ABSTRACT

Strategy formulation and development is the development of long term plans for the effective management of opportunities and threats in light of the organization’s strengths and weaknesses. On the other hand strategy implementation is the process that turns implementation strategies and plans into actions to accomplish objectives. For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization structure, reward system, organizational culture, resources and leadership. The process must have the blessings of all interested parties and the top management should play a leading role in the exercise. The general objective of this study was to investigate the strategy implementation challenges at the Kenya Shell Limited. More specifically, the study sought to: analyze strategy implementation process at the company and identify factors that affect its strategy implementation. Content analysis was used to analyze the qualitative primary data, which had been collected by conducting interviews and secondary information from the organization.

The findings from the study suggest that the organization had developed strategies which were geared towards accomplishment of the organizations objectives. Involvement of employees in strategy formulation was the main reason for the slow implementation of strategies. The other major challenges faced by the organization in implementing its strategies were cited as; non commitment of senior staff and employees in general to commit themselves to support a new strategic plan given the start to its completion including review and supporting its recommendation, change the strategy mid-stream to suit their focus, Inadequate analysis of progress being made us planned, financial constraints, lack of implementation continuity if a
staff leaves due to absence of project operational manuals, duplication of activities and reporting over the same activities which calls for effective design of the programmes.