CHALLENGES OF STRATEGY IMPLEMENTATION BY ATHLETICS KENYA
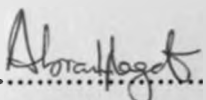
By

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

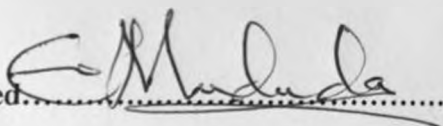November, 2012

DECLARATION

This management research project is my original work and has not been presented for an award of any diploma or degree course in any other university.

Signed.. Date........29/11/2012...........

ABRAHAM KIPLAGAT BIRECH

This management research project has been submitted for examination with my approval as the University Supervisor.

Signed.. Date........30-11-12.........

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LECTURER,

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DEDICATION

I dedicate this work to my family and my parents for their unending support and their unconditional love.

ACKNOWLEDGMENTS

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ABSTRACT

The objective of this study was to identify Challenges of Strategy Implementation by Athletics Kenya. (Musyoka, 2011) in her article, challenges of strategy implementation in Jomo Kenyatta foundation in the current turbulent economic times, said that firms in Kenya operate under increasing competitive and ever-changing environment. This puts them under pressure to continually review their strategic plans or formulate new ones to suit the existing trends. Further, without proper strategy implementation, even the most superior strategy is useless. According to Aosa(1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. This is necessary if such organizations are to remain competitive and relevant to current market trends. Strategy implementation is inextricably connected with organization change. The changes made to the organization configuration (structure, processes, relationships, boundaries) present internal sources of challenges. Further, changes in the macro-environment, the industry forces and the operating environment present external sources of challenges. The industry forces create intense competition as opposed to what could often occur under a monopolistic environment. This underpins the importance of scanning the internal and external environment as an important analysis during strategic planning. The link between strategy planning and implementation, coupled with communicating the strategy and allocation of resources to the plan, all aim at minimizing challenges to implementation. Athletics Kenya has embraced strategic management practices in response to the environmental dynamism AK has planned to deliberately make internal changes in its organizational configuration in an attempt to create a strategic fit. It is expected that this organizational change is likely to be faced with challenges. Further, the processes of implementation will encounter challenges from sources that are internal and external to the organization.

CHAPTER ONE : INTRODUCTION

1.1 Background of the Study

Strategy can be defined as the large scale future oriented plans for interacting with the competitive environment to achieve organization's objectives. Strategies are formulated in an organization in order to establish priorities and to better serve the needs of stakeholders, Olsen (2005). Recent developments that make effective planning and management within institutions more important are the competitive focus, pressure on resources, accountability and assessment, external interaction and internal management (Taylor & Miroiu 2002). Implementing strategies successfully is vital for any organization, either public or private. Without implementation, even the most superior strategy is useless. The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. Implementing would thus be perceived as being about allocating resources and changing organizational structure. However, transforming strategies into action is a far more complex and difficult task (Alexander, 1991)

Sports and recreation are important for the psychological and physical development of the youth. They also contribute to their personal development by promoting good health, personal discipline, and leadership and team skills. Apart from providing enjoyment, engaging in sport helps the youth to make good use of their leisure time instead of being idle. Sport also promotes peace, unity and understanding among the youth. Unfortunately, investment in sport and recreation has not reflected their importance. The sector suffers from inadequate funds and facilities while the sportsmen and women lack

motivation and are often exploited by sports organizations. Due to these constraints, it has not been possible to tap fully the talents of many of the youth (Kenya National Youth Policy, 2007). An effective national youth policy must be responsive to national interest in the ever-changing global environment.

If Athletics Kenya is to fulfill its developmental mandate, it is essential that it implements its strategies well. Athletics Kenya, being the organization that is responsible and mandated in managing the athletics sport in Kenya it must continuously create strategies to obtain the upper hand over owns limitations or that of the opposition. The level of strategic planning will depend on what the objectives are, and what levels of excellence are to be achieved. According to Gurowitz, et al(1988), studies point to the notable absence of any relationship between the formulation of strategy and the implementation of strategy. In fact, it is claimed that less than 10% of strategies which are effectively formulated are, indeed, effectively executed.

1.1.1. Concept of Strategy Implementation

Strategy implementation involves the allocation of resources and the motivation of staff to achieve the desired results. The environment where organizations are competing is dynamic and continuously changing. It is therefore very difficult to predict what is going to happen next (Petri, et al, 2002).

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander(1991) 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.

Organizations seem to have difficulties in implementing their strategies. However researchers have revealed a number of problems in strategy implementation: e.g. weak management roles in implementation, a lack of communication, lacking a commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors (Alexander, 1991; Giles, 1991; Galpin, 1998; Lares-Mankki, 1994; Beer and Eisenstat, 2000).

Implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. The components of strategy implementation i.e. communication, interpretation, adoption and action, are not necessarily successive and they cannot be detached from one another. From this perspective it is interesting to study how the planned strategies and the reality interact with each other through communication, interpretation, adoption and action. If this interaction is successful, the organizational vision may be achieved. When doing research from this view, the scope needs to be broad to grasp both the planning of the strategies and the real work practices through which the strategies come true (Mintzberg, 1978).

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1.1.2 Challenges of Strategy implementation

(Kazmi, 2008) confirms that the organizations fail to implement approximately seventy percent of their strategies; he also confirms that there are challenges in respect of strategy implementation. Organizations experience difficulty in implementing strategies if there are no mechanisms in place to communicate the strategy to the lower levels. In most organizations, it is less than five percent only of a typical workforce that has any understanding of the organization's strategy (Raps, 2005). Nevertheless, certain strategies do remain implicit in the minds of senior managers and are never verbalized or communicated to other members of the organization. It follows that members of an organization find it difficult to implement something about which they know nothing.

(Robert, 1991) agrees that strategies developed in isolation, without the involvement of key people, are more likely to fail because it is impossible for people to implement what they do not understand. There are organizations which outsource strategy formulation to consultants who may devise a desktop strategy that has no bearing on contextual issues and which is not even understood by members of the organization itself. This type of dependency on outside consultants may compromise staff ownership of and commitment to strategy and, as a result, implementation as well as organizational excellence may be sacrificed.

(Sterling, 2003) attributes strategy failure to unanticipated market changes; effective competitor responses to strategy; application of insufficient resources; insufficient buy-in; timeliness and distinctiveness; lack of focus; bad strategy; unaligned organizational

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design and capabilities with the strategy; isolation of managers in the strategy development process; lack of consistent and persistent communication; poor action planning and budgeting; poor monitoring and accountability; and poor alignment of information resources with the strategy. In line with the barriers or challenges identified by Sterling (2003). (Allio, 2005) believes that strategies fail because of the need to get back to real (traditional) jobs; inability to translate ideas into actions; no reward for implementing the strategy; losing track of the strategy; and nobody being assigned the responsibility to implement the strategy (everyone is responsible).

Alexander, (1985) identifies 21 obstacles to strategy implementation and these are confirmed in a subsequent study by Al-Ghamdi (1998) who, however, went a step further in reducing the 21 obstacles of Alexander to the following 15 recurring obstacles as Implementation took more time than originally allocated, Major problems surfaced which had not been identified earlier, Coordination of implementation activities was not effective enough, Competing activities distracted attention from implementing strategic decisions, Capabilities of employees involved were insufficient, Training and instruction given to lower level employees were inadequate, Uncontrollable factors within the external environment had an adverse impact on Implementation, Leadership and direction provided by departmental managers were inadequate, Key implementation tasks and activities were not sufficiently defined, Information systems used to monitor implementation were inadequate. Advocates and supporters of the strategic decision left the organization during implementation. Overall goals were not sufficiently well understood by employees, Changes in responsibilities of key employees were not clearly

defined. Key formulators of the strategic decision did not play an active role in implementation and problems requiring top management involvement were not communicated sufficiently.

Early, Freedman (2003) identified the following implementation pitfalls that may derail the implementation process and cause strategy failure, strategic inertia, where some strategies are never accorded priority and, thus, implementation never commences. Also lack of stakeholder commitment where some organizations treat strategic issues as the terrain of senior management only and, thus, they do not involve other levels of management. This may result in poor stakeholder commitment to the implementation of the strategy. Strategic drift where lack of both discipline and focus on strategic issues may result in organizational activities going with the natural flow and drifting away from strategic goals. Strategic dilution is where Strategic objectives are easily diluted by normal divisional practices which, in turn, results in confusion and contradictory directions.

It is also evident where there is no coherence in terms of the implementation factors. For example, performance systems may not be linked to resource allocation. Failure to understand progress where there lack of strategic milestones may impede continuous measurement and result in a failure to understand the implementation progress. Initiative fatigue where some organizations are overloaded and do not have the time available to focus on implementation. Strategic issues are shelved as the organization struggles with traditional operations. Impatience where there is a desire to implement strategy overnight

and attain all the strategic goals as soon as possible may prove to be unrealistic. Not celebrating success where the organization fails to recognize and to reward good performance which may retard the attainment of the ultimate goal.

1.1.3 Athletics in Kenya

Athletics is a term encompassing the human competitive sports and games requiring physical skill, and the systems of training that prepare athletes for competition performance. Athletic sports or contests, are competitions which are primarily based on human, physical competition, demanding the qualities of stamina, fitness, and skill. Athletic sports form the bulk of popular sporting activities, with other major forms including motorsports, precision sports, and animal sports.

Since the 1960s, Kenya has produced more world class athletes, more world record holders and more Olympic Medalists in long distance running than any other country. Many Kenyan runners are affiliated to governmental organizations like Armed Forces, Kenya Prisons or Kenya Police, which provide livelihood as well as training. In addition there are several private athletics clubs, like Mfae (based in Nyahururu); Chepkero Athletics Club (based in Kaptagat), Iten High Altitude training camp(based in Iten) and Kiptenden Club (based in Kericho).

1.1.4 Athletics Kenya

The management of athletics in Kenya, both track and field in Kenya was governed by an organization known as Kenya Amateur Athletics Association (KAAA) from 1951 until 2002 when the organization changed the name to Athletics Kenya (AK). Arthur Evans is

credited for starting organized athletics and forming Kenya Amateur Athletics Association (KAAA) in 1951. In 1956, Evans became the secretary of the newly formed KAAA and the late Sir Derek Erskine became its first chairman. It is also the same year Kenya participated in the Olympics for the first time that was held in Melbourne, Australia, though no medals were won. (Athletics Kenya, 2012)

Athletics Kenya head offices are located at Riadha House, Nairobi and it also houses Athletics Museum. The museum was opened on November 1, 2006. Athletics Kenya Has won several awards including the Kenyan Sports Federation of the Year award in 2006.(Kenya Times, 2006), and 2009, (The Standard, 2009) and 2010, Sports Person of the Year Awards (SOYA, 2010).

1.2 Research Problem

The dynamism of the environment implies that organization have to constantly redesign their strategies in order to remain competitive or to survive. Effective implementation of a strategy is crucial to the performance of the organization because implementation is a link between strategy formulation and superior performance. According to Mintzeberg and Quinn (1991), ninety percent of the well formulated strategies end up failing at the implementation stage. The reasons that have been advanced for success or failure evolve around the fit between structure and strategy resource allocation, organization culture, leadership, rewards and nature of strategy (Koske, 2003).

(Campbell, 2002) states that many strategies fail due to the failure to take into the account internal issues such as information systems, organization culture including the campaigns the culture will adopt. For Athletics Kenya to achieve success, it must adopt pure strategic management. Despite adoption of good strategies, it faces various challenges in the implementation of the same. This may hinder it from achieving organizational objectives and goals.

There are a number of local studies that have been done to find out how various organizations have implemented their strategies in Kenya. (Aosa, 1992), investigated aspects of strategy formulation and implementation within large private manufacturing companies in Kenya; (Gakau, 2011)) investigated the challenges of strategy implementation at the municipal council of Thika; Muyambuki (2011) investigated the challenges of strategy implementation : a case study of Kenya Pipeline Company limited; (Woyakapel, 2011) investigated challenges of strategy implementation at Kenya Seed Company Ltd; (Maragia ,2011) investigated the challenges of strategy implementation at Mavoko Municipal Council in Kenya and (King'ola, 2011) investigated the challenges of strategy implementation at Geomax Consulting Engineers.

All these studies focused on challenges to strategy implementation in a generalized manner and they have argued that a plan is useless if not properly implemented. These studies have revealed that for proper implementation, a firm must carry out purposeful control and evaluation of strategies adopted. Organizations must also maintain a link between strategy development and implementation to be more successful in

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implementing strategy. None of these studies has considered the unique challenges in the management of such entities as is in the case of Athletics Kenya, which is run both administratively and voluntarily by an elected committee, and runs on sponsorships to meet their objectives on a day to day basis, making it a unique entity. On the basis of extensive literature review this study will endeavor to answer the question: What challenges is Athletics Kenya facing while implementing its strategies?

1.3 Research Objectives

The research objectives for this study were:

   i.   To determine the manner in which Athletics Kenya implements its strategy.

   ii.   To determine the challenges involved in implementing the strategy

1.4 Value of the Study

The study contributes to the general understanding of changes in the challenges of strategy implementation in Athletic Kenya. The study added value to the Athletics Kenya management as it would contribute new knowledge and form an appropriate framework upon which strategic plans may be implemented. Further, it would also help in understanding the challenges affecting the strategy implementation and how this understanding can help to link strategic planning and implementation to meet the emerging challenges and expectations. The research provided an understanding of the challenges of strategy implementation by the Athletics Kenya which will be important for future reference and will contribute to the available body of knowledge and a base for further research. It would also identify strategic gaps in their formulation and

implementation of their strategies to achieve their goals and objectives. In an attempt to close this gap the study identified and described barriers to the implementation of strategy which are relevant to Athletic Kenya.

The study attempted to address strategy implementation which is an area that has not received adequate attention in past research. Pienaar & Cronje(2008) agree that strategy implementation remains the least researched management topic; yet unsuccessful strategy implementation has a tremendous financial impact on an organization's profits and competitive advantage.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The second chapter presents a review of relevant literature with a view to positioning the study within the existing theoretical body of knowledge. The chapter also sheds light on the type and nature of questions suitable for the collection of data in the study.

2.2 The concept of strategy and the implementation process

Different organizations will respond differently to the changes in the environment. Strategy concerns itself with what an organization is doing in order to gain a sustainable competitive advantage (Porter, 1980). The principal concern of an organization strategy is identifying the business areas in which an organization should participate in to maximize its long run profitability. Business strategy is essentially about two questions: what kind of business is the firm in? And, given this choice, how do firms compete? Strategic management is concerned with how firms generate and sustain competitive advantage in order to generate superior profit.

In developing strategy, firms undertake three sets of activities. These are strategic analysis, strategic choice and strategic implementation. Firms differ in how they undertake these activities. In large enterprises, strategic analysis, choice and implementation are often distinct activities, carried out by different people, whereas in small firms, a single person might perform all three, often at the same time (Curran 1996; O'Gorman 2006). Strategic decisions tend to be complex in nature, be made in situations of uncertainty, affect operational decisions, require an integrated approach and involve

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considerable change (Johnson, et al, 2006). The key area of strategy making in organizations concerns the elaborations of the basic mission (the products or services offered to the public). Other important areas of strategy include the inputs to the system, the means to perform the mission, the structure and forms of governance (design of the committee system, the hierarchies, the regulations concerning promotion and tenure, etc.), and the various means of support for the mission (Hardly, et al, 1984). Strategic choices involve understanding the underlying bases for future strategy at both business unit and corporate levels and the options for developing strategy in terms of both the directions and methods of development. Translating strategy into action is concerned with ensuring that strategies are working in practice as intended. It is important to know how an organization needs to be organized in order to put its strategy, effectively, into action.

After an organization understands its strategic position and has made strategic choices the organization has to be organized in such a way that for the organization it is possible to achieve its strategy. Therefore an organization, as a minimum, needs to consider its configuration consisting of an organizational structure, organizational processes, and the management of relationships. Next to that it is also important to look at the relationship between the overall strategy of the organization and its strategy in four key resource areas: people, information, finance and technology. Finally, it needs to be taken into account how strategic change is managed (Johnson, et al, 2006).

2.3. Strategy implementation and challenges

According to Johnson, et al, (2006), strategy implementation can pose a number of challenges. The challenges arise from sources that are internal and external to the organization. The particular challenges that will face strategy implementation will depend on the type of strategy, type of organization and prevailing circumstances. Many challenges in strategy implementation can be avoided if strategy development is coupled with implementation. The lack of understanding of a strategy and the inability to connect strategy formulation and implementation has an impact on successful implementation.

2.3.1 Internal Challenges

Strategy implementation is inextricably connected with organizational change. All organizations resist change and try to maintain the status quo, sometimes even if it yields unsatisfactory results. Resistance to change is a multifaceted phenomenon which introduces delays, additional costs and instabilities into the process of introducing change. People working in an organization sometimes resist change proposals and make strategy difficult to implement (Lynch, 2000). This may take the form of procrastination and delays in triggering the process of change, unforeseen implementation delays and inefficiencies which slow down the change and make it cost more than was originally anticipated, lack of commitment, slow downs, absenteeism, disrespect of deadlines, poor performance and strikes. Systemic resistance results from passive incompetence of the organization in support of strategy. It arises whenever the development of capacity lags behind strategy development. This may further hinder implementation, especially where strategic and operational control systems do not detect and cause adjustment to the changing internal environment. Behavioral resistance on the other hand may be

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manifested on an individual or group level. Parochial self interest, misunderstanding and lack of trust. different assessments and views from managers, and low tolerance to change are some of the reasons behind behavioral resistance. The behavioral challenge, in addressing the social system (people), is in creating a shared understanding of the different perspectives all the people in an organization hold. as a preamble to the commitment in searching for solutions.

The compatibility of organization culture to new strategic changes is an important measure in overcoming this challenge. Lack of synergy between strategy and culture may obstruct the smooth implementation of strategy by creating resistance to change and Aosa (1992) states that it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and de-motivation, which in turn can frustrate the strategy implementation effort. However, when culture influences the actions of the employees to support current strategy, implementation is strengthened. Maximizing synergy, while focusing to reinforce culture, managing around culture and reformulating a new organization culture. are some recommendations, by Pearce and Robinson (2001), of managing strategy-culture relationships in various situations. Inappropriate systems utilized during the process of operationalization, institutionalization and control of the strategy are often sources of challenges during strategy implementation. The process of institutionalization relies heavily on the organization configuration that consists of the structures, processes, relationships and boundaries through which the organization operates (Johnson and Scholes, 2003). The

relationships consist of interactions, influence. communication and power dynamics, among other elements that occur in a systematic or a structured manner. Whilst the strategy should be chosen in a way that it fits the organization structure, the process of matching structure to strategy is complex (Byars, *et al.*, 1996). The choice of a particular structure is a formidable challenge. For example, the strategic challenge in the functional structure is effective coordination of the separate functional units. Some form of divisional structure is therefore necessary to meet the coordination and decision-making requirements resulting from increased diversity and size. Moreover. increased diversity, size and number of units necessitate grouping various divisions in terms of common strategic elements.

While the organizational matrix structure is easy to design, it is difficult to implement. Dual chains of command challenge fundamental organizational orientations. Negotiating shared responsibilities, use of resources and priorities can create misunderstanding or confusion among sub-ordinates. The biggest challenge in leadership is in determining the "right things", especially at a time where industries are mature or declining; the global village is becoming increasingly complex, interconnected, and unpredictable; and product lifecycles are shrinking (Dess, *et al.*, 1998). Such challenges are even more acute in strategy implementation. A leader also faces all kinds of barriers. such as conflicting objectives, organizational fiefdoms, political rivalries and organizational inertia. Things don't always work out as planned – sometimes gravity takes over and things come crushing down around the leader. Such happenings impede strategy implementation

process. Kangoro (1998) notes that lack of commitment to strategic management practices by top management and other employees of the organizations results in poor implementation. Staff control of systems often prevents line managers from using financial compensation as a strategic tool (David, 1997). David further suggests that for reward system to be closely linked to the strategic performance of an organization, the system should be a dual bonus system based on both annual objectives and long term strategic objectives, profit sharing and gain sharing. This requires employees or departments to establish performance targets; if actual results exceed objectives, all members get bonuses. Sales, profit, production efficiency, quality and safety could also serve as bases for an effective bonus system. David (2003) asserts that organizations have at least four types of resources that can be used to achieve desired objectives, namely financial, physical, human and technological. The various activities necessary to implement any particular strategy should be defined in terms of each type of resource required. The operating level must have the resources needed to carry out each part of the strategic plan (Harvey, 1998). It is often a common practice to reduce this specification of resource requirements to monetary terms (Copeland, *et al.*, 2000).

According to Daft (2000), one major shortcoming of strategic implementation in organizations is a failure to translate statements of strategic purpose, such as gain in market share, into identification of those factors which are critical to achieving the objectives and the resources/competencies to ensure success. The intangible resources may also lead to unique challenges associated with external accountability imposed by the authorizing environment. Inadequacy of any form of resources, such as inadequate

funds, equipment and facilities, and human resources skills and experience, is often a big challenge during strategy implementation. Swartz (1985) argues that the challenge to management is that it might need to recruit, select, train, discipline, transfer, promote and possibly even lay off employees to achieve the organizational strategic objectives. He further argues that since more and more organizations are using teams, the ability to build and manage effective teams is an important part of implementing strategies. Okuto (2002) set out to study the human factor in implementation of strategic change within large manufacturing firms in Nairobi. The major finding was that change implementation in these firms ignored the important details and use of proper communication. Labour relations were another resource related challenge that may hinder strategy implementation. How strikes and go-slows are managed may be detrimental to success.

2.3.2 External Challenges

Strategy implementation challenges are also found in sources external to the organization. The challenges will emanate due to the changes in the macro-environment context, namely Economic, Politico-legal, social, technological and environmental. Since the purchasing power depends on current income, savings, prices and credit availability, any change in the direction of the economies in the corporation's regional, national and international market is likely to present changes in the purchasing power and hence the overall financial performance of an organization. In the rapidly changing social environment of the highly interdependent spaceship earth, businesses feel great pressure to respond to the expectations of society more effectively. Therefore, any changes in social values, behaviors' and altitudes regarding childbearing, marriage, lifestyle, work,

ethics, sex roles, racial equality, and social responsibilities among others will have effects on firms' development (Pearce and Robinson, 2003).

Unanticipated changes in the government policies regarding taxation, industry cooperation, environmental protection, education policies, among other factors will impact on strategy implementation. A new administration may also bring about changes to the board of directors and leadership in an organization. At any given time in its lifecycle, certain underlying forces in an industry operate to broadly define the potential for a company's success. Efforts to implement the strategy can be greatly impaired by challenges arising from the industry forces that include powerful buyers, powerful suppliers and stiff rivalry from the competitors (Johnson and Scholes, 2002).

Changes in the degree of integration of major competitors, industry's vulnerability to new or substitute products, changes in the magnitude of the barriers to entry, number and concentration of suppliers, nature of the industry's customer base and the industry's average percentage utilization of production capacity are all likely to impact on implementation. Information is a key resource of particular attention at the moment with the rapid advances in information technology. These developments in the ability to access and process information can build or destroy an organization's core competences that are crucial for competitive advantage (Johnson and Scholes, 2002). It is also spawning new business models, where traditional 'value networks' are being configured.

Technological innovations can give a firm a special competitive advantage (Githui, 2006). Without continued product or service improvement, profitability and survival are often jeopardized. This may present a serious threat to most organizations but may serve as an opportunity to others (Johnson and Scholes, 2002). The operating environmental forces compounded by pressure arising from stakeholders like creditors, suppliers, customers, shareholders, government and the local community can impose challenges that could impair strategy implementation. Often people know little, if any, about a strategy when it is being hatched in the boardroom. Participation of all stakeholders in strategic planning is seen as important because of the key role; stakeholders have to play in implementation, including monitoring of the planning recommendations and strategies. Competitive position is a key issue in the operating environment. The entrance of important new competitors into the industry may throw an organization in tantrums. Anticipated new substitute or competing products may render the organization's products uncompetitive (Pearce and Robbinson, 2003).

Operating environment changes, such as in the Customer profiles, need to be anticipated and strategies adjusted to match customer expectations (Pearce, and Robbinson, 2003). Major cost increases due to cost hikes by creditors or suppliers may present unprecedented challenges. The advances in innovation technology demand that continuous capacity building becomes an integral activity for most organizations. This demands a lot of resources and organization with no capacity to develop, maintain and sustain the human resource competencies, especially from the local community is likely to be confronted with challenges.

2.4. Athletics as a sporting activity

According to Gul (2012), sport is defined as all forms of competitive physical activity through which casual or organized participation, aim to use, maintain or improve physical fitness and provide entertainment to participants. Hundreds of sports exist, from those requiring only two participants, through to those with hundreds of simultaneous participants, either in teams or competing as individuals. Sport is generally recognized as activities which are based in physical athleticism or physical dexterity, with the largest major competitions such as the Olympic Games admitting only sports meeting this definition, and other organizations using definitions precluding activities without a physical element from classification as sports. However, a number of competitive, but non-physical, activities claim recognition as mind sports. According to Belegadde(2012) sports are usually governed by a set of rules or customs, which serve to ensure fair competition, and allow consistent adjudication of the winner. Winning can be determined by physical events such as scoring goals or crossing a line first, or by the determination of judges who are scoring elements of the sporting performance, including objective or subjective measures such as technical performance or artistic impression.

According to International Journal of Sport and Exercise Psychology (2009) athletic career is a term for a multi-year sport activity, voluntarily chosen by the person, and aimed at achieving his/her individual peak in athletic performance in one or several sport events. Athletes can be professional (paid) or amateur (unpaid). A superior athlete is one who has above average physical skills (strength, agility and endurance) and is thus more suited for physical competition. Most professional athletes have particularly well-

developed physiques obtained by extensive physical training and strict exercise accompanied by a strict dietary regimen.

The International Amateur Athletics Federation (IAAF) the athletics sport's governing body, defines athletics in five disciplines: track, track and field, road running, race walking cross country running and mountain running. All forms of athletics are individual sports with the exception of relay races. However, athletes' performances are often tallied together by country at international championships, and in the case of cross country the finishing times of the top athletes from each team or country are combined to declare a team victor. The first modern-style indoor athletics meetings were recorded shortly after in the 1860s, including a meet at Ashburnham Hall in London which featured four running events and a triple jump competition

The Amateur Athletic Association (AAA) was established in England in 1880 as the first national body for the sport of athletics and began holding its own annual athletics competition, The AAA Championships. An athletics competition was included in the first modern Olympic games in 1896 and it has been as one of the foremost competitions at the quadrennial multi sport even ever since. Originally for men only, the 1928 Olympics saw the introduction of women's events in the athletics program. Athletics is part of the Paralympic Games since the inaugural Games in 1960. Athletics has a very high profile during major championships, especially the Olympics, but otherwise is less popular.

2.5 Strategy Implementation within Athletic Context

According to Musyoka(2011), strategy implementation is largely an internal administrative activity which entails working through others, organizing, motivating,

culture building and creating strong links between strategy and how the organization operates. It also entails a process of converting the formulated strategies into viable operations that will yield the organization's targeted results. The International Paralympics Committee (2012) has noted that advances in technology and athletes' dedication to the sport have made once unimaginable feats become realities. Some compete in wheelchairs, others with prostheses and athletes with blindness/visual impairment compete with the guidance of a sighted companion. Athletes compete according to their functional classifications in each event and these events are continually being redefined to include as many athletes as possible. The speed of a sprinter, the strength of a thrower, the power of a jumper and the endurance of a distance runner are what draw the crowds to Athletics. The track and field events at the Paralympic Games attract the largest number of athletes and spectators. They offer a wide range of competitions and the largest number of events. Athletics has been part of the Paralympic Games since 1960 and events are open to all male and female athletes in all disability groups.

Fitzgerald (2010), in his study found that the most effective way to improve as an athlete is to run a lot, run hard a couple of times a week, and always have plenty of energy to handle a heavy running load. An athlete will improve even more if they complement their running with some strength training, but must not lift weights so much or so hard that they do not have plenty of energy left for running. The strategic plan in athletics must be aimed at winning at an event.

According to Stambulova et al(2009) career research confirms several normative (predictable) athletic career transitions for which athletes can be prepared in advance. Therefore, athletes are recommended to search for a balance between current demands and anticipated future demands in their athletic careers. Parents, coaches, and sport psychology consultants must help them to make decisions based on the future through increasing their awareness of forthcoming demands and the resources/strategies necessary to cope with them. This will help to prepare in a timely manner athletes for normative career transitions and to prevent athletes' crises. Both career research and assistance models emphasize the importance of a holistic view of an athlete—that is, as a person who is doing sport but also other things in life. Therefore, athletes are advised to search for a balance between demands in sport and outside sport, to prioritize in their lifestyles, and to emphasize transferable competencies (e.g., goal setting, planning, time/stress/energy management) that can work as resources in coping with transitions both in and outside sport.

Stambulova, et al (2009) recommends that the transition from junior to senior sports is crucial for the athletes who want to reach the elite level in sport. This transition relates not only to a sport context; besides new challenges in practice and competitions, the athletes experience new demands in psychological, psychosocial, and in academic or vocational development. Therefore, career planning, balancing lifestyle, stress, time or energy management, and effective recovery, as well as continuity in coaching and support from significant others, are recommended to facilitate athletes' coping with this transition.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter aimed to describe the research design as well as the research methodology and procedures that was be adopted to collect and to analyze the data. The chapter also focused on other methodological considerations such as target population, sampling, and the data collection methods that were used and how the data was analyzed and a report generated to provide findings.

3.2. Research Design

The research design in this study for Athletics Kenya was a case study. A case study was deemed suitable as it allowed in depth study of the subject of the challenges of strategy implementation. Kothari (2004) explains that a case study involves a careful and complete examination of a social unit, institution or a family. Case study research, through reports of past studies, allows the exploration and understanding of complex issues. It can be considered a robust research method particularly when a holistic, in-depth investigation is required. Recognized as a tool in many social science studies, the role of case study method in research becomes more prominent when issues with regard to education (Gulsecen & Kubat, 2006), sociology (Grassel & Schirmer, 2006) and community based problems (Johnson, 2006), such as poverty, unemployment, drug addiction, illiteracy, etc. were raised.

Case study method enabled the researcher to closely examine the data within a specific Athletics Kenya. In most cases, a case study method selects a small geographical area or

a very limited number of individuals as the subjects of study. The researcher explored and investigated contemporary real-life phenomenon through detailed contextual analysis of strategy formulation, and their relationship with strategy implementation.

3.3 Data Collection

The collection of the data was by use of personal interview guides. This was done so as to get qualitative data and enabled to clarify some issues for the respondents who are managers involved in strategy formulation and implementation. In the interview guide, some questions had definite answers while others did not. The respondents included the Executive Officer, Managers, Coaches and Executive Committee members of the Athletics Kenya who had been involved in the strategy formulation and implementation. The executive members included the Chairman, the Vice Chairman, the Secretary General and his deputy, and other members of the Board. Most of the executive committee members were not stationed permanently at the Riadha House, the Athletics Kenya Headquarters, so booking appointment was done in advance.

The use of qualitative research ensured that the researcher got more information from the interviewees. The interviews collected identified the challenges of strategy implementation by athletics Kenya and determined the manner in which Athletics Kenya implemented its strategy. The researcher interviewed all the management members of Athletics Kenya.

3.4 Data Analysis

The data collection in the research was done by use of personal interviews with the respondents. The questions asked to several people got an average rating in order to find the baseline data for the final document. This is a technique that allows for making inferences by systematically and objectively identifying specified characteristics of information and using the same approach to relate trends. The analyzed data was interpreted in line with the research objectives and compared with theoretical approaches cited in the literature review thus enabling the arrival of informed conclusions.

This analysis has been used in similar studies in the past including Gakahu (2011). Koske (2003), Mosbei (2011), Mativo (2011) and Miako (2011). The data assisted the researcher in determining how and why things happen as they do by encouraging the respondent to reveal information in detail.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter contains data analysis, the research findings and discussions. The objective of this study was to determine the manner in which Athletics Kenya implements its strategy and determine the challenges involved in implementing the strategy.

4.2   Response rate

Primary data collection was through the use of an interview guide which was administered by the researcher to the respondents of the study. The study targeted 11 respondents who were either board members or senior employees of Athletics Kenya. The table 4.1 shows the response rate.

Table 4.1: Response rate

Management Team	Desired number	Sample achieved	Response rate (%)
Board members	5	5	100%
Senior management staff	6	6	100%
Total	11	11	100%

Table 4.1 shows that the study achieved 100% response rate in both categories of respondents. This can be attributed to the fact that the data collection was through one to one interviews which ensured all respondents participated in the study.

4.2.2 Gender

The respondents were asked to indicate their gender. The table 4.2 shows the distribution of respondents by gender.

Table 4.2: Distribution of respondents by gender

	Frequency	Percent
Male	8	73%
Female	3	27%
Total	11	100%

From table 4.2, majority (73%) of the respondents were male while only 27% were female. This indicates that most of the board and senior management is made up of more men than females.

4.2.3 Length of service

The respondents were asked to indicate the number of years for which they had served in Athletics Kenya. The table 4.3 shows the responses.

Table 4.3: Distribution of respondents by length of service

	Frequency	Percent
0-5 years	2	18%
6-10 years	3	27%
Over 10 years	6	55%
Total	11	100%

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From the table 4.3, majority of the respondents (55%) had served the organization for over 10 years and 27% had served for between 6 – 10 years. This shows that the respondents had been in the organization long enough to competently answer the questions posed to them.

4.2.4   Age category

The respondents were asked to indicate their age categories. The table below shows the distribution of respondents by age.

Table 4.4: Distribution of respondents by age

	Frequency	Percent
18 - 25 years	-	-
26 - 35 years	2	18%
36 - 45 years	3	27%
Over 45 years	6	55%
Total	**11**	100%

From table 4.4, majority (55%) of the respondents were aged over 45 years. This was followed by 27% aged between 36 – 45 years.

4.3   Manner of Implementation of Strategy at Athletics Kenya

The study sought to find out how Athletics Kenya implements its strategy. From the interviews of the board and management, seven (7) elements of strategy implementation were identified. Each of these elements is discussed in detail in the subsections below.

4.3.1 Appointment of the Executive and Managerial Staff

The interviews revealed that a key part of strategy implementation at Athletics Kenya involves the appointment of the executive team and managerial staff. The table below shows the specific aspects of appointment and selection.

Table 4.5: Appointment of the executive and managerial staff

	Frequency	Percent
The executive members of AK are elected to office with elections being held every four years.	11	100%
The executive office holders are volunteers with no salary but are paid tokens and allowances when they meet for official meetings only	10	91%
AK management team consists of elected officials	10	91%
The management is made up of specialized technical officials who must be registered members of AK	9	82%
The managers and officials are picked based on strict criteria which lays emphasis on: interest on athletics, past experience in athletics and specialized training	11	100%

From the table above, the following aspects of strategy implementation can be deduced. Firstly, through election of executive members, the organization can ensure that the members of the executive put the interests of the athletes and those of all major stakeholders first. Given that the executive does not earn a regular salary, these offices can only attract persons with sincere interest and passion for athletics. The selection of top management team is also another key aspect of strategy implementation. The managers and officials are selected based on strict criteria that lay emphasis to interest,

experience and specialized training. Such criteria also ensure that the management team is made of people with passion for the sport.

4.3.2 Selection of coaches

Coaches constitute a key part of the sport management. From the interviews, the several strategic aspects of selection of coaches were identified. The table 4.6 shows the specific aspects.

Table 4.6: Selection of coaches

	Frequency	Percent
The coaches are selected from retired athletes and teachers	10	91%
They must demonstrate interest with the athletics sport and have the experience	8	73%
The selection of coaches is also done from the police, Kenya Defense forces, AP, KWS, Kenya Airports Authority and Telkom Kenya	8	73%
The coaches are given basic coaching training as per the IAAF standards in various levels. These include Level One, Level Two, Level 3 and Diploma training.	8	73%
Coaches are volunteers and are only paid subsistence allowances when there are major championships and events.	11	100%
Other incentives include travelling with the team during the major world events.	9	82%
Primary and secondary schools teachers are used in tapping raw talent from the ground especially in	7	64%

From the table 4.6 shows that, various strategic aspects of selection of coaches were identified. AK puts experience first by selecting coaches from among retired athletes and teachers who were involved in the sport. Additionally, choosing coaches who have

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military or paramilitary training has added value since the sport demands discipline which only such coaches understand best. AK offers coaches various levels of training as per the IAAF standards. This serves to build their capacity and improve the way they handle the athletes. The coaches are motivated to work hard through incentives (allowances and opportunities to travel) whenever there are major world championships. The organization also focuses on primary and secondary schools to nurture young talent.

4.3.3   Sources of funding for athletics Kenya

Athletics Kenya does not receive funding directly from the government. Thus its capacity to marshal funds from different sources is critical to its operations. The table 4.8 shows the major ways through which continued funding is assured.

Table 4.7: Sources of funding

	Frequency	Percent
While there is no direct funding by the government, AK has established liaison with various corporations to sponsor sporting events	10	91%
The continuous support for funding has been made due to the diligent spending and accountability by the Executive committee of AK.	9	82%
Other sources of funds also include donations	7	64%
	8	73%

From table 4.7 , one of the major ways through which AK ensures continued funding is through building close ties with corporate organizations that use athletics as part of their CSR activities. The funds obtained from sporting events organized by AK are used

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diligently and in an accountable manner thus earning the trust of well wishers and activity sponsors.

4.3.4 Selection of athletes

The selection of athletes to participate in international sporting events is a core part of AK strategy. To ensure this, AK employs objective means to identify the participants. The table 4.8 shows the specific ways through which the athletes are selected.

Table 4.8: Selection of athletes

	Frequency	Percent
Selection of athletes to compete in representing the country during the international events is done at the Trials. This is where all the aspiring athletes compete against one another to select the best.	11	100%
A special committee then selects the athletes based of the qualifying times and sometimes experiences and past performances.	10	91%

From the table 4.8, it is clear that AK seeks to ensure fairness in the selection process. By bringing together all the athletes to compete under the same conditions, all participants will be tested against each other fairly and transparently. The selection committee augments the results of the trials competition by looking at past performances and sometimes level of experience to come up with the best athletes for the event.

4.3.5   Vetting and management of Agents

Agents are the international managers who manage professional athletes. AK acts as the watchdog for these agents. The table 4.9 shows the specific areas of vetting and management of agents.

Table 4.9: Vetting and management of Agents

	Frequency	Percent
AK registers and vets agents and forwards their details to the IAAF.	11	100%
AK monitors the activities of the agents to ensure professionalism	10	91%
The agents negotiate international races for the elite athletes and ensure that the race organizers pay the athletes their dues.	10	91%
In turn the agents earn a percentage of the race winning from the athlete which is usually pegged at 15% of the race earnings.	10	91%

From Table 4.9 , one of the main functions of AK is to vet agents and forward details to IAAF. Further, AK monitors the activities of these agents to ensure good conduct and professionalism. This in turn helps ensure that only qualified and well-meaning agents are allowed to manage athletes and helps minimize cases of fraudulent or incompetent agents.

4.3.6 Activities and branch network

AK organizes and manages various activities throughout the country on a regular basis. The organization has an extended branch network covering all major regions across the country (see appendix). The table 4.10 shows a more detailed view of activities and use of branch network to implement strategy.

Table 4.10: Activities and branch network

	Frequency	Percent
The AK runs various activities during the year to promote and nurture talent for elite and upcoming athletes.	11	100%
These activities are spread over 16 branches that make up the AK team (see appendix)	10	91%
AK oversees athletics events organized by corporations as part of their CSR activities	11	100%
AK oversees athletics events organized by corporations as part of their CSR activities	11	100%

From the table 4.10, it is clear that the organization makes use of its extensive branch network to roll out activities across the country. AK also oversees athletics events organized by various organizations across the country.

4.4 Challenges involved in implementing the strategy

The study also sought to evaluate the challenges that the organization faces in the implementation of its strategy. Four main challenges were identified, namely: Infrastructure challenges, funding problems, absence of capacity building and lack of

adequate incentives for both athletes and coaches. Each of these challenges is discussed in more detail in the subsections that follow.

4.4.1 Poor infrastructure

The survey identified poor infrastructure as one of the main challenges affecting AK. The table 4.11 presents a more detailed view of infrastructural challenges faced by the organization as indicated by respondents.

Table 4.11: Infrastructure challenges

	Frequency	Percent
There are poor facilities like stadiums, gyms and training areas in most areas where AK operates	11	100%
At the grass root level there are no facilities for the athletes to have their training.	7	64%
In various districts the lands that were meant for building sports facilities like stadiums and tracks have been grabbed	6	55%

From the table 4.11, it was found that the main challenge with infrastructure is the absence and poor maintenance of existing facilities. This is a widespread challenge that negatively influences the sport across the country.

4.4.2 Funding issues

AK is not directly funded by the government and thus depends mostly on support by corporate organizations to finance its operating expenditure. This poses a serious challenge as such support is dependent on the budgets of the financing organizations and thus the funding is irregular. The table 4.12, shows the specific funding challenges that AK faces.

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Table 4.12: Funding challenges faced by Athletics Kenya

	Frequency	Percent
While the government sometimes provide tickets for the athletes during international events like the Olympics, there is very little support for day to day activities	11	100%
There has never been any funding from the CDF in all constituencies for the development and running of athletics activities.	8	73%
AK only relies on the corporate world for the funding which is determined by the performance for the athletes in the events.	6	55%
All the officials of AK and branches are on voluntary basis due to limited funds	6	55%

The table 4.12 shows that AK is entirely reliant on the support it gets from other organizations and well wishers. While the government provides tickets for international events, no other public funding including CDF is committed to the athletics sport. Thus the organization cannot effectively render its mandate and has resorted to cost cutting measures to be able to stay afloat.

4.4.3 Poor capacity building

Every organization in the world today engages in capacity building to increase the skills and competence of its employees in the face of rapidly changing technologies and business environments. AK was found to be facing acute shortage of funds to effectively train and compensate its staff and athletes. The table 4.13 shows the findings.

Table 4.13: Poor capacity building

	Frequency	Percent
All the officials of the AK including the executive committee, the coaches, Officials and managers are volunteers who rely on tokens and stipends only.	11	100%
There are no qualified staffs that are either seconded by the governments or otherwise employed.	10	91%
There are limited funds for continuous training of senior management and the board	11	100%

From the table 4.13, AK is facing shortage of skilled manpower due to limited funding. The government does not provide funds and also does not support AK by seconding staff to work in the institution. This poses a serious problem to AK since it has to manage the organization using volunteers and cannot effectively train its personnel.

4.4.4 Lack of incentives

Incentive schemes provide additional motivation to undertake a given objective. However, AK has no capacity to offer incentives to its officials as well as Athletes. The table 4.14 shows the challenges pertaining to incentives.

Table 4.14: Lack of incentives

	Frequency	Percent
The athletes have not been adequately recognized for performing in the international events with only the medalists receiving incentives for performance.	11	100%
The coaches and managers are never rewarded for any performances that athletes get.	8	73%

From the table 4.14 , AK faces a dual challenge in that it cannot effectively remunerate and reward its own staff and officials. On the other hand, the government and the public in general do not give adequate recognition to top performing athletes. For example, during the last London Olympics, the only Gold medalist from Uganda was given more incentives than all the medalists from Kenya combined.

CHAPTER FIVE: SUMMARY, CONLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and recommendations from the findings. The chapter is organized as follows: first it presents a summary of findings according to the study objectives. This is followed by conclusions drawn from the findings and finally recommendations.

5.2 Summary of findings

The overall purpose of the study was to determine the manner in which Athletics Kenya implements its strategy and to determine the challenges involved in implementing the strategy. From these findings, it was observed that most of the strategy implementation lay at the selection of management and officials and the organization of activities.

From the interviews conducted, six major elements of strategy implementation were identified. These include: Selection of executive and management, selection of coaches, selection of Athletes, Vetting and management of Agents, Funding and Activities and branch network.

The study also identified four major challenges, namely: inadequacy of funding, infrastructure challenges, absence of capacity building and lack of adequate incentives for both athletes and coaches. These challenges were all found to be pegged either directly or indirectly to funding. Thus inadequacy of funds constitutes the greatest challenge to strategy implementation at AK.

5.3 Conclusion

From the above findings, it was concluded that Athletics Kenya implements its strategy through various ways with a specific focus to funding, selection and management of office holders and agents, as well as organization and management of athletics activities throughout the year. The organization has built strong liaison with the business corporations which support its annual activities.

Also Athletics Kenya faces a number of challenges in implementing its strategy, top of which is the inadequacy of funding. Other challenges include infrastructure, absence of capacity building and lack of adequate incentives for athletes, officials and coaches. The challenges faced all emanate from the inadequacy of funding for AK.

5.4 Recommendations for Policy and Practice

The study findings gave empirical evidence that have implications for policy and practice. Various recommendations was arrived arrived at from the conclusions of the study. Firstly there is need for Athletics Kenya to embrace a business oriented approach in implementation of the strategy. Creation of strategic Business Units (SBUs) can help expand and better manage the existing income sources as well as tap into new income streams for the organization. The Athletics Kenya can also create an income generating arm of the organisation that can give a continuous flow of steady income to fund its activities.

Athletics Kenya should also adopt a more structured approach towards its strategy implementation so as to enable donors, sponsors and the government to contribute more

easily towards its activities. By building stronger ties with sponsoring organizations, Athletics Kenya will not only be assured of continued funding, but a growing base of sponsors.

The Kenya Government should support the activities of Athletics Kenya fully. This include provision of finances to run the activities of the organisations, providing permanently employed and trained staff and provision of infrastructure like stadiums, training equipments and gyms. They should reward and give incentive to the officials of the organisation especially after good performances in international events. The officials of Athletics Kenya should also be considered for a full salary from the government. Usually, the athletes are the only ones who are rewarded with cash incentives leaving out the officials. The taxation issue that recently come by Kenya Revenue Authority up to tax the Athletes earnings form international races should be reconsidered as athletes will feel that they have been unfairly punished for their successes.

5.5 Limitations of the Study

During the study a number of limitations were encountered. Firstly, the study took an exploratory approach since no other similar study had been done in the past. Thus while it covered a wide spectrum of variables, the coverage may not be deep enough for the results to be conclusive. The study was only limited to Athletics Kenya which has distinctively unique characteristics hence its findings may not be generalizable to other organizations which do not bear similar characteristics.

5.6 Suggestions for further study

Future studies employing a similar methodology should expand the scope to include more organizations to increase the usefulness of the findings. The studies should also build on the variables that have been identified by the present study through a more structured approach. The studies should probe more the variables and should attempt to identify the factors informing the choice of strategy implementation.

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APPENDICES

September, 2012

To: **The Executive Officer,**
       Athletics Kenya,
       Riadha House
       P. O. Box
       Nairobi.

Dear Sir/Madam,

RE: **REQUEST TO COLLECT DATA FOR MBA RESEARCH PROJECT**

I am a student at the University of Nairobi pursuing a Masters Business Administration Program.

Pursuant to the pre-requisite course work, I would like to conduct a research project on **Challenges of Strategy Implementation by Athletics Kenya.** The focus of my research will be to identify Athletics Kenya and this will involve use of interview guide administered to members of the management team.

I kindly seek your authority to conduct the research in this bank through questionnaires and use of relevant documents. I have enclosed an introductory letter from the University. Your assistance is high valued. Thank you in advance.

Yours faithfully,

ABRAHAM KIPLAGAT BIRECH
MBA, Student , University of Nairobi

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A study is being conducted on challenges of strategy implementation by athletics Kenya. To enable the researcher to come up with a meaningful evaluation of the subject, please answer all the items in the questionnaire. Information given will be treated in strictest confidence.

SECTION A: GENERAL INFORMATION

1. Position in Athletics Kenya _____

2. No of Years in the Organization (Tick whichever appropriate)
   0–2 years   [ ]
   3–5 years   [ ]
   > 5 years   [ ]

SECTION B: - READINESS TO IMPLEMENT STRATEGIES

1. Do you clearly understand the vision and mission of AK?
2. Do the roles and responsibilities clearly defined
3. Do you have some pre-implementation training of staff and committee members?
4. How would you describe the level of trust versus open communication and feelings about work environment in AK?
5. How do you ensure that there is ownership of and commitment to the implementation of strategies by the members of the board and various branches?
6. Are AK strategies consistent with its mandate?
7. Do you involve consultants in strategy formulation?
8. Do you involve middle and senior managers in strategy formulation?
9. How does AK benchmark its performance
10. Does AK involve external stakeholders in the implementation of strategies?
11. How do you coordinate public participation?

SECTION C :CHALLENGES IN THE IMPLEMENTATION OF ATHLETIC KENYA STRATEGIES

1. What are the major problems which surface and had not been identified earlier at the beginning of the strategy implementation?
2. Do you communicate Strategy to all Athletics Kenya Committees in the various branches?
3. Does Strategy implementation process take more time than was originally allocated? If so how long?
4. Do the various committees in the branches have the capability to in respect of the implementation of the strategy?
5. Do vision bearers and supporters of strategic intent leave the Athletic Kenya before the goals are attained?
6. What technological innovation does AK use in support and in respect of the strategy implementation?
7. Do the various branch committees understand of the overall goal of the strategy in AK?
8. How do you involve key stakeholders in the strategy formulation?
9. Are the individuals appointed to strategic positions well qualified for the positions?
10. How would you describe the participation by the branches in the affairs of AK..
11. Does lack of resources hinder the strategy implementation process?
12. Do you get interference by the government / sports ministry in strategy implementation

    Give any other comments on changes challenges of strategy implementation by Athletics Kenya.

THANK YOU FOR YOUR TIME!

Appendix 3: A list of Branches of Athletics Kenya

There are 16 branches (provinces) for the that make up the AK team these are

1. Eastern Province : Consisting of all areas from north of Embu.

2. Southern – Consisting of all areas south of Embu consisting of Machakos, Kitui, Makueni and adjacent districts.

3. Nyanza North consisting of Kisumu Rural , Siaya, and Bondo districts

4. Nyanza South consisting of Kisii, Karachuonyo, Nyamira, Gucha, Migori, Kuria and Karachuonyo

5. North Rift consisting of all the districts of Northern rift valley

6. South rift consisting of Koibatek, Kericho, Bureti, Bomet, Narok, Kilgoris, Transmara and Kajiado districts and all adjacent areas.

7. Western Province

8. Coast province

9. Central Province

10. Nairobi Province

11. The Kenya Police

12. The Kenya Prisons

13. The Kenya Defence Forces

14. Universities both private and public

15. The Administration Police.

16. The Kenya Wildlife Service

Appendix 4: A list of some of the sponsors of AK

- The National Bank of Kenya which supports the World youth championships

  events

- The Standard Chaterted Bank which supports the Nairobi International Marathon.

- The Safaricom which supports some of the marathons in the country.

- Kenya commercial Bank supports the cross county series

- Nike Company which support the kitting of the national team during major world

  championships like the Olympics, World junior Championships, World

  Championship . Their support include some financial support too.