CHALLENGES OF STRATEGY IMPLEMENTATION AT SAFARICOM LIMITED

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DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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

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DEDICATION

This research project report is dedicated to my husband and my mother for their support and encouragement throughout my Masters Programme.
ABSTRACT

Many organizations today are focusing on becoming more competitive; by launching competitive strategies that give them an edge over others as influence the organization's performance which is essential of survival. For the structure-minded authors the important factors in strategy implementation are organizational structure and control mechanisms. Despite this, the field of strategic management has grown significantly as organizations find new and better ways to gather information about operational and financial performance. Most of the organization use strategic management as a tool that enhances their viability in the market to win a competitive advantage as there is often little to differentiate one product from another of different organizations.

The main objective of this study was to evaluate challenges facing strategy implementation at Safaricom Limited. In order to achieve this objective study concentrated on the following factors on evaluating how they acted as the challenges on the implementation of strategic management, that is, organization cultures, top management commitments, communication of strategic plan and tactical feedback.

The study applied a case study since it is a research on one organization targeting senior managers as the respondents of the study. The study used both primary and secondary data. Primary data was collected using interview guide as data instrument where secondary data was collected from the organization brochures and from the web. Data was analyzed using content analysis where finding of the study were analyzed in prose.

The study concluded that organization cultures, top management commitments, communication strategic plan, technology, organization vision and strategies and tactical feedback affected implementation of strategies at a great extent, thus needs to be
critically focused on. The study recommended that organizations culture should be flexible to cope with the strategies that the organization put in place. On top management, the study recommended that not only concentrate much on strategic issues but also concentrate to with primary activities and ground operation of the organization for ease implementation of the strategies. To communication the study suggested that sufficient communication from the seniors should be made available in order to give clear direction of procedures of implementing strategies. To the objective of technology, the study recommended that organization should be ready to adopt changes in environment in order to cope with the competition in the market. The study also recommended that the organization vision should be clearly defined in order to mitigate presumption of interpretation. Finally, the study recommended that staffs should be competent with their duties and participate fully for pure results.
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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Today strategic management practice is needed in all types of organizations regardless of their size, at all organizations levels and in all work areas. Strategic management influence the organization's performance which is essential for organizations survival. Strategic management is even imperative in the continually changing situation that organizations face as it helps managers to examine relevant factors before deciding their course of action, thus helping them to better cope with uncertain environments. More importantly, strategic management is important most organizations are composed by diverse divisions and departments that need to be coordinated; else there would be no focus on achieving the organization's goals (Gorchels et al. 2004).

Determining the best strategic management practice for situations is both an art and science that many organizations often get wrong. According to Kaplan and Norton (2001), most organizations would purport to have a well defined strategy which they have developed to take their business forward. Often however strategy is hindered by various challenges with operational planning, planning focused on delivering a more effective outcome for the business as it exists and not about positioning the company for the future. Strategic management has been touted as one of the effective management tools in strengthening organization performance through effective decision making and systematic strategic formulation and implementation.

Although strategic management was more prevalent in the public sector since the concept was developed, the interest of using strategic management in the private sector has been hindered by some challenges either being internal or external challenges
(Smith, 2004). The guiding principles in any strategic management process, whether in the public or private sector, are about understanding what changes are needed, how to implement and manage these changes, and how to create a roadmap for sustaining improvements that lead to better performance. The difficulty in strategic management is the challenge of laying a foundation for success in the future while meeting today’s challenges (Aaker, 2002).

1.1.1 Strategy Implementation

Noble (1999) has made a large review, one of the few of its kind, of strategy implementation related literature. Noble makes a distinction between structure-minded and interpersonal process minded views on strategy implementation. For the structure-minded authors the important factors in strategy implementation are organizational structure and control mechanisms. The interpersonal process minded authors are interested in such things as strategic consensus, autonomous strategic behaviors, diffusion perspectives, leadership and implementation processes and finally communication and interaction processes (Noble 1999a, 119-134.).

Beer and Eisenstat (1996) propose three essential factors for successful implementation. First of all, the change process should be systemic. This means that both the human and systemic aspects of the organization should fit with each other in the organization. This is a very important point. It is easy to imagine a situation in which severe motivation problems would arise in effect of a lack of interest in one of these aspects. The second factor is the condition that the change process should encourage the open discussion of barriers to effective strategy implementation and adaptation. All impediments to strategy 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 (ibid. 598-601, see also Campbell & Goold 2000 for collaboration across functional units.)

Beer and Eisenstat have elsewhere (2000) catalogued a group of relevant, inhibiting factors to strategy implementation and learning. The factors are: either a top-down or laissez-faire management style, unclear strategy and conflicting priorities, an ineffective senior management team, poor vertical communication, poor coordination across functions, plus inadequate down-the-line leadership skills and development. The authors seem to clearly acknowledge the need for large-scale communication as well as at least partial participation and on the other hand leadership and organizational integrity. The factors proposed by Beer and Eisenstat are present in a survey done by Alexander (1985). The major problems present in strategy implementation: the implementation taking more time than allocated, unanticipated, major problems surfacing during implementation, poor coordination, competing activities, lacking competencies, etc. (ibid. 91-95) speak of a poor fit between human resources and the organizations structure and systems as well as poor vertical communication in both directions. Alexander goes on promoting five guidelines to overcome the problems, not unlike those proposed by Beer and Eisenstat. They include: communication, starting with a good concept, providing sufficient resources, obtaining employee commitment and developing an implementation plan (ibid. 96-97).
1.1.2 Challenges of Strategy Implementation

The field of strategic management has grown significantly as organizations find new and better ways to gather information about operational and financial performance. Despite this strategic management was limited to rudimentary analysis which was often backed by qualitative data (David, 2009). Today, quality management systems have created a strategic framework based on a statistical tool driven by business software applications and process improvement methodologies. The challenge is finding a point of common ground that will allow the organization to be perfect in the market. Three particular challenges or decisions that face all strategists today are (1) deciding whether the process should be more an art or a science, (2) deciding whether strategies should be visible or hidden from stakeholders, and (3) deciding whether the process should be more top-down or bottom-up in their firm.

Strategists must decide for themselves, and certainly the two approaches are not mutually exclusive. In deciding which approach is more effective, however, consider that the business world today has become increasingly complex and more intensely competitive. There is less room for error in strategic planning. The livelihood of countless employees and shareholders may hinge on the effectiveness of strategies selected. Too much is at stake to be less than thorough in formulating strategies. It is not wise for strategies to rely too heavily on gut feeling and opinion instead of research data, competitive intelligence, and analysis in formulating strategies (Mintzberg, 2007).

Further Thompson highlighted reasons why some firms prefer to conduct strategic planning in secret and keep strategies hidden from all but the highest-level executives as Free dissemination of a firm’s strategies may easily translate into competitive
intelligence for rival firms who could exploit the firm given that information, Secrecy limits criticism, second guessing, and hindsight, Participants in a visible strategy process become more attractive to rival firms who may lure them away and Secrecy limits rival firms form imitating or duplicating the firms' strategies and undermining the firms. The obvious benefits of that invisible versus hidden extremes suggest that a working balance must be sought between the apparent contradictions. Thompson (2007) alleged that in a perfect world all key individuals both inside and outside the firm should be involved in strategic planning, but in practice particularly sensitive and confidential information should always remain strictly confidential to top managers. His balancing act is difficult but essential for survival of the firm.

Proponents of the top-down approach contend that top executives are the only persons in the firm with the collective experience, acumen, and fiduciary responsibility to make key strategy decisions. In contrast, bottom-up advocates argue that lower- and middle-level managers and employees who implemented the strategies need to be actively involved in the process of formulating the strategies to ensure their support and commitment. Spekman, and MacAvoy (1998) stressed the need for their firms at a particular time. Increased education and diversity of the workforce at all levels are reasons why middle-and lower-level managers and even non managers should be invited to participate into the firm's strategic planning process, at least to the extent that they are willing and able to contribute.

1.1.3 Safaricom Limited

The rapid growth in the telecommunication industry in Kenya continues to present more opportunities for expansion in the sector. Till recently, Safaricom remained the market
leader controlling 75.9% of the market, with Airtel (Zain), Essar (yu) and Orange Telecom having 13.5%, 6.7% and 4.0% market shares respectively as per (CCK, 2010). Over the same period, subscriber numbers grew by 9.5% (1.19 million subscribers) to 22 million subscribers with Safaricom attracting 0.47 million new subscriber (Kimutai, 2011).

Safaricom Ltd is the leading mobile network operator in Kenya. It was formed in 1997 as a fully owned subsidiary of Telkom Kenya. In May 2000, Vodafone group Pic of the United Kingdom, the world's largest telecommunication company, acquired a 40% stake and management responsibility for the company. Safaricom is the most innovative telecommunication company with the biggest market share.

In today's intensely competitive and global marketplace, maintaining competitive advantage puts a heavy premium on having a highly committed or competent workforce. As strategic partners, strategic managers should be able to identify the management practices that make the strategy happen and able to solve challenges that hinders effective attainment of the organization goals. The primary actions of the strategic manager translate business strategies into goal and objective priorities (Wang, 2003). Strategic management is a strand of derived from managerialism. This is part of an effort to debureaucratize and delayer the hierarchies within the public service (Hood, 1991, Ferlie, 1996).

Safaricom Limited offers prepay services, including international calling, voicemail, prepay roaming, customer care access, tariff migration, and directory and information services; postpaid services; mobile Internet services; information services; and messaging services, such as short message service, email, and multimedia, as well as updates for news, sports, and entertainment. The company also provides M-PESA, a
service that allows customers to transfer money using a mobile phone. In addition, it operates retail outlets that offer handsets, laptops, and accessories. Further, the company offers business connectivity services, which include enterprise mobility services, such as Internet protocol-virtual private network remote access, private access point name on mobile Internet, 3G modem, BlackBerry, and mail for exchange; and fixed data connectivity services comprising managed Internet connectivity, managed point-to-point, managed wide area network, managed Wi-Fi connectivity, and Wimax.

1.2 Research Problem

For the business to survive in the market that aims at holding larger market it has to adopt pure strategic management that will enable it to compete with other competitors in the market. In so as to allow its marketing/sales programs to focus on the subset of prospects that are "most likely" to purchase their offering. Most of the telecommunication sectors use strategic management as a tool that enhances their viability in the market to win a competitive advantage as there is often little to differentiate one product from another of different organizations (Faulkner and Bowman, 1995). To win this or to have a large share of the customers/clients, telecommunication industries have adopted strategic management for them to cope with the changing technology as it highly affect their operation in the sector of communication. Despite adoption of this strategy they face various challenges in their practice of strategic management that hinders them to achieve the organization objectives and goals.

Safaricom being among the communication industry (dominant) that is rapidly growing with the economic status of the country it is widely emphasizing on reaching large
number of the client through initiating strategies that enables it to attain its target population. To compete successfully in today's volatile and competitive business markets, Safaricom has come a long way from targeting customers from all status around the country (Toili, 2010). These woes; debilitating price war, spiraling inflation, a changing regulatory environment of which mobile number portability (MNP) service is a case in point saw Safaricom announce a net profits of $153 million in the first quarter of 2011, down from $176 million; a 13% decrease in profit (Kinyanjui, 2011). This, thus, underscores that there are challenges that hinder effective strategic management in the Kenyan mobile telecommunication industry for an organization to be competitive.

Local studies have been done on strategies and strategy implementation in organizations in Kenya. Kiptugen (2003) carried out a study to determine the strategic responses of Kenya Commercial Bank (KCB) to a changing competitive environment. The study focused mainly on strategies that can be adopted in a competitive environment. It did not cover the factors affecting implementation of strategic plans. Muturi (2005) on the other hand did a study to determine the strategic responses of Christian churches in Kenya to changes in the external environment. He based his survey on evangelical churches in Nairobi. The study focused on a different context and concept from what the current study seeks to cover. Muguni (2007) studied the role of executive development in strategy implementation. His study was a comparative study of KCB and National Bank of Kenya. The study also did not capture the factors affecting implementation of strategic plans. Other studies include Musyoka (2008) on the challenges faced in strategy implementation: A Case Study of Jomo Kenyatta Foundation, Arumonyang (2009) whose study was a survey of strategy implementation
challenges facing regional development authorities in Kenya and Joshua (2010) a study of challenges of strategy implementation in the Ministry of Co-operatives. Gachunga and Maina (2011) in their accepted abstract to African International Business and Management (AIBUMA) focus on the factors affecting implementation of the Ministry of Higher Education, Science and Technology (MOHEST) strategic plan in Technical Training Institutes (TTIs): A survey of (TTIs) in Nairobi, Kenya. Despite these numerous studies on challenges affecting strategy implementation, findings on the strategy implementation challenges in mobile telecommunication is not yet exhaustive given the turbulent business environment that telecommunication industry faces. The study, therefore, seeks to fulfill the research gap by investigating the challenges encountered in strategy implementation at Safaricom Limited.

1.3 Research Objectives

This study seeks to investigate the challenges facing strategy implementation at Safaricom Limited.

1.4 Value of the Study

Since there is no academic study which has ever been conducted on analysis of challenges affecting implementation of strategic plans within telecommunication sector in Kenya, it is hoped that the findings of this study will: contribute new knowledge and form an appropriate framework upon which strategic plans may be implemented at Safaricom.

Further, the study will be important to management of Safaricom at all levels as it will help them to understand the challenges affecting strategy implementation and how this
understanding can help to re-align the strategic plan to meet the emerging challenges and expectations brought about by the new constitutional dispensation.

The study will highlight other important relationships that require further research. The results of this study will also be valuable to researchers and scholars, as it will form a basis for further research. The students and academics will use this study as a basis for discussions on innovation strategies and organizational performance. 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.
CHAPTER TWO: LITERATURE REVIEW

2.1 Strategy

Contemporary approaches to strategy are hardly monothetic (consisting of or constituting a single unit), though much current thinking is anchored by the work of Michael Porter and Henry Mintzberg. Mintzberg, Ahlstrand and Lampel (1998) discuss ten schools and five definitions of strategy. One of these, 'strategy as ploy', builds on the game theoretic and military heritage of strategy. It suggests that strategy can be about deceptive and unpredictable manoeuvres that confuse and outflank competitors. The concept of 'ploy' implies a certain deviousness that invites critical scrutiny of underlying goals and motives. It also suggests that social contestation is more a matter of superior maneuvering than ideological or coercive domination: implying possibilities for effective challenges by subordinate groups (Abercrombie, Hill and Turner, 1980).

Porter's (1980) landmark Competitive Strategy reinterpreted the microeconomics of industrial organization in a managerial context. Close analysis of Porter's work and subsequent developments provides considerable fuel for critical theorists concerned with the reproduction of hierarchical economic relations, since it highlights the contradictions between idealized myths of 'perfect competition' and the more grounded concepts of market power explored by business school strategists. Porter's work uses economic analysis of market failures to suggest how firms might seek above-normal profits in less than competitive market segments. Porter's subsequent book (Competitive Advantage, 1985) which resonates more with the 'resource based view' of the firm (Werner felt, 1984), attempts to explain how a firm might actively build market barriers and sustain monopolistic structures. It was not without some justification, perhaps, that
Microsoft argued in its anti-trust suit defenses that it was merely pursuing the precepts of good business strategy.

Some scholars firmly established within the strategy field have critiqued the prescriptive, technocratic approach to strategy, represented by the work of Porter (1980 and 1985), Andrews (1971) and Chandler (1962), for its reliance on a rational, logical and linear model of analysis and planning. Sun Tzu's classic work on military strategy (1983), though often expressed as a series of maxims, advocates an approach that is non-linear, unpredictable and paradoxical, commending the title 'The Art of War' rather than The Science (Quinn and Cameron, 1988). Mintzberg (1994) and Mintzberg et al., (1998) has been particularly prominent in arguing that the actuality of strategy is better characterized as an emergent rather than planned organizational phenomenon. Mintzberg emphasizes the recursive processes of learning, negotiation and adaptation by which strategy is actually enacted, and suggests that the planning-implementation distinction is unsustainable (Mintzberg, 1990). Mintzberg argues that such processes are both inevitable and functional.

A greater attentiveness to strategy as process has been accompanied by increased appreciation of the cognitive models, or frames, which channel managers' perceptions of their environment (El Sawy and Pauchant, 1988). Weick (1995) has argued that organizational members actively constitute and reify their environments, bringing sense and order to complex and confusing social worlds in which they are located. In turn, perceptions of the external environment shape and constitute managerial cognition and action (Daft and Weick, 1984). Institutional theory, which has become increasingly prominent in recent management thought, clearly displays a constructivist influence in its emphasis on cognitive and normative pressures in shaping field-level norms and
practices (Scott and Meyer, 1994). Quite the contrary, the perspective is routinely used to generate suggestions for how managers can improve the strategy process by actively changing corporate cultures and frames (Whittington, 1993).

2.2 Strategic Management

Strategic management has been touted as one of the effective management tools in strengthening organization performance through effective decision making and systematic strategic formulation and implementation. Even though there are several definitions provided, is still not adequately defined because of the process and concepts that involves within it. Mintzberg (1979) argued that strategic management cannot be defined by brief sentences or paragraphs, because for him, it involves "plan, ploy, pattern, position and perspective". One of the ways, however, to look at strategic management in a nutshell, is through the Strategic Management Framework Model (David, 2003).

David (2003) explains that Strategic Management Model is dynamic and continuous. Furthermore, one major change in one or more of the process can affect the other processes as well. David (2003) explained that strategy formulation, implementation and evaluation should be performed on a continual basis. Strategic management is the set of managerial decision and action that determines the long-run performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation (strategic or long range planning), strategy implementation, and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluating of external opportunities and threats in lights of a corporation's strengths and weaknesses.
Strategic management process consists of three major components formulation (which includes developing a mission, setting major objectives, assessing the external and internal environments, and evaluating and selecting strategy alternatives), implementation and control (Hopkins and Hopkins, 1997). Miller and Cardinal (2004) argue that strategic management positively influence financial performance of an organization. They investigated how a firms size, capital intensity and environmental turbulence influence performance in firms with different degrees of formal strategic planning.

2.3 Strategy Implementation

Strategy implementation is the process by which management translates strategies and polices into action through the development of programs, budgets, and procedures. For effective implementation, it needs to be translated into more detailed policies that can be understood at the functional level of the organization. The expression of the strategy in terms of functional policies also serves to highlight any practical issues that might not have been visible at a higher level. The strategy should be translated into specific policies for functional areas such as: marketing, research and development, procurement, production, human resources, and information systems. In addition to developing functional policies, the implementation phase involves identifying the required resources and putting into place the necessary organizational changes (O'Regan and Ghobadian, 2002).

Strategic implementation process might involve changes within the overall culture, structure, and/or management systems of the entire organization. Except when such drastic corporation wide changes are needed, middle and lower level managers typically
implement strategy, with review by top management. Sometimes referred to as operational planning, strategy implementation often involves day to day decisions in resource allocation (Hambrick and Fredrickson, 2005). Careful assessment of the process, controlling for variances and making the required adjustments form vital components of this process (O'Regan and Ghobadian, 2002). The way in which the strategy is implemented can have a significant impact on whether it will be successful.

In a large company, those who implement the strategy likely will be different people from those who formulated it. For this reason, care must be taken to communicate the strategy and the reasoning behind it. Otherwise, the implementation might not succeed if the strategy is misunderstood or if lower-level managers resist its implementation because they do not understand why the particular strategy was selected (Herrmann, 2005).

If strategies implemented by management are to be useful for strategic purposes, that is, to help managers increase the likelihood that they can achieve their strategic goals and objectives, their designs and use must follow from firms' missions and competitive strategies implemented (Porter, 2001). In Porter's framework, strategy should follow from an analysis of the determinants of the nature and intensity of competition over its consumers and suppliers, threats from new entrants and substitute products (barriers to entry and exit), and the intensity of rivalry in product markets. To generate a sustainable competitive advantage and that a strategy must: (i) establish a unique market position based on low cost leadership, product differentiation, or a workable combination of the two, with an appropriate scope of markets (broad or focused/niche); (ii) be differentiated from competitors' strategies, through unique product variety, ability to satisfy customer needs, and/or access to particular customer segments; and (iii)
employ chains of complementary, value-adding activities which are difficult for competitors to replicate.

2.4 Challenges of Strategy Implementation

One of the biggest reasons for strategy implementation failure is the large gap between strategic planning and practical work. The implementation is often found difficult mainly because the creators of the strategy and the employees who are expected to make it realized work among different functions, think differently and talk different languages. (Mantere et al, 2002, p.6) Kaplan & Norton (1996, p.192) identify major barriers to successful strategy implementation.

2.4.1 Organizational Culture

One of the major challenges in strategy implementation appears to be more cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikavalko, 2002). Corboy and O'Corrbui (1999), meanwhile, identify the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.
Culture performs importantly in strategy implementation of organizations beside those of schools. According to Boyd (1992), ecology and culture are the two elements whose interrelatedness and interaction creates the context in which school improvements efforts are undertaken. Thus, the culture of the school-attitudes and beliefs, school norms, relationships may either impend or facilitate improvement efforts. Attitude and beliefs, he argues, influence how teachers behave. School norms that facilitate school improvement include continuous critical inquiry and improvement, shared sense of purpose and shared decision-making. Accordingly, different relationships that must be taken into account in school improvement efforts include teacher peer relationships, student-teacher relationships and relationships with parents and the community.

Deal (1985) refers to organizational culture as the epicenter of change. Deal and Peterson (1994) illustrates how dysfunctional school culture e.g. inward focus, short-term focus, low morale, fragmentation, inconsistency, emotional outbursts, and subculture values that supersede shared organizational values, can impend organizational improvement. According to Scein (1985), culture is the basic assumptions and beliefs shared by the members of an organization regarding the nature of reality, truth, time, space, human nature, human activity and human relationships. It also consists of philosophies, ideologies, concepts, ceremonies, rituals, values, and norms shared by members of an organization that help shape their behavior. Among the norms it includes are; task support norms, task innovation norms, social relationship norms, and personal freedom norms. Among the rituals are issues such as passage, degradation, enhancement, renewal, conflict resolution, and integration. Accordingly, organizational culture embraces such organizational needs as common language, shared concepts, defined organizational boundaries, methods for selecting members of an
organization, methods of allocating authority, power, status, and resources, norms for handling intimacy and interpersonal relationships, criteria for rewards and punishments and ways of coping with unpredictable and stressful event. According to Deal (1985), this shared culture helps to create solidarity and meaning and inspire commitment and productivity.

In addition, Ronald (2010) claims that for implementation to be successful, the organization and its culture must move from this sense of loss to one of commitment to the new behaviors, attitudes, values, and beliefs. He insists that at this stage motivation may assume an important role especially staff development. He underscores that the more deeply rooted and widespread the values, assumptions, and beliefs, the more resistant they are for the next stage (consensus) to be reached and finally to the final stage, institutionalization and this constitutes a new culture. Though culture becomes institutionalized, it is not appropriate to leave it at that. According to French and Bell (1998) changes in one aspect of an organization may necessitate modification of other aspects of the organization before those changes can be institutionalized successfully. Such changes may require changes in the organizational structure, reward systems, technology or tasks.

### 2.4.2 Leadership or Commitment of the Top Management

The most important factor when implementing a strategy is the top level management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Rapa and Kauffman, 2005). Aaltonen and Ikavalko (2002) recognize the role of middle
managers, arguing they are the "key actors" "who have a pivotal role in strategic communication". In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization's existing management controls (Langfield-Smith, 1997) and particularly its budgeting systems (Marginson, 2002).

Chakravarthy and White, (2001) suggest that education and training policies depend on a firm's management culture and forms of management-led organizational change. While such policies are affected by a firm's market, production technologies and strategic goals, managers have the discretion to pursue varied strategies regarding three issues: entry-level education and training, employee development, and company-school relations. The author's survey of 406 firms in 1991 indicated that there are two management characteristics; innovation commitment and resistance to change. Two forms of management-led organizational change; firm downsizing and work redesign, shape education and training strategies. He also finds that training; development and school relations are a focal point for redesigning management, while downsizing focuses on entry-level training.

Strategic decisions create a wave of sub-decisions that must be successfully implemented (Mintzberg et al., 1976). Typically, the manager-leader (middle managers and supervisors) is held accountable for the implementation of these sub-decisions. Sub-decision implementation is defined as a sequence of tasks carefully executed so that a favorable business outcome can be achieved in the medium to short term. It is clear that the particulars of such implementation vary widely from decision to decision, but virtually all decisions require efficient implementation to be successful (Nutt, 1993). In other words, a brilliant decision can prove worthless without its efficient
implementation. Even the best decisions fail to be implemented due to the inadequate supervision of subordinates, among other reasons. Kenny (1999) emphasizes that those who implement decisions to the best of their ability are usually those who have made them. The leadership expounded here has a bearing on the leadership. The process defines the steps to take to formulate what will hopefully be the optimal strategy or solution results in the plan or solution that is to be implemented. To prevent these problems from occurring and maintain overall financial health in these economically difficult times, organizations must establish a sound, tightly controlled leadership process. Clearly, no single system is suitable for all organizations. Each organization must tailor its own in light of its objectives and the economic environment it faces.

2.4.3 Communication of Strategic Plans

Communication aspects should be emphasized in the implementation process. Even though studies point out that communication is a key success factor within strategy implementation (Miniace and Falter, 1996), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. In this context, many organizations are faced with the challenge of lack of a two-way-communication pattern that permits and solicits questions from employees about issues regarding the formulated strategy. In addition to inability to solicit questions and feedback, lack of communication causes more harm as the employees are not informed about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances (Alexander, 1985).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. The
way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees' attention on the value of the selected strategy to be implemented (Rapa and Kauffman, 2005). Lares-Mankki (1994) examined effects of top management's practices on employee commitment, job satisfaction, and role uncertainty by surveying 862 insurance company workers. Five management practices were analyzed: creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees, and allowing employee participation in making job-related decisions. The results indicated that there was a strong relationship between top management's actions and employees' attitudes and perceptions.

The measures that are usually adopted in order to implement strategies formulated usually have a bearing on the outcome of the whole process. Measures need to be challenging but achievable. If the measures are put so high, this will demoralize the employees and hence may not work towards achieving them. On the other hand, if they are too low, they may not a good source of motivation. In order to implement strategies, resources are paramount in terms of human and monetary resources. Scott (2008) clarifies on the rationale of strategic planning and claims that planning strategically is time consuming process that requires time, effort and energy of the leadership team with input from the management and employees.

2.4.4 Technology

Once an organization has acquired competence in making a certain product, it can maximize productivity by procuring the latest and modern technology. Ohmae (1985) describes Japan as unforgiving economy, where thousands of corporations are destroyed
(go out of business) every year as a result of failing to invest in new technological innovation. People determine ultimately whether or not competitive advantage is created and sustained. This depends on the human resource practices adopted within the organization. People are able to create and implement strategies in a supportive culture. It is not a marketing practice to identify and interact with very precise target markets. Traditionally, marketers who gain processing efficiencies, create databases, and perform various forms of customer analysis have used technology (Michelle Lane Heine et al, 2003). Marketing automation is the next logical step, because it helps one to do something with that insight (Bailor, 2005).

2.4.5 Organization Vision and Strategies

This barrier occurs when an organization cannot translate its vision and strategy into terms that can be understood and acted upon. Lacking consensus and clarity, different groups pursue different agendas according to their own interpretations of vision and strategy. Their efforts are neither integrated nor cumulative since they are not linked coherently to an overall strategy (Kaplan and Norton, 1996).

Strategies that are not linked to departmental, team and individual goals arises when the long-term requirements of the business unit's strategy are not translated into goals for departments, teams and individuals. This barrier can perhaps be attributed to the failure of human resource managers to facilitate the alignment of individual and team goals to overall organizational objectives (Kaplan and Norton, 1996).

Strategies that are not linked to long- and short-term resource allocation, is the failure to link action programs and resource allocation to long-term strategic priorities. Major initiatives are undertaken with little sense of priority or strategic impact, and monthly
and quarterly reviews focus on explaining deviations between actual and budgeted operations, not on whether progress is being made on strategic objectives. The failure here can be jointly attributed to the vice presidents of strategic planning and finance for not seeing how their efforts need to be integrated, not pursued as separate, functional agendas. (Kaplan & Norton, 1996, p. 195)

2.4.6 Tactical Feedback

Lack of clear feedback on how strategy is being implemented and whether it is working is another challenge on the implementation of strategies. Most management systems today provide feedback only about short-term, operational performance, and the bulk of this feedback is on financial measures, usually comparing actual results to monthly and quarterly budgets. Little or no time is spent examining indicators of strategy implementation and success. The consequence is that organizations have no way of getting feedback on their strategy (Kaplan and Norton, 1996). The STRADA-research conducted by Aaltonen et al. (2002), interviewing 300 representatives of management, middle management and personnel from 12 different Finnish organizations indicated that the concretizing and communication of strategy is the major problem in implementation (Aaltonen et al, 2002, p. 68).

According to the respondents, other everyday work activities seem to take the attention away from the strategy implementation. Communication and understanding strategy was seen as a major issue, because the information flow seemed to be stopping before the message reaches all employees. The greatest barrier in communicating strategy was concretizing the strategy message into actions, so that it would be correctly understood. Without understanding and commitment, strategy implementation efforts face major problems (David, 2005, p.242). The transfer from defining strategy to implementing it
is above all an issue of management. Managers have always been trained for operational
effectiveness, but their strategic preparation has often been deficient (Freedman, 2003,
p. 126).

According to Aaltonen et al, (2002, p.1), communication, interpretation, adoption and
strategic actions reduce the gap between strategic planning and strategy implementation. To ensure successful strategy implementation, the strategy messages
should be interpreted somewhat similarly to create mutual understanding. (Aaltonen et
al, 2002, p.2) Understanding the message is not enough though to make the employees
function in accordance with the strategy the strategic messages should be accepted and
adopted as well. In the end, the implementation of strategy depends on how the
employees in a organization execute strategy in their own actions. (Aaltonen et al, 2002,
p.2) According to Kaplan & Norton (2001, p.213), strategy focused organizations
understand well the importance of engaging and aligning all of their employees to
strategy. Ultimately, the employees are the ones who will be implementing the strategy.
And unlike in the scientific management era, companies look to their frontline
employees for new ideas, as well as for information on market opportunities,
competitive threats and technological possibilities (Kaplan & Norton 2001).
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

Dooley (2007) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. This research was conducted through a case study since it is a research on one organization. A case study is an in-depth investigation of an individual, institution or phenomenon (Mugenda and Mugenda, 2003). The study method presented in-depth information on challenges affecting strategy implementation at Safaricom limited.

In this study, the researcher narrowed down to strategy implementation challenges faced by the company but comprehensively enough to give representative information in the same environment. This research therefore was free from any material bias and enabled the researcher to study intensively a particular unit.

3.2 Data Collection

The study used both primary and secondary data. However, the study relied mostly on Primary data that collected using interview guides administered on the research sample. An Interview guide was administered among senior managers (strategic manager, operational manager, human resource manager and business development managers) in Safaricom Ltd to collect primary data. The respondents (managers) were targeted since they are in a good stead of providing the most reliable information being owing to the scope of responsibility accorded to the managers and being that they are involved in formulation, implementation and evaluation of strategy implementation while the study area is chosen due to its viability in telecommunication sector.
The interview guides were structured into two categories that is; general information of the interviewees and specific objective of the study (strategy formulation, strategy implementation and strategy evaluation/control) where it will consist of open-ended questions. The use of an open-interview strategy enabled better exposure of the interviewees' personal perspectives, their deeper thoughts, emotions and ambitions (Paton, 1990). This less structured approach permits the interviews to be much more like conversations than formal events with predetermined response categories, permitting the respondents' views to unfold, rather than the predisposition of the researcher (Marshall and Rossman, 1997, p. 80).

To ensure that the interviewees are well prepared for the interview, the researcher sent all interviewees a copy of interview guide. The interview guides were administered on a face to face basis. Secondary data sources were also employed through the use of previous documents. The researcher booked appointments with the interviewees upon where an interview on subject matter was conducted using an interview guide.

### 3.3 Data Analysis

The data was collected from the interviewees was qualitative in nature. The researcher applied content analysis to analyze the data through describing phenomena, classifying it and seeing how the concepts interconnect as indicated by the respondents. This approach of analysis is preferred because it gives results that are predictable, directed, or comprehensive. Content analysis also enabled the researcher to shift through large volumes of data with relative ease in a systematic fashion.
4.1 Introduction

This chapter presents the analysis and interpretations of the data from the field. It presents analysis and findings of the study as set out in the research methodology challenges of strategy implementation at Safaricom limited. The researcher targeted 10 senior management staff at Safaricom limited head office; however 8 out of the 10 interviewees targeted completed the interview guide making a response rate of 80%. This complied with Mugenda and Mugenda (2003) who suggested that for generalization a response rate of 50% is adequate for analysis and reporting, 60% is good and a response rate of 70% and over is excellent. This commendable response rate was made a reality after the researcher made personal calls and visits to request the respondent to fill-in the interview guide as well as insisting the importance of participating in the study.

4.2 Respondents Profile

The study found it important to establish the general information of the respondents since it structures the foundation beneath which the study can fairly entrance the relevant information. The analysis centered on this information of the respondents so as to categorize the different results according to their knowledge and responses.

4.2.1 Designation in the Organization

The study aimed to investigate the position that the respondent held in the organization. From the findings, four of the interviewees held managerial positions as strategic
manager, assistant operational manager, human resource manager and business
development managers while the rest were deputy assistant managers and supervisors in
human resource management, strategic department and two were in staffs in operation
department. This implies that the study was in ability to reach the target respondent in
terms of position they held in the organization and that the result can be reliable as they
were conversant to the strategies that the organization applies for the competitive
advantage.

4.2.2 Working Period in the Company

Most of the respondents have worked in the company for the last 10 years and those
who have worked for 6 years and fours have held senior positions in other companies
with similar work environment such as Airtel, Unilever. This means that they have
enough knowledge and experience to tackle issues pertaining strategy implementation
process and how to successfully implement strategies.

4.2.3 Level of Education

The study sought to investigate the level of the education of the respondents, this was to
determine the capacity of employee to implement strategies that the organization
formulate in order to compete in the market or otherwise in unpredictable environment.
From the findings majority had attained masters' degree, followed by those who had
bachelor degrees as their academic qualification. This reveals that most of the senior
staff at Safaricom had capacity to formulate strategies that can be reliable and
competitive in the market and are in potential to deal with the challenges that hinders
their implementation.
4.3 Strategy implementation

On the question regarding who in the Company is responsible for strategy implementation majority of respondents indicated that the heads of departments and their teams are involved in strategy implementation while also acknowledging that all employees are involved in the process in order to ensure successful implementation of the process. This was backed by the respondent indicating that every staffs in the portfolio department was supposed to participate in strategies implementation toward achievement of the department goals and the entire organization objectives with ease.

The researcher asked the respondents whether the company conducts environmental analysis for opportunity and threats during the process of implementing strategies. According to the findings, respondents agreed that the management usually conducted study on the environment, that is in both internal and external factors that the company operates on in order to effective implementation of strategies, the respondents gave an example that Safaricom had conducted a survey to on impacts of M-PESA services. The respondent alleged that Safaricom had reviewed the rules of transaction where receiver or sender had to disclose an identification card to mitigate the losses that were encountered during the process where agent who does not adhere to regulation set to control transaction of monies through their agents, their numbers were closed permanently.

The study requested the respondent on the strategic planning that the organization considered in the implementation of strategies. From the response, most of the respondents affirmed that Safaricom considers both long term and short-term strategic planning where respondents purported that there were strategies that were implemented within a year and those that were implemented in phases i.e. 5 or 10 years, long term
strategies usually have some serious financial implications hence need more time to implement. This was clearly depicted by respondents by indicating that the company had reviewed calling rate where previously the subscribers were changed at 3 shillings within the network and at 4 shilling across the network where later during inflation the company raised the calling rate to 4 shilling within the network and 5 shilling across the networks.

On whether the staffs perceived the organization as proactive in strategy implementation or reactive/adopters', most of the respondents alluded that the organization was proactive as it always leads in implementation of strategies that were aimed at reaching more potential customers in the market as well as gaining more profit, a good example was formulation of mobile money transfer, M-Pesa service where the company come up with the idea, implemented and its competitors followed, with similar service.

The study found that the company had successfully implemented strategies in the past one year, as most respondents purported that it had done restructuring such as merging of division like technical and engineering were done with the main aim of cutting on operation costs while maximizing profits though source of the fund was the major hindrance. The respondents also argued that Safaricom had also introduced 4G-internet expansion which was previously being done through 3G internet. Safaricom has introduced various products that aim at expanding its internet usage such as the introduction of Safaricom webbox to browse the internet using television, watching DSTV channels through the phone.
4.4 Strategy implementation challenges

This section outlines findings on the challenges that were identified in literature reviews, that is, organization cultures, top management commitments, communication strategic plan, technology, organization vision and strategies and tactical feedback.

4.4.1 Organizational Culture

The study sought to investigate whether organization culture is supportive of strategy implementation at Safaricom. According to respondents, the company's culture faces a challenge of lack of understanding of how the strategy should be implemented and borrows strategies from its mother company Vodacom where the culture was purely supportive because in developed countries they have been in such kind of business for long unlike Africa where telecommunication industry was still developing. For that reason issues of strategy implementation and managing change were still a challenge, for instance customers and staffs were not fully appreciating the strategy because they didn't understand the importance of changing from a workable way of doing things to a complicated one. Additionally, interviewees indicated that organization culture was supportive since majority of employees were at generation Y who are willing and were potential to accept and adopt change easily towards achievement of the organizational objectives though they were hindered by the culture that the company had adopted where staffs were to be given instruction of exercising their expertise regardless of their potential.

The researcher requested the respondents to indicate potential status of the organization on corporate culture in relation to implementation of the strategies. Most respondents affirmed that the organization ensured there was segmentation of involving staff in the
implementation of strategies as the company has a strong corporate culture that supports implementation of its strategies where only selected staffs to give direction towards achievement of the strategies were mandated to hence few challenges were encountered, this was backed by respondents indicating that staffs under the portfolio department were assigned duties to perform to ensure the strategies set are met effectively.

On whether the organization had implemented strategies that brought change in organization such as organization structure; technology e.t.c. from the findings, respondents indicated that Safaricom has in the recent past undergone restructuring that so divisions and departments merged to a lean management team that is manageable and cost effective. It had been expensive to continue using the old structure because the was misuse of company resources for instance technical and engineering divisions were merged to allow use of same resources such as company cars allocated to engineers going to the field and payment of salaries. Inclusively, respondents' affirmed that the organization had adopted change in terms of technology where 4G internet provision was also implemented moving from 3G to 4G to provide seamless services to its esteemed customers. Despite recent restructuring, staffs were not fully competent with the main aim of the set strategies and their specific responsibility over the newly strategies hence more difficult to implement those strategies.

4.4.2 Top Management Commitment

The study found that there was adequate support from departmental programme managers as they encouraged staffs to adopt strategies enacted by acting as a driving force leading the rest of the employees towards implementation of strategies hence facilitating quick strategy implementation. Despite the effort of the managing team to involve staffs in implementation of the strategies lack of adequate time to make
employee conversant to the strategies were the major hindrance to the top management as they were concentrating to the strategic issues rather than concentrating to primary activities where those selected to train other staffs were not perfect with some of the procedures or skill required in application of those strategies, interviewees gave an example on adoption transaction of money from M-pesa to visa card where it was a complex scenario for the responsible team to explain the operation of the system.

The study also requested the respondents whether management played an active role in strategies implementation, from the study it's evident that the leadership play an active role in strategy implementation as each managers regardless of the position held was accountable of ensuring strategies formulated are implemented effectively where respondent argued that they offered training to the junior staffs to ensure those strategies are met. In addition management tries to reach to the low level employees to check the implementation process. This indicates that top management were committed to strategy implementation. They also visit the retail centres and call centre to have a feel of customer experience on the ground; following the 'on your shoes programme', the senior management staff interacted with customers on a one on one and hence aid in implementation of strategies. Having top management involved in implementation of the strategies they were not aware of the technical application that were required for achievement of the proposed strategies, hence the organization were required to outsource or train a portion of the staffs to cope with skills required to achieve set strategies which was costly to the organization.

Inclusively, the study aimed at investigating whether the organization faced challenges in strategy implementation regarding time as a result of failure for managers to implement strategies at the right time. Respondents indicated that time was a challenge
in the sense that there is slow decision making where concerned managers are reluctant to react to the strategic issues that requires to be dealt with at the time of their occurrence, while some decisions required more consultations on issues to be implemented such as technical problems. This implied that, time was the major hindrance of the top management be involved in implementation of strategies as they used more time in concentrating with strategic issues that pertained to achievement of the organizational goals rather than concentrating to department problems/issues.

4.4.3 Communication of Strategic Plans

Communication is a key role of ensuring there is flow of information through the line of command, in regard to this the researchers requested the respondents whether there was adequate communication of strategy to the staff. From the findings, respondents alluded that there was sufficient flow of information where staffs were updated on strategic matters and were made to understand the need and importance of strategy implementation hence change adapted with minimal challenges. Despite this flow of the communication which might have been outlined by a clear set clear line of command there was lack of sufficient communication from the senior staff direct to the junior staffs which could be given for a clear clarification of the strategies implementation that required more explanation.

On how strategy implementations were communicated to staff, the study found that strategy were communicated through departmental meetings and training which were usually conducted on a regular basis providing an avenue for all employees to stay on course on matters pertaining to strategy implementation. These departmental communications led to different direction of the strategies objectives where each department directed strategies to differing direction hence interrupting with the main
objective of the organization. Concerning employees/staff motivation by the measures adopted in strategy implementation respondents indicated that employees are often rewarded for successful implementation of strategies and are hence motivated through promotions, rewards and recognition and involved in decision making hence making the process of strategy implementation smooth, this criteria of recognizing employees seems favour some employees hence creating demotivation to others who were not rewards thus creating negative attitudes to some employees hindering effectiveness of strategies implementation.

4.4.4 Technology

As the technology acts as the key driver of the organization performance and mostly in the communication sector, the researcher sought to determine technological challenges towards strategy implementation. From the findings respondents confirmed that information systems used to monitor strategy implementation was adequate attributing this to the nature of business undertaken by the company. Safaricom being in the communication industry it has invested in the latest information technology used to monitor strategy implementation which has been adequate for its success hence minimal technological challenges have been encountered during strategy implementation. Though, minimal technological challenges most of the staffs were not competent with the technical skills that were required to be applied in case technical problem occurs, thus, slow implementation of the strategies. Interviewees gave an example where M-pesa transaction services tend to be out of the services at sometime, where only those who have technical skills can solve the problem. This implies that lack of broad skills by the staffs in technology skill which is the key factor in the business viability hindered implementation of the strategies.
Likewise regarding organizational response towards change in technological innovation interviewees indicated that working in a dynamic environment necessitates acceptance of technological innovations in order to survive in such an environment hence innovation remains a key aspect for the company. For instance to cope with changing technology, the company recently launched the 4-G network in order to enhance service delivery while keeping in line with current technology. Shifting from one innovation to another remained a challenges to the organization as it required the organization to be fully equipped in order to cope with the

Regarding resistance to strategic implementation from employees/staff on adoption of new technology respondents confirmed that the culture of resistance is usually found in every community but its minimized through effective communication of strategy, because people tend to be more comfortable with what they are used to and given a choice wouldn't want change hence proper communication of change to employees provides a friendly environment to strategy implementation.

The researcher requested the respondents whether the organization has adequate resources to invest in technology interviewees confirmed that there is enough resources to meet such expenses citing that the company understands fully the need for technological innovations because it's essential for its survival. From the books of accounts the company spent almost half of its budget on acquiring new technology in an effort to enhance its products and services.

4.4.5 Organization Vision and Strategies

According to interviewees the organization vision and strategy were clearly understood by all groups/staff/departments since it is well communicated to staff, through constant
surveys sent to them regarding strategy implementation. For instance at Safaricom, the organizations vision, mission and strategy are clearly displayed in all offices and website. However, different departments were having their own interpretation of the organization vision hence adopted different approaches to achieve the organization objectives hence contradicting with the process of implementing strategies as they each department aimed to be dominant in the organization.

The researcher requested the respondent whether human resources were effectively aligned to individual and team goals to organization overall objectives interviewees confirmed this positively citing that departmental objectives must be aligned to individual objectives in order to be in line with the organizational objectives. In addition to whether resources were adequately and properly allocated to achieve long term objectives of the organization interviewees indicated that there is proper allocation of resources in order to enhance the implementation process. Interviewees also confirmed that they received constant feedback on strategy implementation process.

4.4.6 Tactical Feedback

Regarding organizational response to the feedback relating to progress of the strategies adopted, interviewees acknowledged the importance of feedback as it acts as an indicator of mistakes and provides an avenue to measure results against desired objectives. Likewise regarding indicators of strategy implementation and success respondents indicated that there has been excellent customer service, high quality service, competitive pricing as some of positive results obtained. For instance, employees are given a feedback form on the intranet to give feedback on whether customers are given the walk in walk out experience, meaning they are served with speed. Moreover having excellent of feedback some of the results given were biased
staffs assigned the duty were forged some of the expected results hence giving unreliable information.

Respondents acknowledged that management systems provide feedback for long term and non-financial measures by providing information concerning stages of implementation as well as budget and timelines during strategy implementation process. Respondents also indicated that major obstacles surface during implementation that had not been identified before, for instance new government policies such as price reduction on connectivity charges; rise in the cost of leaving affects consumer's purchasing power hence reduced profits hence derailing the strategy implementation process. In this, the study found that some supervisors were reluctant to their duties thus giving the results when its time barred, hence failing to give solution at the right time.
CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the data findings on challenges of strategy implementation at Safaricom limited the conclusions and recommendations are drawn there to. The chapter is structured into summary of findings, conclusions, recommendations and area for further research.

5.2 Summary of findings

From this study it can be deduced that organizational culture faces a challenge of lack of understanding on how strategy should be implemented and benchmarked strategies from competitive companies where the culture was purely supportive because in developed countries unlike developing countries like Kenya. For that reason issues of strategy implementation and managing change were still a challenge and staffs were not fully appreciating the strategy because they didn't understand the importance of changing from a workable way of doing things to a complicated one.

To the objective of the challenges of top management support in strategy implementation, the study found that top management lacked adequate time to make employee conversant to the strategies that the company put in place as they were concentrating to the strategic issues rather than concentrating to primary activities where those selected to train other staffs were not perfect with some of the procedures or skill required in application of those strategies.
On communication of Strategic Plans to all employees in the organization making, the study found that despite flow of the communication which was depicted by a clear outlined line of command there was lack of sufficient communication from the senior staff direct to the junior staffs who were required to give a clear clarification of the procedures of the strategies implementation and required more explanation.

From this study, technology was found to be a challenge to the implementation of the strategies as for the company to cope with the changing environment in technology required more capital to equip the company with the target required to meet the targeted objective. Additionally, staffs were required to be trained in order for them to be conversant with the change in technology and to get broad skills, hence hindered implementation of the strategies.

From the analysis it's evident that the organization Vision mission and objectives were challenges as different departments were having their own interpretation of the organization vision hence adopted different approaches to achieve the organization objectives hence contradicting with the process of implementing strategies as they each department aimed to be dominant in the organization.

With regard to tactical Feedback the study established that some of the feedback results given were biased and exaggerated as staffs assigned the duty used to forge the expected results hence giving unreliable information. Additionally the study found that some supervisors were reluctant to their duties thus giving the results when its time barred, hence failing to give solution at the right time.
5.3 Conclusions

The study aimed at finding out challenges of strategy implementation at Safaricom Limited. From the study it is evident that organizational culture, top management, technology, organization vision and strategies and tactical feedback affected implementation of strategies at a great extent in every organization, thus needs to be critically focused on since if they are not considered becomes a challenge to the implementation of strategies that organization put in place.

5.4 Recommendations

The study recommended that in order to succeed and be viable in the market in this unpredictable environment and eradicates challenges of implementing strategies; organizations culture should be flexible to cope with the strategies that the organization put in place. On the same the study recommended that organization should compare their performance with the companies of their status, such as companies in the developing countries rather than benchmarking strategies from the organizations in the developed countries.

The study recommended that top management team should create time on supervising the progress of the strategies implementation and not only concentrate much on strategic issues but also concentrate to with primary activities and ground operation of the organization for ease implementation of the strategies.

On communication, the study recommended that there should be a clear line of communication, so as to have a good communication procedure whereby information relating to strategic formulated are communicated for easier implementation. On the
same the study recommended that sufficient communication from the seniors should be
made available in order to give clear direction of procedures of implementing strategies
that direct it toward achievement of the organization goals.

To the objective of technology, the study recommended that organization should be
ready to adopt changes in environment in order to cope with the competition in the
market. Additionally, the study recommended that staffs should be trained on the
technological changes that affect their working place for easier implementation of the
strategies.

On organization Vision and strategies the study suggested that there should be a
uniform way of adopting strategies that are adopted by the organization so as to
eradicate contradiction that are made by different department in approach of strategies
implementation. The study also recommended that the organization vision should be
clearly define in order to mitigate presumption of interpretation as it acts a tool that
direct organization toward achievement of the organization objectives which is relied
upon when implementing strategies

Finally, the study recommended that staffs should be competent with their roles and
participate fully for pure results as some results were biased and exaggerated which
misleads the organization and leads to poor approaches towards implementation of the
strategies. Further the study recommended that strict supervision of the staffs should be
done in order to ensure employees fully met deadline of the given roles.
5.5 Areas for Further Research

The study suggested that further research should be done on the other sector/organization other than the communication sector. The study also suggested that further study be done on the impacts of the strategic implementation on the performance of the organization in order to depict a reliable result that covers all sectors and can be reliable.
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APPENDICES

APPENDIX I: INTERVIEW GUIDE

SECTION A: GENERAL INFORMATION

1. Name (optional)?

2. Kindly indicate your position in the Company

3. For how many years have you worked at the Company?

4. What is your highest academic qualification?

5. Who in the Company are responsible for strategy implementation? Are all employees involved in the process?

6. Does the Company conduct environment analysis for opportunity and threats during the process?

7. Does the organization consider both long range and short-time strategic planning?

8. Does the organization consider one of the following: situation analysis, self-assessment for strength and weaknesses, as well as competitor analysis - during strategy implementation?

9. How do you perceive the organization, as proactive in strategy implementation or reactive/adopters?

10. What are the strategies that the company has formulated in the past one year?
B: STRATEGY IMPLEMENTATION CHALLENGES

PART I: Organizational Culture

11. Is the organization culture supportive of strategy implementation?

12. Does organization have a strong corporate culture that ensures complete involvement of staff in the implementation?

13. Has a strategy been implemented that brought change in organization like organization structure, technology e.t.c?

PART II: Top Management Commitment

14. Do you consider the support offered by departmental/programme managers adequate

15. Does the leadership play an active role in strategy implementation?

16. Has top management been committed to strategy implementation at the Safaricom?

PART III: Communication of Strategic Plans

17. Is there adequate communication of strategy to the staff?

18. How is strategy implementation communicated to staff?

19. Are the employees/staff motivated by the measures adopted in strategy implementation?
PART IV: Technology

20. Are Information systems used to monitor strategy implementation is adequate?

21. How does organization respond to change in technological innovation?

22. Is there resistance from employees/staff on adoption of new technology?

23. Does organization have adequate resources to invest in technology?

PART V: Organization Vision and Strategies

24. Are the organization vision and strategy clearly understood by all groups/staff/departments?

25. Does the human resource effectively align individual and team goals to organization overall objectives?

26. Are resources adequately and properly allocated to achieve long term objectives of the organization?

PART VI: Tactical Feedback

27. Do you receive constant feedback on strategy implementation process?

28. How does organization respond to the feedback received?

29. Are there indicators of strategy implementation and success?

30. Do the management systems provide feedback for long term and non-financial measures?

THANK YOU FOR YOUR TIME AND COOPERATION