to become sustained, this is not necessarily the case. A competing firm can enter the market with a resource that has the ability to invalidate the prior firm's competitive advantage, which results in

reduced (read: normal) rents (Barney, 1991). Sustainability in the context of a sustainable competitive advantage is independent with regard to the time frame. Rather, a competitive advantage is sustainable when the efforts by competitors to render the competitive advantage redundant have ceased. When the imitative actions have come to an end without disrupting the firm's competitive advantage, the firm's strategy can be called sustainable. This is in contrast to views of others (e.g., Porter) that a competitive advantage is sustained when it provides above-average returns in the long run. (1985).

Resource Based View perspective stresses that the resources of the company whether tangible or intangible like Brand name, assets, cash, customer loyalty, R&D capabilities are an important firm resources that hold the potential for sustained competitive advantage (Barney, (1991). An organization which is serious about competing in the fast changing markets and technology must make things happen, it must innovate. If it does not innovate, it risks being overtaken by competitors. Sometimes a business underestimates the competitive challenges it faces. The risk of this happening is high when competitors react to potential challenges in much the same way. Since most NGOs offer similar products and services, they continually search for a competitive advantage that will attract new donors and retain the existing ones for their programs, In this regard much emphasis have been placed on building innovative organizations and the management of the strategic process, as essential elements of organizational survival (Brown, 2010). Competitive strategies can be transformational, radical or incremental depending on the effect and nature of the change. Afuah (1998) suggests that competitive strategies do not have to be breakthroughs or paradigm shifting;



According to Grant (2002), strategic management is concerned with aligning the internal resources of the organization to the opportunities that arise in the external environment in order to maximize wealth, survive in the long term and achieve favorable returns. In the 1980s, strategic management was focused on competitive position of the firm in the business environment. In 1990s, emphasis was towards the interface between the strategy and the internal organizational environment which includes the resources and capabilities. Their role as a basis of competitive advantage emerged into the Resource-Based view of the firm.

The Resource Based View of the firm (RBV) is a dominant theoretical approach that highlights the link between organizational resources and competitive success. The central argument of RBV is that organization with the most valuable and rare resources gain a competitive advantage. Therefore, if the resources are rare and difficult to imitate and not easy to substitute, the competitive advantage cannot be achieved and maintained in the long term (Barney, 1991). According to Feber and Chaharbaghi (1995), 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 organization's strategy. The origins of the resource-based view can be tracked 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 firm's disposal".

The theory of Barney (1991) received the criticism that these criteria are individually necessary but are not sufficient conditions for a sustained competitive advantage (Dierickx and Cool, (1989). The criticism was later made that it is difficult to find a resource which satisfies Barney's entire criterion and it ignores external factors including Porter's Industry Structure analysis (Priem and Butler, 2001). According to Okumu (2003) implementation of the new strategy requires that proper employees be recruited to carry out that strategy implementation. Alternatively, employees should be provided with skills and knowledge to implement the strategy. There is a requirement to nurture the people in an organization because they are the process owners and process is what drives implementation. The implementation of the strategy to achieve best cost leadership was carried out by the people of the research company as desired by top management (Ehlers and Lazenby, 2007).

### **2.3 Implementation of the Strategy**

The implementation of the new strategy requires that proper employees be recruited to carry out that strategy. Alternatively employees should be provided with skills and knowledge to implement it (Okumu, 2003). It is a requirement to nurture the people in an organization because they are the process owners and process is what drives implementation. The implementation of the strategy to achieve best cost leadership was carried out by the people of the research company as desired by top management (Ehlers and Lazenby, 2007).

Rutan (1999) argues that all implementation aspects during the planning phase are fundamental for execution as there is no time to do that during execution. It is therefore critical that everyone on the team understands and agrees upon the details of the plan. Management also must make the commitment to stay focused on the agreed plans and should make significant changes to the plan after careful consideration on the overall implications and consequences of the change. The organization should maintain a balance between ongoing business activities and working on new strategic initiatives. That means, problems with implementation often occur when companies concentrate on new strategy development and in the process forget their main line of business that underlie within previously formulated business strategies. According to Schmidt & Keil (2013), competent employees and their capabilities is essential ingredient for successful strategy implementation. He adds that it is important for the organization to develop human resource competencies.

## **2.4 Challenges of Strategy Implementation**

Organization can achieve a competitive advantage within a given industry provided the organizational resources are utilized effectively. There are basic resources that can create the foundation for distinctive competitive advantage in an organization (Pearce and Robinson, 2005). The tangible assets are physical and financial used by the organization to deliver value. Intangible assets are less visible and cannot be touched, invisible even in financial statements. They include reputation, brand names and trademarks. Organizational capabilities as the firm's capacity to undertake an activity, they are skills and process. Human capital combines both the tangible assets of the organization to

create value and convert them into core competences giving the organization distinctive capabilities (Grant, 2002). Resource allocation strength lies in its ability to give intermediate level constructs which facilitate the development of a comprehensive process model of strategy implementation (Bower and Gilbert 2005). It is important to allocate organization resources in such a way that the allocations aligned to the chosen strategy and supports the achievement of strategic objectives. The real value of resource allocation lies on the organization's desired achievement of the new strategic objectives (David, 2001). Resource allocation and budgeting is a driver to strategy implementation and strategies necessitate the allocation of resources if they are to be implemented effectively (Lynch, 1997).

Karuri (2006), defines leadership as the forces that make things happen. She sees leaders as giving the direction of the organization through a vision of the whole picture of the organization. Leadership is a major factor that distinguishes successful organizations from less successful ones. The leadership therefore provides guidance in making strategic choices (Yukl 1994).

Strategic leadership components interact with each other and they positively contribute to the effective implementation strategy (Hitt et al., 2007). Strategic leadership components in organizations needs competent leaders who are able to translate strategy into actions and the results (Hsieh and Yik, 2005).the best planned strategies are worthless if they cannot be translated from concept to reality and even the best strategy can fail if an organization doesn't have cadre of leaders with the right capabilities at the right levels of

the organization. Successful implementation of strategies formulated by the CEO and top management will depend on their leadership and the quality of their relationship with managers and employees (Bass, 2007). Strategic leadership must be biased towards strategy implementation and must drive the organization forward towards the successful implementation of strategy (Hrebiniak, 2005). Effective strategic leaders are required to drive the strategy forward and to keep improving on how the strategy is implemented. Therefore, strategic leaders play a critical role in strategic control and continuous improvement efforts (Thompson and Strickland, 2003).

Organization structure is a formal framework by which jobs tasks are divided, grouped and coordinated. The structure identifies the key activities within the firm and the manner in which they will be coordinated to achieve the firm's strategic purpose. An inconsistency between structure and strategy lead to a disorder, friction and mal performance within the organization. Therefore, management must incorporate regular job evaluation exercises as a means to ensure a strategy- structure fit to avoid discordance (Robins and Coulter, 2002).

Structures are essential part of strategy implementation (Whittington 2002) Empirical studies of the strategy structure-performance have given unclear or equivocal results. These studies have focused on the formal structure in organizations for example Hoskisson (1992) showed that relation between unrelated diversification and m-form of organizational structure is positive for vertical integration strategies and equivocal for related diversification. Khandwala (1973) showed that congruence between structure,

process and systems is more important for performance, sufficient condition than organizational fit with environment is necessary condition and reinforced in the study by Miles and Snow (1986) where organizations following successful prospector strategies were found to have organic organizational form.

Organizational culture can either be a valuable or stumbling block to successful strategy implementation. When organization's beliefs, vision and objectives underpinning its chosen strategy are compatible with its organizational culture, culture serves as a valuable driver and simplifies strategy implementation effort (Ehlers and Lazenby, 2007). Organizational culture is required in order to mobilize and sustain the process of change required to implement the strategy. It is the awareness and internalization of the shared vision, mission and values needed to execute the strategy (Kaplan and Norton, 2005). According to Hrebiniak (2005) the culture of an organization is the result of shared assumptions regarding the external and internal environments of the organization. These assumptions lead to shared values and beliefs in the organization, which have an impact on the behavior of the members of the organization towards achieving the formulated vision, mission, strategy and strategic objectives. Organizational culture can affect strategy implementation and strategy implementation can in turn affect the organizational culture. Culture provides the context within which strategies are formulated.

Okumu (2003) view regulation as a legal provision that creates, limits, or constrains a right, or allocates a responsibility, creates or limits a duty. He indicates that it be a legal restriction promulgated by a government authority or a contractual obligation that binds

many parties. Costa et al., (2013) argues that the quality and quantity of regulation influence the way business, develop, implement and evaluate their business strategies at whatever organization level. Therefore, effective regulatory initiatives encompass both regulatory quality improvements and elimination of unnecessary regulations, and as such involve an emphasis on the creation of a business friendly environment that promotes business efficiency.

According to Atkinson,H. (2006) technology is at the center of systems which are considered for finding customers needs and satisfaction. Successful implementation of strategies entails the integration and coordination of technologic innovations, production processes, marketing, financing and personnel.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter describes the research methodology used in this study. It outlines in detail how the research was conducted and the justification of the methodology adopted. It reviews the research design, the population, sampling design, data collection methods, research procedures and data analysis methods.

### **3.2 Research Design**

Research design is a plan for selecting the sources and type of information to answer the research questions. It is a framework for specifying the relationships among the study variables. For this study, the case study research design was the most ideal. A research design is the conceptual structure within which research would be conducted. The purpose of a research design is to provide for collection of relevant evidence with minimal expenditure of effort, time and money. The importance of a case study is emphasized by Young (1960) and Kothari (1960) who were in agreement that a case study is a very powerful form of qualitative analysis that involves a careful and complete observation of a social unit irrespective of what types of unit is under study. The method helps in establishing priorities specific to areas under research while also evaluating the challenges of KFS's strategy implementation. The research design was appropriate as it gave conclusive results of the specific objective of the study.



### **3.3 Data collection**

In this study, emphasis was given to primary data. The primary data was collected using an interview guide. An interview guide is a set of questions that the interviewer asks when interviewing (Mugenda and Mugenda, 2003). It made it possible to obtain data required to meet specific objective of the study.

The interviewees were the senior deputy director field and operation, senior deputy director cooperate section, senior deputy director human resource and administration, senior deputy director forest conservation management and the chief finance officer. Given that those who were interviewed were the respondents and the researcher required to obtain in-depth information on issues surrounding strategy implementation in Kenya forest service, the interview guide was regarded as the best method as it gave a clear guidance on what questions were asked.

### **3.4 Data Analysis**

Qualitative data was analyzed using qualitative analysis. Qualitative data analysis seeks to make general statements on how categories or themes of data are related (Mugenda and Mugenda, 2003). The data was qualitative in nature. Due to this fact; content analysis was used to analyze the data. Mugenda and Mugenda (2003) define content analysis as a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same to relate trends.

The qualitative analysis was done using content analysis. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study (Mugenda and Mugenda, 2003). The data was obtained from the various management team members belonging to different departments and compared against each other in order to get more revelation on the issues under study. This research yielded qualitative data from the interview schedules and analyzed it using content analysis because this study sought to solicit data that was qualitative in nature. Analysis of data collected was compared with the theoretical approaches and documentations cited in the literature review.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS**

### **4.1 Introduction**

This chapter entails the findings of the study based on the data collected from the field. The Analysis was focused on challenges faced by Kenya Forest Service in strategy implementation. The study interviewed the senior deputy director field and operation, senior deputy director cooperate section, senior deputy director human resource and administration, senior deputy director forest conservation management and the chief finance officer, all of whom, were interviewed contributing to a response rate of 100%. The data was analyzed using SPSS and the information was presented in the form of tables, charts and bar graphs.

### **4.2 Demographic Information**

In order to capture the general information of the respondents, issues such as years of service in the organization, level of education and rank of respondent were addressed in the first section of the questionnaire. This was important because it enhanced reliability and gave the basic understanding of the respondents

#### **4.2.1 Years of Service**

The study sought to establish the number of years the respondents had worked within the Kenya Forest Service organization and the results are as shown in table 4.1.

**Table 4.1 Years of Service**

	<b>frequency</b>	<b>percent</b>
Less than one year	1	20
1-5 years	3	60
Over 5 years	1	20
<b>Total</b>	<b>5</b>	<b>100</b>

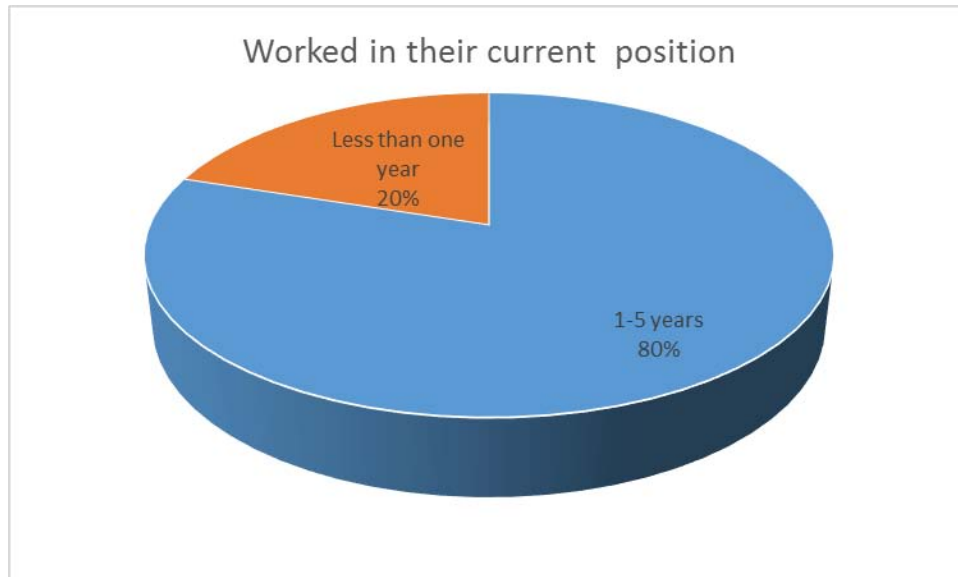
Source: Researcher (2014)

The study established that majority of the respondents (60%) had worked in the organization for 1-5 years, 20% had worked in the organization for over 5 years while 20% of the respondents had worked in the organization for less than one year. This implies that majority of the respondents had worked in Kenya Forest Service organization for long enough to be able to provide crucial information relating to challenges facing the strategy implementation process in the organization.

#### **4.2.2 The number of years in the current position**

The study sought to establish the number of years the respondents had worked within their current positions and the results are as shown in figure 4.1.

**Figure 4.1 The number of years in the current position**



Source: Researcher (2014)

The study established that majority of the respondents (80%) had worked in their current position in KFS for between 1-5 years while 20% had worked in their current position in KFS for less than one year. None of the respondents had worked in their current position for over 5 years. This implies that majority of the respondents had acquired immense knowledge and experience on strategy implementation out of their long service in their current positions.

### **4.3 Strategy Implementation**

This section of the study sought to establish the various aspects that affect strategy implementation in Kenya Forest Service.

### **4.3.1 Persons Involved in Strategy Implementation Process in KFS**

The study sought to find out the persons involved in strategy implementation process in KFS. According to the findings, the respondents indicated that the persons involved in strategy implementation process in KFS were; the board of directors, the managers, the heads of departments and hired experts. This implies that strategy implementation required involvement of top management for it to be effective.

### **4.3.2 The Strategy Implementation Practices Employed by KFS**

The study sought to find out the strategy implementation practices employed by KFS. According to the findings, the respondents indicated that the strategy implementation practices employed by KFS were; effective leadership, effective communication of the strategy and its link to organizational goals, identifying potential vulnerabilities of the strategy, adequate planning in advance, constant monitoring of the strategy implementation, involvement of all concerned stakeholders, staff training and development and rewarding success in strategy implementation. This implies that effective and successful strategy implementation required effective leadership, planning, communication, monitoring, stakeholder participation, risk assessment, staff training and rewarding mechanisms.

### **4.3.3 The Importance of Management Ability or Competence in Successful Strategy Implementation Practices**

The study sought to find out the importance of management ability or competence in achieving successful strategy implementation practices in their departments in KFS.

According to the findings, the majority of the respondents unanimously agreed that the management of KFS was competent with regard to the organization's strategy implementation process. This implies that management competence was a critical factor in the achievement of successful strategy implementation practices within their departments.

#### **4.3.4 The Effect of Ineffective Coordination and Poor Sharing of Responsibilities on Strategy Implementation**

The study sought to find out the effect of ineffective coordination and poor sharing of responsibilities on strategy implementation in KFS. According to the findings, the respondents indicated that ineffective coordination and poor sharing of responsibilities resulted to poor strategy implementation within the KFS. This implies that the respondents indicated that ineffective coordination and poor sharing of responsibilities resulted to poor strategy implementation within the KFS.

#### **4.3.5 The Impact of Management Development Programmes /Training on Effective Strategy Implementation**

The study sought to find out the impact of management development programmes /training on effective strategy implementation at Kenya forest service. According to the findings, majority of the respondents unanimously agreed that management development programmes/training resulted to effective and successful strategy implementation at Kenya Forest Service. This implies that effective strategy implementation required the

management to be constantly trained on ways to achieve successful strategy implementation.

#### **4.3.6 The Effect of Early Involvement of Firm Members in the Strategy Process on Successful Strategy Implementation**

The study sought to find out the effect of early involvement of firm members in the strategy process on successful strategy implementation. According to the findings, majority of the respondents indicated that early involvement of firm members in the strategy process positively contributed to successful strategy implementation. This implies that effective strategy implementation required the timely involvement of firm members in the strategy process as this would allow the firm members to not only own the strategy implementation process but also enable them to have a good background understanding of the entire process.

#### **4.3.7 Strategy Implementation Initiatives Being Undertaken by the Management**

The study sought to establish the strategy implementation initiatives being undertaken by the management within KFS. According to the findings, the respondents indicated that the strategy implementation initiatives being undertaken by the management within KFS were; focus on employees' empowerment through training and development, focus on organizational goals, focus on organizational beliefs, thoughts, feelings and perceptions and group solutions to organizational problems. This implies that effective strategy



implementation required competent staff, link with organizational goals, right organizational culture and group involvement in problem solving.

#### **4.3.8 Role of Communication in the Strategy Implementation Process**

The study sought to establish the role of communication in the strategy implementation process in KFS. According to the findings, majority of the respondents agreed that communication played a vital role in the strategy implementation process at KFS. This implies that effective communication is central to effective execution of an organization's strategy. Effective communication ensures common understanding of the organization strategy among the organizational members resulting to its effective implementation.

#### **4.3.9 Other Factors That Lead to Successful Strategy Implementation**

The study sought to establish other factors that led to successful strategy implementation in KFS. According to the findings, the respondents indicated that, other factors that led to successful strategy implementation at KFS included; engagement of all members, innovation, positive organizational culture, effective planning, effective monitoring, proper prioritization and good leadership styles. This implies that many factors interact during strategy implementation and for successful strategy implementation to be achieved all these factors must be taken into consideration.

#### **4.4 Challenges To Strategy Implementation**

The study sought to establish the challenges faced in strategy implementation by Kenya Forest Service organization and the findings are as shown in subsequent sections.

#### **4.4.1 Challenges Faced in Strategy Implementation in Kenya Forest Service**

The study inquired on the challenges faced in strategy implementation in Kenya Forest Service organization. From the study findings; problem with implementation often occur when companies concentrate on new strategy development and in the process forget their main line of business that underlie within previously formulated organization strategies, maintaining a balance between ongoing business activities and working on new strategic initiatives. The findings imply that the challenge facing KFS strategy implementation included lack of balance between the new strategies and the previously formulated organization strategies.

#### **4.4.2 Challenges Posed by Customers and Staff Not Fully Appreciating the Strategy Implementation Practice.**

The study inquired on the challenges posed by customers and staff not fully appreciating the strategy implementation practice by Kenya forest service. According to the findings, the respondents indicated that the customers' and staff failure to fully appreciate the organization's strategy implementation, greatly affected KFS strategy implementation process. This implies that for an organization's strategy implementation process to succeed both the customers and staff need to be fully aware of the organization's strategy and its implementation process.

### **4.4.3 Challenges Posed by Resistance and Leadership not Fully**

#### **Appreciating Strategy Implementation in their Departments**

The study sought out to find out the challenge posed by resistance and leadership not fully appreciating the organization's strategy implementation in their departments. According to the findings, there was moderate level of resistance to strategy implementation from different internal stakeholders. Management had moderate commitment and consideration to stay focused on the agreed plans and making significant changes to the plan and the overall implications and consequences of the change. There was also moderate quality relationship between managers and employees. The study revealed that the moderate level of resistance to strategy implementation from different stakeholders was due to; fear of loss of jobs or position of power to a lesser position, fear of losing investment among the investing partners, poor understanding of the new strategy being implemented and poor relationship between managers and employees.

#### **4.4.4 Impact of Organizational Culture and Organizational Structure,**

##### **Ownership and Commitment by Employees on Strategy Implementation**

The study sought to establish the impact of organizational culture, organizational structure and ownership and commitment by employees on strategy implementation in KFS. According to the findings, the respondents indicated that poor organizational culture, poor organizational structure and employees' lack of commitment negatively affected the organization's strategy implementation process. This implies that organizational culture, organizational structure and employee's commitment are critical factors that influence an organization's strategy implementation.

#### **4.4.5 Other Challenges Faced in Strategy Implementation at the Organization**

The study sought to investigate other challenges faced in strategy implementation at the Kenya Forest Service. The respondents indicated that other challenges faced in strategy implementation at the organization included; ineffective regulatory initiatives encompassing regulatory quality improvements and elimination of unnecessary regulations, poor integration of technologic innovations, production processes marketing, financing and personnel. This implies that ineffective regulatory frameworks, inadequate and incompetent personnel, inadequate financing, slow technology adoption and complex and inefficient production and marketing processes are some of the challenges that affect an organization's strategy implementation process.

#### **4.4.6 Possible Solutions to the Challenges Faced in Strategy Implementation at the Kenya Forest Service.**

The study sought to establish other possible solutions to the challenges faced in strategy implementation in strategy implementation at the Kenya Forest Service. The respondents indicated engagement of all members, efficient resource use, effective leadership, proper organizational structure, creativity and innovation, positive organizational culture, effective planning and monitoring, proper prioritization and proper training of personnel as possible solutions to the challenges that face KFS in its strategy implementation. This implies that the strategy implementation process can be enhanced through effective participation of all members, proper prioritization and efficient resource use, effective leadership and communication, proper organizational structure and culture, creativity and

innovation, effective planning and monitoring, compliance to existing legal requirements and proper training of personnel.

#### **4.4.7 Challenges that Surface During Strategy Implementation Practice That Had Not Been Anticipated**

The study inquired on the challenges that surface during strategy implementation practice that had not been anticipated. According to the findings, major problems surfacing during implementation include; physical distances hindering the necessary cross-functional collaboration in the organization, the implementation taking more time than allocated, unanticipated poor coordination, competing activities, lacking competencies, poor fit between human resources and the organizations structure and systems as well as poor vertical communication in both directions.

#### **4.5 Measures Taken by Kenya Forest Service to Deal With Strategy Implementation Challenges**

The study sought to find out measures taken by KFS to deal with strategy implementation challenges. According to the findings, measures taken by Kenya forest service to deal with strategy implementation include; using consultants in strategy formulation and implementation, adoption of up to date technology in implementing the various strategies, conducting research before embarking on new strategy and strategic change management.

#### **4.5.1 Commitment of the Board Members and Management In Providing Financial Resources To Support Implementation Of Strategy.**

The study sought to find out the commitment of the board members and management in providing financial resources to support implementation of strategy. According to the findings, majority of the respondents unanimously agreed that the board members and management were highly committed in providing financial resources to support implementation of the organization's strategy.

#### **4.5.2 Motivation of the Board Of Directors and Employees in Supporting The Strategic Initiatives**

The study sought to investigate how motivated the board of directors and employees were in supporting the strategic initiatives. According to the findings, the board of directors and employees were highly motivated in supporting the organization's strategic initiatives.

#### **4.5.3 Appropriateness of the Current Organization Structure**

The researcher sought to establish how appropriate the current organization structure was to support the implementation of strategy initiatives. The study established that the current organization structure was inadequate in supporting the implementation of the organization's strategy initiatives.

#### **4.5.4 Capability of the Available Human Resource in Managing and Implementing New Strategy Direction**

The study inquired on the capability of the available human resource in managing and implementing new strategy direction. According to the findings, the respondents indicated that the available human resource lacked necessary capabilities required for the managing and implementing of new strategy direction. This implies that the organization's new strategy direction cannot be effectively implemented due to the incapacibilities of the human resource.

#### **4.5.5 Organizational Policies or Systems Instituted to Respond to Strategy Implementation Challenges**

The study sought to establish organizational policies or systems instituted to respond to strategy implementation challenges in KFS. According to the findings, the respondents indicated that KFS had instituted various organizational policies to deal with the strategy implementation challenges, which included; efficient resource allocation, effective leadership, effective organizational structure, positive organizational culture, compliance to legal requirements, progressive employee development and adoption of appropriate technologies. This implies that for an organization to achieve successful strategy implementation there has to be proper resource use, effective leadership, proper organizational structure, positive organizational culture, adherence to existing legal framework, employee training and development and adoption of appropriate technologies.

#### **4.5.6 External Stakeholders Involved in Resolving these Challenges**

The study sought to identify external stakeholders involved in resolving the challenges of effective strategy implementation in KFS. According to the findings, the respondents indicated that the external stakeholders involved in resolving the challenges of strategy implementation in KFS included; key suppliers and clients, the government, tour agencies, consultants, media, donors and other funders and the Kenyan public. This implies that the interests of the various external stakeholders and their involvement are vital for KFS to be able to achieve a successful strategy implementation.

#### **4.5.7 Communication of Strategic Change**

The study sought to establish the person(s) responsible for communicating strategic change in KFS and whether any forums are organized for information sharing. According to the findings, the respondents indicated that it is the organization's management that is responsible for communicating strategic change to both internal and external parties. Further, the respondents also indicated that information flows within KFS are moderately effective and forums held for information sharing are not properly organized. This implies that strategic change is not effectively communicated to the rest of the organization members and this negatively impacts on the organization's strategy implementation.



## **4.6 Discussion**

### **4.6.1 Discussion in line with Literature Review**

The study revealed that organizational culture and organizational structure, ownership and commitment by employees impact on the implementation of organization strategy. The study findings imply that organizational culture and organizational structure are of significant in strategy implementation. The findings were similar to those of Miles and Snow (1986) who noted that organizational structure identifies the key activities within the firm and the manner in which they will be coordinated to achieve the firm's strategy.

The study also found out the available human resource at KFS lacked necessary capabilities required for the managing and implementing of new strategy direction. The findings agree with Ghamdi (1998) who observed that insufficient capabilities of the management and employees to implement the strategy and lack of training for management and employees in order to implement strategy, affected a firm's successful implementation of its strategy.

The study found out that other challenges faced in strategy implementation at KFS and challenges that surface during strategy implementation practice that had not been anticipated included; ineffective regulatory initiatives encompassing regulatory quality improvements and elimination of unnecessary regulations, poor integration of technologic innovations, production processes marketing, financing and personnel. The findings agree with Atkinson (2006) who noted that technology is at the center of systems which are considered for finding customers' needs and satisfaction. He further noted

successful implementation of strategies entails the integration and coordination of technologic innovations, production processes, marketing, financing and personnel.

The findings revealed challenges posed by resistance and leadership not fully appreciating strategy implementation in departments included; moderate commitment and consideration to staying focused on the agreed plans and making significant changes to the existing strategy. Therefore, strategic leaders play a critical role in strategy control and continuous improvement efforts. A high level of commitment is also required from the management and staff for the strategy implementation process to succeed. The findings agree with Thompson and Strickland (2003) who noted that effective strategic leaders are required to drive the strategy forward and to keep improving on how the strategy is implemented.

The study also found out that KFS top management was involved in the strategy implementation of the organization. Thus, involvement of the top management illustrates the significance of the strategy implementation process to an organization's overall progress. The findings are in line with Rutan (1999) who noted that management must also make the commitment to stay focused on the agreed strategy and should make significant changes to the strategy after careful consideration on the overall implications and consequences of the change.

The study found out that KFS utilizes effective leadership, effective communication of the strategy and its link to organizational goals, identifying potential vulnerabilities of the

strategy, adequate planning in advance, constant monitoring of the strategy implementation, involvement of all concerned stakeholders, staff training and development and rewarding success in strategy implementation as its strategy implementation practices. Thus, effective leadership, planning, communication, monitoring, stakeholder participation, risk assessment, staff training and rewarding mechanisms are practices that enhance the strategy implementation process of an organization. The study findings are collaborated by Khandwala (1973) who observed that congruence between structure, process and systems is very important for organizational performance.

The study also established that KFS management was competent with respect to the organization's strategy implementation. Management's competence is a critical factor for the successful strategy implementation within organizations. The findings are in line with Schmidt & keil (2013) who noted that competent employees and their capabilities are essential ingredient for successful strategy implementation.

The study further established that ineffective coordination and poor sharing of responsibilities resulted to poor strategy implementation in KFS. Thus, for an organization to achieve success in its strategy implementation there must be proper coordination and sharing of responsibilities in the organization. This finding is collaborated by Hambrick and Cannella (2003) who observed that the major problems present in strategy implementation are; poor coordination, competing activities, lacking competencies and poor communication.

The study also found out that existence of management development programmes/training in KFS resulted to effective and successful strategy implementation. Thus, effective strategy implementation requires constant training of the organization's management to equip them with appropriate knowledge and skills relevant to strategy implementation. This finding is in line with Okumu (2003) who noted that the implementation of new strategy requires that proper employees be recruited to carry out that strategy or alternatively employees should be provided with skills and knowledge to implement it.

The study also found out that early involvement of firm members in the strategy process within KFS positively contributed to successful strategy implementation in the organization. Thus, effective strategy implementation requires timely involvement of all firm members in the strategy process to allow them have ownership of the strategy implementation process and also enable them to have a good background understanding of the entire process. The findings are in line with Rutan (1999) who notes that it is therefore critical that everyone on the team understands and agrees upon the details of the strategy. The findings also collaborate with Ehlers and Lazenby (2007) who notes that it is a requirement to nurture the people in an organization because they are the process owners and process is what drives implementation.

The study established that KFS had instituted various organizational policies including efficient resource allocation, effective leadership, effective organizational structure,

positive organizational culture, compliance to legal requirements and progressive employee development as measures to cope with its strategy implementation challenges. These organizational policies enhanced the success of KFS strategy implementation process. The finding is in line with Henry Mintzberg (1994) who noted that the process of strategy implementation involves decisions regarding how the organization's resources (i.e., people, process and IT systems) will be aligned and mobilized towards the objectives. He further noted that implementation results in how the organization's resources are structured (such as by product or service or geography), leadership arrangements, communication, incentives, and monitoring mechanisms to track progress towards objectives, among others.

The study also established that the government, key suppliers, tour agencies, consultants, media, donors and other funders and the Kenyan public were the external stakeholders who helped KFS in its strategy implementation. Thus, an organization's external stakeholders play a vital role in its strategy implementation process and thus influence its success. The findings are collaborated by Argyris (2004) who claims that due to the rapidly changing environment, contemporary organizations find themselves operating in environments, with numerous stakeholders, as critical success factors, whose needs are also constantly shifting.

The study also established that the management of KFS is responsible for communicating strategic change to both internal and external parties. Effective communication of strategic change is critical to an organization's successful strategy implementation. The

finding is collaborated by Grant (2002) who stated that strategic management is concerned with aligning the internal resources of the organization to the opportunities that arise in the external environment in order to maximize wealth, survive in the long term and achieve favorable returns and strategy implementation is part of strategic management.

#### **4.6.2 Discussion of Findings with the Theory**

The study identified that effective and successful strategy implementation at KFS required effective leadership, planning, communication, monitoring, stakeholder participation, risk assessment, staff training and rewarding mechanisms. The findings are consistent with resource based view (RBV) theory which proposes that strategic management is concerned with aligning the internal resources of the organization to the opportunities that arise in the external environment in order to maximize wealth, survive in the long term and achieve favorable returns (Grant, 2002).

The study also established that staff competence was a critical factor for successful strategy implementation within organizations. The effective strategy implementation requires proper coordination and sharing of responsibilities in an organization. The findings resonate with resource based view (RBV) theory which proposes that highlights the link between organizational resources and competitive success. The central argument of RBV is that organization with the most valuable and rare resources gain a competitive advantage. Therefore, if the resources are rare and difficult to imitate and not easy to substitute, the competitive advantage cannot be achieved and maintained in the long term

(Barney, 1991). According to Feber and Chaharbaghi (1995), proponents of the resource based view (RBV) theory argue that it is not the environment but the resources of the organization, which form the foundation of the organization's strategy.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents summary of findings, conclusion and recommendations of the study in line with the objective of the study. The research sought to establish the challenges faced by Kenya Forest Service in strategy implementation.

### **5.2 Summary**

The study established that the strategy implementation process at KFS involved the board of directors, the managers, the departmental heads and hired experts. This implies that the organization's strategy implementation process requires the involvement of the organization's top management.

The study found out that KFS employed effective leadership, effective communication of the strategy and its link to organizational goals, identifying potential vulnerabilities of the strategy, adequate planning in advance, constant monitoring of the strategy implementation, involvement of all concerned stakeholders, staff training and development and rewarding success in strategy implementation as its strategy implementation practices. This implies that effective and successful strategy implementation required effective leadership, planning, communication, monitoring, stakeholder participation, risk assessment, staff training and rewarding mechanisms.



The study also established that KFS management was competent with respect to the organization's strategy implementation. This implies that management's competence was a critical factor for successful strategy implementation within organizations.

From the findings, it was established that ineffective coordination and poor sharing of responsibilities resulted to poor strategy implementation in KFS. This depicts that effective strategy implementation requires proper coordination and sharing of responsibilities in an organization.

The study also established that existence of management development programmes/training in KFS resulted to effective and successful strategy implementation. Thus, effective strategy implementation requires the management to be constantly trained on ways to achieve successful strategy implementation.

The study also found out that early involvement of firm members in the strategy process within KFS positively contributed to successful strategy implementation in the organization. Thus, effective strategy implementation requires timely involvement of all firm members in the strategy process to allow them have ownership of the strategy implementation process and also enable them to have a good background understanding of the entire process.

The study also found out that KFS engaged in the following strategy implementation initiatives; focus on employees' empowerment through training and development, focus

on organizational goals, focus on organizational beliefs, thoughts, feelings and perceptions and group solutions to organizational problems. This implies that effective strategy implementation requires competent staff, link with the organizational goals, right organizational culture and members' involvement in problem solving.

The study also established that communication played a vital role in the strategy implementation process at KFS. This implies that effective communication is central to effective execution of an organization's strategy. Effective communication ensures common understanding of the organization strategy among the organizational members resulting to its effective implementation.

The study also found out that KFS identified engagement of all members, innovation, positive organizational culture, effective planning, effective monitoring, proper prioritization and good leadership styles as other factors that led to successful strategy implementation. This implies that numerous internal and external factors should be taken into consideration for an organization to achieve successful strategy implementation.

The study also found out that the main challenge faced in strategy implementation at KFS relates to the firm concentrating on new strategy development and in the process forget their main line of business that underlie within the previously formulated organization strategies. This implies that maintaining a balance between ongoing business activities and working on new strategic initiatives pose a real challenge to a firm's strategy implementation process.

The study also reveals that customers' and staff failure to fully appreciate the organization's strategy implementation, greatly affected KFS strategy implementation process. Thus for an organization's strategy implementation process to succeed both the customers and staff need to be fully aware of the organization's strategy and its implementation.

The study also reveals that KFS management had moderate commitment and consideration to stay focused on the agreed plans and to making significant changes to the plan and the overall implications and consequences of the change. There was also moderate quality relationship between managers and employees. Thus, lack of full commitment on the management's part towards the strategy implementation process and poor relationship between the management and staff delays an organization's strategy implementation process.

The study also found out that poor organizational culture, poor organizational structure and employees' lack of commitment at KFS negatively affected the organization's strategy implementation process. Thus, the nature of organizational culture, organizational structure and employee's commitment are critical factors that influence an organization's strategy implementation.

The study further reveals that ineffective regulatory initiatives encompassing regulatory quality improvements, poor integration of technologic innovations, production processes,

marketing, inadequate financing and incompetent personnel were other challenges that affected strategy implementation at KFS. Thus, ineffective regulatory frameworks, inadequate and incompetent personnel, inadequate financing, slow technology adoption and complex and inefficient production and marketing processes are some of the challenges that negatively affect an organization's strategy implementation process.

The study established that KFS had instituted various organizational policies including efficient resource allocation, effective leadership, effective organizational structure, positive organizational culture, compliance to legal requirements, progressive employee development and adoption of appropriate technologies to cope with its strategy implementation challenges. Thus, proper resource use, effective leadership, proper organizational structure, positive organizational culture, adherence to existing legal framework, employee training and development and adoption of appropriate technologies are measures that can help address the challenges associated with strategy implementation.

The study found out that the government, key suppliers and clients, tour agencies, consultants, media, donors and other funders and the Kenyan public were the external stakeholders who helped KFS in its strategy implementation. This implies that an organization's external stakeholders play a vital role in its strategy implementation.

The study also established that the management of KFS is responsible for communicating strategic change, information flows within KFS were moderately effective and forums

held for information sharing on strategic change were not properly organized. Thus, effective communication of strategic change is critical to an organization's successful strategy implementation.

### **5.3 Conclusion**

The study concludes that the directors, managers, departmental heads and hired specialists participated in the strategy implementation process in Kenya Forest Service. The involvement of the top management illustrates the significance of effective strategy implementation to an organization's overall progress.

The study also concludes that KFS utilizes effective leadership, effective communication of the strategy and its link to organizational goals, identifying potential vulnerabilities of the strategy, adequate planning in advance, constant monitoring of the strategy implementation, involvement of all concerned stakeholders, staff training and development and rewarding success in strategy implementation as its strategy implementation practices. Thus, effective and successful strategy implementation requires effective leadership, planning, communication, monitoring, stakeholder participation, risk assessment, staff training and rewarding mechanisms.

The study also concludes that KFS management was competent with respect to the organization's strategy implementation. Management's competence is a critical factor for successful strategy implementation within organizations. The management must possess

the right knowledge, skills and experience to be able to guide the organization's strategy implementation process.

The study further concludes that ineffective coordination and poor sharing of responsibilities resulted to poor strategy implementation in KFS. Thus, for an organization to achieve success in its strategy implementation there must be proper coordination and sharing of responsibilities in the organization.

The study also concludes that existence of management development programmes/training in KFS resulted to effective and successful strategy implementation. Thus, effective strategy implementation requires constant training of the organization's management to equip them with appropriate knowledge and skills relevant to strategy implementation.

The study also concludes that early involvement of firm members in the strategy process within KFS positively contributed to successful strategy implementation in the organization. Thus, effective strategy implementation requires timely involvement of all firm members in the strategy process to allow them have ownership of the strategy implementation process and also enable them to have a good background understanding of the entire process.

The study further concludes that ineffective communication negatively affected the strategy implementation process at KFS. Thus effective communication is central to effective execution of an organization's strategy.

The study also concludes that KFS identified engagement of all members, innovation, positive organizational culture, effective planning, effective monitoring, proper prioritization and good leadership styles as other factors that led to successful strategy implementation.

The study also concludes that the main challenge faced in strategy implementation at KFS related to the firm concentrating on new strategy development and in the process forgetting their main line of business that underlie within the previously formulated organization strategies. Thus, maintaining a balance between a firm's ongoing business activities and working on new strategies is critical to a firm's successful strategy implementation process.

The study also concludes that customers' and staff failure to fully appreciate the organization's strategy implementation process greatly affected KFS in its strategy implementation process. Thus for an organization's strategy implementation process to succeed both the customers and staff need to be fully aware of the organization's strategy and its implementation.

The study further concludes that lack of full commitment on the Kenya Forest Service management's part towards the strategy implementation process and poor relationship between the management and staff derailed the organization's strategy implementation process. Thus, there must be full commitment and rapport between the management and staff for a firm's strategy implementation process to succeed.

The study concludes that ineffective regulatory initiatives encompassing regulatory quality improvements, poor integration of technologic innovations, inefficient production and marketing processes, inadequate financing and incompetent personnel were other challenges that affected strategy implementation at KFS. Thus, the nature of the regulatory framework in place, level of financing, competence of personnel and technological factors are critical elements that influence the successful or otherwise implementation of a firm's strategy.

The study concludes that KFS had instituted various organizational policies including efficient resource allocation, effective leadership, effective organizational structure, positive organizational culture, compliance to legal requirements and progressive employee development as measures to cope with its strategy implementation challenges. These organizational policies enhanced the success of KFS strategy implementation process.

The study concludes that the government, key suppliers and clients, tour agencies, consultants, media, donors and other funders and the Kenyan public were the external



stakeholders who helped KFS in its strategy implementation. Thus, an organization's external stakeholders play a vital role in its strategy implementation process and thus influence its success.

The study also concludes that the management of KFS is responsible for communicating the firm's strategic change, information flows within KFS were moderately effective and forums held for information sharing on strategic change were not properly organized. Thus, lack of effective communication of an organization's strategic change impedes an organization's successful strategy implementation.

#### **5.4 Recommendations**

Given that the main challenge affecting KFS in strategy implementation is concentrating on new strategy development and in the process forgetting their main line of business that underlie within the previously formulated organization strategies, the study recommends that there should be thorough evaluation of new strategies developed before their implementation to ensure their effective integration with the firm's already existing strategies.

Given that customers' and staff failure to fully appreciate the organization's strategy implementation process greatly affected KFS in its strategy implementation process, the study recommends that deliberate efforts be taken by the management to educate the organization's staff and customers on the firm's strategy and its implementation.

The study further recommends that KFS should inform the government of challenges associated with ineffective regulatory framework for appropriate remedy. Further, the study recommends that KFS should allocate more funds, train its staff and eliminate inefficiencies in its processes for it to achieve successful strategy implementation.

Given that ineffective coordination and poor sharing of responsibilities resulted to poor strategy implementation in KFS, the study recommends that the management of KFS should institute a proper organizational structure that clearly sets out division of responsibilities within the organization leading to effective coordination among the various organizational functional areas. This in turn would enhance the organization's strategy implementation process.

Given that KFS lacked effective communication of the organization's strategic change and information flows within KFS were moderately effective, the study recommends that the management of KFS should put in place proper systems of communication that would enable effective information flow relating to strategic change within the organization. This would in turn enhance the organization's strategy implementation process.

Given that existence of management development programmes/training in KFS resulted to effective and successful strategy implementation, the study recommends that the training programmes be extended to cover other staffs who participate in the strategy implementation process to enhance their understanding and contribution to the success of the process.

Given the various organizational policies adopted by KFS for coping with difficulties associated with the strategy implementation process, the study also recommends that KFS should adopt appropriate modern technologies to become part of its measures of addressing the challenges associated with the strategy implementation process.

### **5.5 Recommendations for Further Studies**

Since this study explored the challenges faced by Kenya Forest Service in strategy implementation, the study recommends that similar study should be done in other state corporations in Kenya for comparison purposes and to allow for generalization of findings on the challenges faced by such firms in strategy implementation.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER



**UNIVERSITY OF NAIROBI**  
FACULTY OF COMMERCE  
MBA PROGRAM – LOWER KABETE CAMPUS

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P.O. Box 30197  
Nairobi, Kenya

DATE 27/08/2014

**TO WHOM IT MAY CONCERN**

The bearer of this letter KINGDAI MARGARET WANJIRU

Registration No: 061/79117/2012

Is a Master of Business Administration (MBA) student of the University of Nairobi.

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 if you assist him/her by allowing him/her to collect data in your organization for the research.

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.

  
**PARTRICK NYABUTO**  
MBA ADMINISTRATOR  
**27 AUG 2014**  


## **APPENDIX II: INTERVIEW GUIDE**

### **STRATEGY IMPLEMENTATION AT KENYA FOREST SERVICE**

1. How many years have worked in the organisations: \_\_\_\_\_
2. The number years in the current position: \_\_\_\_\_

### **SECTION A: STRATEGY IMPLEMENTATION**

3. Who are involved in strategy implementation process in your organization?
4. What are the strategy implementation practices employed by your organization as pertain to your department?
5. In your opinion what is the importance of management ability or competence in achieving successful strategy implementation practices in your department?
6. In your opinion how as ineffective coordination and poor sharing of responsibilities caused strategy implementation practice activities?
7. What is the impact of management development programmes /training on effective strategy implementation at Kenya forest service?
8. What is the effect of early involvement of firm members in the strategy process on successful strategy implementation?
9. What are strategy implementation initiatives taken by management in creating and sustaining a climate within the firm?
10. What role does communication play in the process of strategy implementation at your organization?
11. What are the other factors leading to strategy implementation success at your organization?

## **SECTION B: CHALLENGES TO STRATEGY IMPLEMENTATION**

12. What are the challenges faced in strategy implementation in your organization?
13. What are challenges posed by customers and staff not fully appreciating the strategy on strategy implementation practice?
14. What challenges are posed by Resistance and Leadership not fully appreciating strategy implementation in your department?
15. What is the impact of Organizational Culture and Organizational Structure, ownership and commitment by employees to strategy implementation your department?
16. What are the other challenges you face in strategy implementation at the organization?
17. What are the possible solutions to the challenges faced in strategy implementation at the Kenya forest service?
18. What are challenges that surface during strategy implementation practice that had not been anticipated?

### **Measures taken by Kenya forest service to deal with strategy implementation challenges**

19. How committed are the board members and management in providing financial resources to support implementation of strategy?
20. How motivated are the board of directors and employees in supporting the strategic initiatives?
21. How appropriate is the current organization structure to support the implementation of strategy initiatives?

22. How capable is the available human resource in managing and implementing new strategy direction?
23. What organizational policies or systems have been put in place to respond to these challenges of strategy implementation?
24. Are any external stakeholders involved in resolving these challenges?
25. How is strategic change communicated, both internally and externally? Probe for who is responsible for communication, if information flows are systematic and whether any forums are organized for information sharing.

Thank you for your time!