

**A SURVEY OF FACTORS DRIVING STRATEGIC PLANNING BY
PROFESSIONAL ASSOCIATIONS IN KENYA**

BY

JOHN KIUMI WAMBUGU

**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF
BUSINESS ADMINISTRATION (MBA) SCHOOL OF BUSINESS,
UNIVERSITY OF NAIROBI**

NOVEMBER, 2011

DECLARATION

STUDENT

This management research project is my original work and has not been presented to any other university or institution for examination.

NAME: JOHN KIUMI WAMBUGU

Reg. D61/71718/2008

Signature  Date 30/11/2011

SUPERVISOR

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

PROF. PETER K'OBONYO

Signed  Date 30/11/2011

ACKNOWLEDGEMENT

I would like to express my sincere thanks to my Supervisor. I am grateful to my family for giving me the invaluable support to concentrate on this research. I thank Almighty God who has been my source of inspiration for allowing me to undertake this project that has been too involving in terms of time and resources. Finally I pay glowing gratitude and tribute to my employer, and colleagues for being understanding as well as supportive during the entire period of study.

Thank you and God bless you abundantly.

DEDICATION

This research project is dedicated to my family and in particular my wife Eunice for the support and patience during the entire period of the study; my friends for their encouragement and continued prayers for successful completion of the MBA course.

ABSTRACT

This study sought to establish the factors driving strategic planning by professional associations in Kenya. The study used a survey design to achieve this objective. Target population for this study consisted of 29 professional associations operating in Kenya. The response rate was 72%.

Data was collected using a structured likert-type questionnaire. Data analysis was carried out using descriptive statistics. Results from quantitative data analysis were presented in tables and figures while content analysis results for qualitative data were presented in prose.

The study found that 85.7% of professional associations studied had adopted strategic plans as compared to 14.3% who had not. The study also found that majority (55.6%) of the professional associations' strategic plans covered 5 years period and above. The factors that were found to be driving adoption of strategic plans include association's goals, association's vision and mission, availability of finance, availability of professional staff and size of the institution/association. The important situations considered in planning for the associations' operations were labour market situations, technology, economic status, regulatory environment, and social responsibility. Key performance indicators and clear measuring criteria were also found to be important factors.

Based on the findings, it is recommended that professional associations adopt more elaborate strategic plans with specific objectives, key performance indicators and clear measuring criteria. This study also recommends that through a well laid out criteria, where performance can be easily measured, professional associations should compete with one another based on comparative parameters like productivity per member or revenue per member. This would enhance the quality of services that the associations give to their members and the public. The study further recommends that a guideline of a strategic plan be developed suited for professional associations. Further study should be carried out to establish the relationship of industry performance and success of professional associations in that industry.

TABLE OF CONTENTS

DECLARATION..... ii

ACKNOWLEDGEMENT..... iii

DEDICATION..... iv

ABSTRACT v

LIST OF FIGURES viiii

LIST OF TABLES ix

CHAPTER ONE: INTRODUCTION 1

 1.1 Background of the Study..... 1

 1.1.1 Strategic Planning 1

 1.1.2 Critique of Strategic Planning2

 1.1.3 Factors driving strategic planning.....4

 1.1.4 Professional Associations in Kenya6

 1.2 Statement of the Problem7

 1.3 Study Objective8

 1.4 Importance of the Study.....8

CHAPTER TWO: LITERATURE REVIEW..... 10

 2.1 The concept of strategy..... 10

 2.2 Strategic Planning..... 11

 2.3 Factors Influencing Strategic Planning..... 14

CHAPTER THREE: RESEARCH METHODOLOGY 18

 3.1 Introduction..... 18

 3.2 Research Design 18

 3.3 Target Population 18

3.4 Data Collection..... 18

3.5 Data Analysis 19

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION 20

4.1 Introduction 20

4.2 Response Rate 20

4.3 General Information..... 20

4.3.1 Respondent Distribution by Designation..... 20

4.3.2 Work Experience 21

4.3.3 Level of education..... 21

4.4 Adoption of Strategic Planning 22

4.5 Period covered by strategic plans 22

4.6 Factors considered in formulating strategic plan..... 23

4.7 Important situations to consider in planning for the association’s operations..... 24

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS..... 26

5.1 Introduction 26

5.2 Summary of the Research Findings 26

5.3 Conclusion 27

5.4 Recommendations 27

REFERENCES..... 28

APPENDICES 34

Appendix I: List of Members of Association of Professional Societies in Kenya 34

Appendix II: Questionnaire..... 36

LIST OF FIGURES

Figure 4. 1: Level of Education 21

Figure 4. 2: Adopted strategic plan..... 22

Figure 4. 3: Important situations to consider in planning for the association’s operations 24

LIST OF TABLES

Table 4. 1: Distribution of Respondents by Designation..... 20

Table 4. 2: Work Experience 21

Table 4. 3: Period covered by strategic plans 22

Table 4. 4: Factors considered in developing strategic plan..... 23

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The last decade has seen businesses improve by the relatively insular processes of business process redesign, re-engineering and transformation. The aim of these processes has been generally to create a customer-focused approach. Such an approach can obviously be appropriate and effective where the business is confident what it is doing is right for now and for the future. However, periodically, there is a need to revisit original aims and objectives to ensure that the company is doing the right things as well as doing them right (Albarran and Moellinger, 2002).

Strategic planning has been around for centuries in the form of military strategy especially. However, in terms of strategic planning for business, it can probably be traced back to the 1920s when Harvard Business School developed the Harvard Policy Model, one of the first strategic planning methodologies for commercial businesses. This model defines strategy as a pattern of purposes and policies defining the company and its business. A strategy is the common thread or underlying logic that holds a business together. Strategies determine the structure of the organization, the activities employed and the economic performance. In the 1950s the focus of strategic planning moved from organizational policy and structure toward the management of risk, the promotion of growth, and the gaining of market share. This led to the inexorable rise of the mega-organization, the international conglomerate (Albarran and Chan-Olmsted, 2008).

1.1.1 Strategic Planning

The current re-evaluation of strategic planning suggests that this élite process can be efficient but it results in important decisions being taken too far away from those who will be responsible for translating the grand strategy into operational and workable plans. Thus, the current movement suggests that there needs to be a strong bottom-up component to the planning process, both to ensure that the important views of those lower down the

organisation are heard, and to ensure that these important people are part of the process and part of the plan (Barney, 2001).

The organisation needs to be able to identify, through the strategic planning process, when evolutionary change is appropriate, and when it will be ineffective. Although effective strategic planning does normally involve systematic planning processes, successful planning is people oriented. The planning process must both involve people and then recognize the contribution each person must make to the ultimate strategy. One of the reasons that strategic planning is undergoing resurgence is simply because many organisations have realized that the uncertainty of the current environment is precisely the reason why an organisation should proceed with strategic planning (Barney, 2001). In times of uncertainty, managers need a way, a mechanism, a procedure and a methodology to monitor and react to the environment. Strategic planning is that methodology. Strategic planning is a process, which is ongoing and permanent, not a product and arises from experience within military situations. When performed well, strategic planning unifies the entire organisation behind a single set of marching orders designed to accomplish clear objectives.

1.1.2 Critique of Strategic Planning

Strategic planning involves general plan outlining decisions of resource allocation, priorities, and actions necessary to achieve strategic goals. Strategic plans have a strong external orientation and cover major functional areas of the organization. A strategic plan is usually set by the top management echelon and has a time horizon consistent with the scanning abilities of the organization and set at the risk level that planners feel is appropriate for their organizations. The specifics of the plan should address questions of scope, resource requirements, competitive advantage, quality expectations, social responsibility issues, and synergy (Micklethwait, 2000). Strategic planning involves general plan outlining decisions of resource allocation, priorities, and actions necessary to achieve strategic goals. Strategic plans have a strong external orientation and cover major functional areas of the organization.

A strategic plan is usually set by the top management echelon and has a time horizon consistent with the scanning abilities of the organization and set at the risk level that planners feel is appropriate for their organizations. The specifics of the plan should address questions

of scope, resource requirements, competitive advantage, quality expectations, social responsibility issues, and synergy (Henry, 2004). Henry (2004) explains that no amount of elaboration will ever enable a formal process to take the place of managers who are fully engaged in their operations, or for that matter replace the critical and creative thinking that is necessary to create novel and innovative strategies.

Mintzberg does not totally reject the use of strategic planning, but rather he broadens the operational definition of the concept to include the intuitive thrust that strategic management authors such as David *et al.*, (2005) have now started including in their texts on the subject. In fact, they provide a continuum perspective on strategic management. In their continuum, there are three general perspectives. They are: rational planning which assumes that organizational strategy formulation lends itself to an exact intellectual analysis, including the assumption that the environment is predictable. Organizational learning which acknowledges that people make mistakes, and thus organizations can learn from them and find better ways to evolve the organization. Incrementalism which takes the position that manager can make little impact on changing the course of events that form the organization's future, thus reacting incrementally is the order of the day (Miller and Dess, 2006).

Tactical plans typically involve upper and middle management, have a somewhat shorter time horizon than strategic plans, and are more concerned with actually getting things done than deciding what to do. Regardless of the terminology, the planning needed at this level involves near-term planning of facilities, work force expertise, and financial resources needed to provide the product or service. Since facilities, specialized equipment, and new skills cannot be obtained overnight, these types of issues need to be addressed more than one year out in the planning process (Miller and Dess, 2006). Operational planning involves real-time operations usually within a one-year time frame. These plans identify the specific procedures and processes required at the lower levels of the organization in order to produce the desired product and/or service (Bateman and Zeithaml, 2007). Operational managers usually develop these plans to focus on production runs, delivery schedules, and human resource requirements.

1.1.3 Factors driving strategic planning

To effectively manage any corporate function, it requires a thoughtful and comprehensive strategic planning process. There are many factors to be considered when creating long range strategic plans, since every organization's objective is to keep the inner workings of the business flowing smoothly while also performing long range planning amid a sea of technology, regulatory, and business changes. Summarized below are a number of factors that should be considered and incorporated into any organization's strategic planning exercise (Backlund, 2002).

The primary criteria by which most professional organizations are judged is how well they support their users' needs. For example, if a professional organization is dealing with issues delivering information technology basic services regarding network availability, email, applications, and desktop support then it must focus initially on projects supporting operational aspects in its planning process before spending significant time on long term planning efforts (Daniels and Bracker, 2009).

For organizations to properly plan their long term projects and activities it is imperative that the goals and objectives of the organization are in alignment with those of the business overall. The organization should be able to take all of its projects and activities and be able to articulate how those activities support a major objective of the business. This requires that the professional organization be involved at the beginning of the corporate planning exercise instead of as an afterthought. Unfortunately not all organizations give strategic planning a place at the table when setting corporate strategy (Odongo, 2008).

All businesses deal with changes in the competitive landscape. New products, competitors, pressure to reduce costs, off shoring, and the advent of new technologies can have tremendous impact on an organization. Understanding possible threats and opportunities can shape the overall strategic planning process. How an organization plans strategically and the level of risk it is willing to undertake are both factors that influence the strategic planning process. Organizations that are resistant to change will be slow in adopting new technologies same as those that are averse to taking risks. Technology Changes is also an area that an organization has very little control over. Professional associations therefore need to

understand vendor product maps and also be aware of new technologies on the horizon that could have a potential impact on the organizations strategic environment (Knight, 2001).

Another factor to consider is company's management and finance. Any plan must take into account budgetary realities when formulating project plans addressing immediate needs and long term strategies. Strategic planning departments are always dealing with high user demands for applications and services, shifting budget priorities, technology obsolescence and maintaining a reliable technology infrastructure for the business. Most strategic planning groups are not in a position to satisfy all of the user demands and must be able to prioritize projects based on value delivery to the business (Miller and Dess, 2006).

Regulatory environment is an important factor that influences strategic planning in most organizations. Years ago this was an area of little concern where some industries such as pharmaceuticals were already adapted to significant regulatory oversight. As issues around data protection, privacy, personal information, professional organizations are having to spend more time and money responding to regulatory requirements such as Health Insurance Portability and Accountability Act (HIPAA), and Sarbannes Oxley Act (SOX) while complying with regulations promulgated by agencies such as the Food and Drug Administration, Environmental Protection Agency, and Securities Exchange Commission in the United States of America. Requirements and evolution of the regulatory environment is a key factor as professional organizations lay out their long term strategies (Picard, 2003).

It is also important that a professional organization is aware of what its competitors are doing, what technologies they are using and how they are leveraging technology in their business when implementing new strategies. This helps the organizations, management to device the best strategic planning methods. Many professional organizations are under extreme pressure to reduce costs and one method for that is outsourcing some strategic planning functions. In the planning process an organizations should examine what roles or functions can effectively be outsourced and what the potential cost savings might be (Rose, 2007).

1.1.4 Professional Associations in Kenya

A professional association, also called a professional body, professional organization, or professional society is a non-profit organization seeking to further a particular profession, the interests of individuals engaged in that profession, and the public interest. The roles of these professional associations have been variously defined: A group of people in a learned occupation who are entrusted with maintaining control or oversight of the legitimate practice of the occupation; also a body acting to safeguard the public interest; organizations which represent the interest of the professional practitioners, and so act to maintain their own privileged and powerful position as a controlling body (Turner, 2007).

Professional Association used in conjunction with a business name is a corporation formed by professionals such as lawyers, accountants, dentists, and medical doctors. In the past, the so-called learned professions were not allowed to operate as corporations. But most countries have now enacted a professional corporation or association act that allows professionals to practice under corporate rules provided that membership is restricted to members of the profession. A Professional Association is attractive to professionals because it provides a forum for self-regulation and lobbying or promotion of member welfare. It also has the tax advantages and liability protections of a business corporation. Such bodies generally strive to achieve a balance between these two often conflicting mandates. Though professional bodies often act to protect the public by maintaining and enforcing standards of training and ethics in their profession, they often also act like a cartel or a labor union (trade union) for the members of the profession (Smith, 2002)

Many professional bodies in Kenya are involved in the development and monitoring of professional educational programs, and the updating of skills, and thus perform professional certification to indicate that a person possesses qualifications in the subject area. Sometimes membership of a professional body is synonymous with certification, though not always. Membership of a professional body, as a legal requirement, can in some professions form the primary formal basis for gaining entry to and setting up practice within the profession. Many professional bodies also act as learned societies for the academic disciplines underlying their professions.

1.2 Statement of the Problem

Professional associations use strategic planning to compare themselves to other organizations, which enables them to make informed decisions. Many professional associations in Kenya have aligned themselves to global standards of practice and this requires strategic planning to achieve world class standards of service that lead to enhanced economic development (Mutugi, 2007). Most firms globally today realize the importance of applying strategic plans within their organizations in terms of what their competitors are doing and the information gathered allows organizations to realize their strengths and weaknesses. Japan and the USA are the most advanced in terms of the level to which companies adopt and use strategic planning. In these countries strategic planning has earned its rightful place as an acknowledged business discipline and has become a major technique in achieving competitive advantage. These countries are also developed in terms of the role that governments play in supporting strategic planning activities. Sweden in particular is a country that is often referred to in literature as being a leader in strategic planning. The small number of significant Swedish international companies all share information to work towards strengthening their overall strategies (Pearce and Robinson, 2001).

In spite of the importance and permanence of strategic planning in professional organizations, most change initiatives fail to deliver the expected organizational benefits. This failure occurs for a number of reasons: absence of a strategic planning champions or may be available but too junior in the organization, poor executive sponsorship or senior management support, poor project management skills, hope rested on a one-dimensional solution, political infighting and turf wars, poorly defined organizational objectives and change team diverted to other projects (Odongo, 2008). Failed strategic planning initiatives leave in their wake cynical and burned out employees, making the next strategic objective even more difficult to accomplish. It should come as no surprise that the fear of strategic planning and its impacts is a leading cause of anxiety in managers.

Previously, several research studies have been done on the factors driving strategic planning by the corporate sector. Research on strategic planning has been carried out in various industries for example, Muiya (2001) carried out a survey on strategic systems in the Kenyan pharmaceutical industry and found that no formal strategic practices have been set up within

pharmaceutical companies. Odongo (2008) studied the response of KTDA to changes in the environment and found that the company needed to be fast in implementing strategies in the way it operates as competition became more aggressive. Others were Mutugi (2006) who studied the impact of strategic implementation to the changes in the turbulent financial environment. Mutugi (2006) studied strategic change affecting management practices at the Nairobi Bottlers, Mute (2008) studied managing strategies at the Nairobi City Water and Sewerage Company and Nyalita (2006) studied Management of Strategic plans at Proctor and Gamble East Africa Limited where each of the stakeholders within the organization had a role to play in the new path that the organization had taken.

However, it is clear that no research has been done within the Kenyan professional associations industry in relation to strategic planning and organizational performance. Therefore this research intended to bridge the knowledge gap that exists by studying on the factors that drive the professional institution into strategic planning. The findings of this study will enable the institutions to engage management officials who are dedicated to the success of the institution despite working with minimal resources and some times as volunteers, the forces of competition and technological changes will be minimized, the institution will be in a position to handle the challenges of regulatory environment and the economic crises. When these societies implement the strategic planning management it will lead to a great success, a competitive advantage in the organizations and support their crucial role in ensuring Kenya achieves Vision 2030.

1.3 Study Objective

To establish the factors driving strategic planning by professional associations in Kenya

1.4 Importance of the Study

The findings of this study will be beneficial to all professional associations both large and small since they will enhance the realization on strategic planning measures that are majorly employed within most profit based organizations. The findings will also act as a tool for them to realize some of the most important drivers in strategic planning, as well as factors that influence the strategic planning processes. Most important, it will help the policy makers within major professional associations to identify crucial areas in their organizations and

make appropriate decisions to ensure that strategic planning is critically emphasized on. Also, through this study leaders in associations and governments will learn and make responsible strategic plans and policy decisions that are meant to facilitate and sustain high organizational performance, and manage organizational and national resources so that organizations and societies can benefit from them in the future.

The findings of this study will also be significant to the nation in its development agenda and in particular the achievement of vision 2030. This is because it will contribute to the resolution of problems in enforcing strategic planning management within professional associations. By assessing factors that drive strategic planning within professional associations in Kenya, has formulated plausible recommendations directed towards their improvement. These recommendations will eventually be applied and help resolve the issues that arise in the context of strategic planning management. This study's findings will also play a key role to the future researchers since it will provide relevant research materials as well as a reliable reference.

CHAPTER TWO

LITERATURE REVIEW

2.1 The concept of strategy

Strategy is a multi dimensional concept and various authors have defined strategy in different ways. It is the match between an organization's resources, skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish (Thompson et al, 2003) it is meant to provide guidance and direction for the activities of the organization. Since strategic decisions influence the way organizations respond to their environment, it is very important for a firm to make strategic plans and define strategy in terms of its function to the environment. The purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment (Pearce and Robinson, 2007).

Ansoff (1999) views strategy in terms of market and product choices. According to his view, strategy is the "common thread" among an organization's activities and the market. Johnson & Scholes (1998) define strategy as the direction and scope of an organization that ideally matches the results of its changing environment and in particular its markets and customers so as to meet stakeholder expectation. According to Jauch and Glueck (2004), strategy is a unified and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization.

Mintzberg and Quinn (2003) perceive strategy as a pattern or a plan that integrates organization's major goals, policies and action into a cohesive whole. Porter (2006) has defined strategy as a creation of a unique and vulnerable position of tradeoffs in competing, involving a set of activities that neatly fit together, that are simply consistent, reinforce each other and ensure optimization of effort. Pearce and Robinson (2007) defines strategy as the company's "game plan" which results in future oriented plans interacting with the competitive environment to achieve the company's objectives. This definition of strategy is important in this study as it reflects competitiveness in the environment and the game plan aspects, which organizations put into place to be able to compete effectively. Thompson et al

(2003) states that, managers develop strategies to guide on how an organization conducts its business and how it will achieve its objectives.

2.2 Strategic Planning

According to Byars (2001), strategic plan is used to describe the steps taken by an organization in achieving its objectives and mission". In addition to this, Dobson and Starkey (2004) points out that the mission is the first step of the strategic plan that defines the long-term vision of the organization. If an organization does not have a vision, then there is no reason for existing. A very simple and clear definition is also given by Fidler (1989) who believes that this is the process for creating and choosing a particular strategy to respond to future events and plan how to implement it. A useful model, which in our view forms the basis for the rest, is the one developed by Johnson and Scholes (1993), and is used widely. It consists of three main elements in a triangular form, each of which has three major domains. These elements, which are interlinked, are: strategic analysis; strategic choice; and strategy implementation.

Strategic plan consists of plan processes that are undertaken in firms to develop strategies that might contribute to performance (Tapinos et al., 2005). Key aspects of strategic plan are a long time horizon, formality, the use of plan instruments, and frequent control of plans. Strategic plan can contribute to performance by generating relevant information, by creating a better understanding of the important environment, and by reducing uncertainty (Hodgetts and Kuratko, 2001). While the analysis of the performance impact of strategic plan is largely confirmed in the context of larger firms (Bracker et al., 2008; Lyles et al., 2003; Schwenk and Shrader, 2003), its relationship in the context of smaller enterprises has not been given much attention in existing research. While there is some evidence in support of a positive relationship between strategic plan and performance in smaller enterprises, other studies find no relationship or even a negative relationship. A possible reason for these inconclusive findings may be that previous studies used differing definitions of strategic plan or tested only one of the dimensions of strategic planning.

Strategic planning processes will be designed to fit the specific need of the organization. It's argued by McCarthy, 1996; [Arthur, 1989] that every successful model must include vision

and mission, environmental analysis, setting objectives, strategic analysis and choice. Identification of the institutions vision and mission is the first step of any strategic plan process. This help in infusing the organization with a sense of purpose and direction and giving it a mission. A mission is a statement broadly outlining the organizations future course and serves as a guiding concept. Once the vision and mission are clearly identified the institution must analyze its external and internal environment [Harrison & St. John 1998]. The environmental analysis performed within the frame work of the SWOT analysis, analyses information about organization's external environment [economic, social, demographic, political, legal, technological] and internal organizational factors.

The act of setting formal performance objectives converts the organizations mission and direction into specific performance targets to be achieved and protects against drift confusion over what to accomplish and toleration of undemanding results [Arthur 1999]. The organization is able to draw short range objectives which draw attention to what immediate results to achieve while long range objectives consider what to do now to have the organization in position to produce results later. The institution then evaluates the difference between their current position and the desired future through Gap analysis. To close up the gap and achieve its desired state the institution must develop specific strategies.

Strategic evaluation and control involves not only evaluating strategy for deviations from intended course but also for flexibility towards responding to the new challenges and determining the effectiveness and the pace of the implementation [Johnson and Scholes 2003]. The institution should measure current performance against previously set expectations, and consider any changes or events that may have impacted the desired course of actions. The revised plan must take into consideration emergent strategies and changes affecting the organization's intended course.

This ongoing stream of new and revised strategic moves and approaches some big in scope and some little some applying to one part means that an organizations' prevailing strategy is almost never the result of a single strategizing effort rather the pattern of moves approaches and decisions that establish an organization. Strategy assumes its shape over a period of time. This process is most applicable to strategic management at the business unit level of the organization. For large corporations, strategy at the corporate level is more concerned with managing a portfolio of businesses. For example, corporate level strategy involves decisions

about which business units to grow, resource allocation among the business units, taking advantage of synergies among the business units, and mergers and acquisitions.

The prescriptive strategic plan perspective builds on a number of sequential steps in the strategy development process, such as goal formulation, environmental analysis, strategy formulation, implementation and control. Central to the conventional strategic management view is that there exists a positive association between strategic plan and corporate performance with the direction of causation from strategic plan to performance (Greenley, 2006). However, prior empirical studies have produced equivocal results on the performance effects of planning. Formalization and comprehensiveness of the plan process in the form of written plans and the use of manuals indicated no performance relationship (Kukalis, 2001) and may even introduce rigidity and encourage excessive bureaucracy (Bresser and Bishop, 2003).

Nevertheless, in his extensive review of the relevant literature, Armstrong (2001) concluded that formal plan systems had a positive impact on corporate performance. Other research provides further evidence that strategic planning, measured on the basis of the conventional strategic management paradigm, is conducive to higher organizational performance (Andersen, 2000). The studies noted a positive association between plan and performance, particularly in dynamic and complex industries. A strategic plan process that adheres to the key elements of prescriptive strategic management theory through the plan of a mission, the setting of objectives, and the implementation of strategies and control systems to ensure the objectives are achieved may lead to indirect improvements in performance by enhancing the effectiveness of management throughout the organization. Formal strategic plan may therefore be effective as a process of management, regardless of the performance achieved (Greenley, 2006).

An effective strategic plan system for a firm will link long-range strategic goals with both mid-range and operational plans. In order to facilitate this activity, those involved in the strategic plan process collect data, forecast, model, and construct alternative scenarios. The standard approach to strategic plan would incorporate an external environmental analysis to identify the opportunities and threats facing the organization, and an internal analysis to identify the organization's strengths and weaknesses. Such a SWOT analysis may itself involve a number of different forms of analyses, for example, an examination of the industry

structure and an examination of the resource base of the organization including the identification of core competencies.

Another plan system characteristic is the extent to which strategies within organizations stem from a deliberate or an emergent process. Whether strategy formulation is, or can be, a deliberate process and the extent to which strategy emerges without any formal plan has been subject to debate (Ansoff, 2001; Mintzberg, 2003). If strategies emerge within an organization, it might be expected some of the standard tools and techniques of strategic plan would not be explicitly utilized or reported by such an organization. To put the findings of this study in context, the extent to which respondents considered the formulation of strategy in their organizations to be the result of a deliberate or of an emergent process is reported.

2.3 Factors Influencing Strategic Planning

Strategic planning begins with the development of what we call the “framework policies” of mission, vision, and values and the goals that that will direct all organizational activities during the period covered by the plan. This is usually done in a facilitated retreat, involving the Board of Directors and CEO. Many boards invite selected staff and other stakeholders to participate. There are some reasons that make strategic plan essential in an institution. First the existing plan may be out of date; the institution may be in need of a focused plan; there may be the need for the institution to match its business to its resource capabilities; the institution would like to highlight areas of future investment/development, to allow new ideas to take root; the new plan itself would allow the mission statement of the institution to be questioned; the plan would ensure that management is pulling in the same direction and finally the plan would provide a reference document for long-term strategy development (Alex, 2004). Other factor that may drive an institution into formulation of strategic plan would be the need to analyze the performance of the institution. Two methods/techniques are employed in putting together the institution strategic plan. They comprise an application of the Porter Five Forces Model and the SWOT matrix. These techniques are able to detect other forces for instance rational, imposed, teleological, learning, political, heuristic, and social forces in strategic plan formation.

Rational forces

Rational forces in strategy formation influence organizational actors to use formal techniques of information collection and situation analysis and formal criteria of evaluation and decision-making, and to institutionalize formal processes of planning, coordination, and control. When influenced by rational forces, strategies tend to be explicit, formulated, comprehensive, and integrated at high organizational levels. Information used in strategic analysis must be regarded as objective, and actions are measured against and applied to achieve predefined, overall organizational goals (Gatignon & Reibstein, 1997).

Imposed forces

Imposed forces influence strategy formation by requiring organizational adaptation to changing challenges and constraints in the environment. Imposed forces tend to limit the degree of free choice in strategy formation by an organization. The imposed force in the competitive strategy perspective is the necessity of responding to moves by major competitors by choosing between defensive, offensive, deterrence, or alliance moves to assure organizational survival. In recent work, models have been created to help strategic decision-makers react properly to major competitors' attacks (Gatignon & Reibstein, 1997).

Teleological forces

In contrast to imposed-forces theorists who perceive strategy as imposed and thus reject teleological forces in explaining strategy formation (Aldrich, 1979, p. 27), other management theorists hold that an overall common purpose permeating an organization is an essential feature of the processes through which organizational strategies emerge. Teleological forces influence strategy formation to the extent that organizational members adopt and internalize a sense of common purpose that energizes organizational members and leads organizational actors and behaviors towards fulfilling this overall purpose.

Learning forces

Learning forces influence strategy formation when organizational members experiment, self-organize, or behave in other self-directed ways, and when new patterns of action and norms of behavior that emerge from such actions are adopted and internalized at the organizational

level. Under the influence of such learning forces, strategy tends to emerge in an evolutionary way, spreading through feedback cycles, mutual adjustments, and experience accumulation among strategy actors. In contrast to decision-making theory that primarily focuses on managers, the organizational learning perspective emphasizes the importance of bottom-up processes that create learning by accumulating ideas and knowledge from all levels of an organization. This perspective is consistent with a view of organizations as systems composed of rather independent subsystems – what Weick (2000) labeled “loosely coupled systems.” As put by Mintzberg *et al*, 1998 p. 44), this kind of learning “...can take place anywhere in the organization, and can pertain to the most narrow, isolated change or the broadest, most encompassing one.” The authors add that perhaps the most interesting form of organizational learning occurs when learning in some isolated pocket of an organization gradually comes to pervade the behavior of the organization at large.

Political forces

Political forces influence strategy formation when individuals or subgroups of organizational actors pursue their own diverse goals and promote their own interests, which are – at least partially – conflicting in nature. Decision outcomes and organizational strategy will then reflect the actors’ relative degrees of power within an organization, along with their will and skill in coalition building and playing power games. Political forces therefore tend to influence the strategy formation process from outside the legitimate and institutionalized systems for setting strategy. The consequences of internal politics have in general been viewed by political writers as positive and as a predominantly constructive part of organizational decision-making. Salancik and Pfeffer (1977), for example, argue that despite the potential sub-optimization effects of internal politics, not allowing politics to influence strategic decisions would be worse, because the interpretations and preferences of managers would go unquestioned.

Heuristic forces

The assumptions, mental models, and cognitive simplifications of organizational decision-makers result in distinctive heuristic approaches that influence how managers perceive an organization's situation, frame problems to be dealt with, identify relevant options, and

choose relevant solutions in strategy formation. Heuristic forces operate at the conscious as well as the unconscious and intuitive levels of mental processing (Sanchez & Heene, 2004).

Social forces

Social forces influence strategy formation when organizational actors share assumptions, beliefs, and mental schemes that lead to common patterns of behavior and ways of perceiving and reacting to organizational events, thereby enacting a common world view in making organizational strategy. The competence perspective incorporates social forces in its view of the strategy process in two main ways. First, in emphasizing the fundamentally cognitive nature of the managerial task of defining an organization's Strategic Logic, the competence view recognizes that the strategy process may be subject to “groupthink” in which conformity to strategies that have worked in the past may lead managers to fall into a “success trap.” Hence, competence theory posits the importance of active use of higher-order control loops to continually check and challenge the viability of an organization's current Strategic Logic (Sanchez & Heene, 2004).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research design and methodology that were used to carry out the study. It presents the research design, the target population, sample size and sampling procedure, data collection and data analysis.

3.2 Research Design

The study employed a survey design which involves an in-depth investigation. This design was considered appropriate because of the cross-sectional data required to satisfy the research objective. A survey research design also enabled the researcher to generalise the findings to a larger population.

3.3 Target Population

The target population of this study consisted of 29 professional societies operating in Kenya. (See appendix I). These are professional societies that are members of the Association of Professional Societies in East Africa (APSEA) whose members consist of the regulated professions in Kenya.

3.4 Data Collection

The study collected both primary and secondary data. Primary data was collected using a structured likert-type questionnaire (see appendix II). Section A of the questionnaire collected data on the profiles of the associations while section B addressed factors that drive strategic planning in the associations. The respondents were the CEO's or where a CEO was not available the senior most officers completed the questionnaire. Secondary data comprised of strategic plans and relevant statutes that incorporate the various professional bodies. This data was collected from the strategic plans of the associations as well as the Acts of Parliaments that indicate the functions of the various professional bodies.

3.5 Data Analysis

Data was analyzed using descriptive statistics in a way that was easy to understand by the common users. The researcher used descriptive statistics such as mean, standard deviation, frequencies and percentages. Results from quantitative data analysis were presented in tables and figures while content analysis results were presented in prose.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter covers data analysis, results and discussion of the study findings. The study objective was to establish the factors driving strategic planning by professional associations in Kenya.

4.2 Response Rate

The researcher targeted 29 professional societies/associations operating in Kenya. Out of 29 targeted respondents, 21 returned their questionnaires filled. The response rate was at 72% in line with the recommended response rate of above 50% (Babbie, 2002).

4.3 General Information

4.3.1 Respondent Distribution by Designation

The respondents were asked to indicate their positions. The results are presented in table 4.1. Majority (38.1%) of the respondents were managers followed by executive officers at 23.8%. Administrators were 19.0% while those classified as officers were 9.5% of all the respondents. Only 4.8% of the respondents indicated their positions as director and assistant each. These results are presented in table 4.1 below.

Table 4.1: Distribution of Respondents by Designation

	Frequency	Percent	Cumulative Percent
Director	1	4.8	4.8
Manager	8	38.1	42.9
Administrator	4	19.0	61.9
Executive officer	5	23.8	85.7
Assistant	1	4.8	90.5
Officer	2	9.5	100.0
Total	21	100.0	

4.3.2 Work Experience

The researcher sought information on the working experience of the respondents. Table 4.2 contains the results. Majority (38.1%) of them indicated a working experience of 8-11 years as compared to 33.7% who indicated a working experience of 4-7 years. Respondents with a working experience of 12 years and above were 19% while only 9.5% had a working experience of 3 years and below.

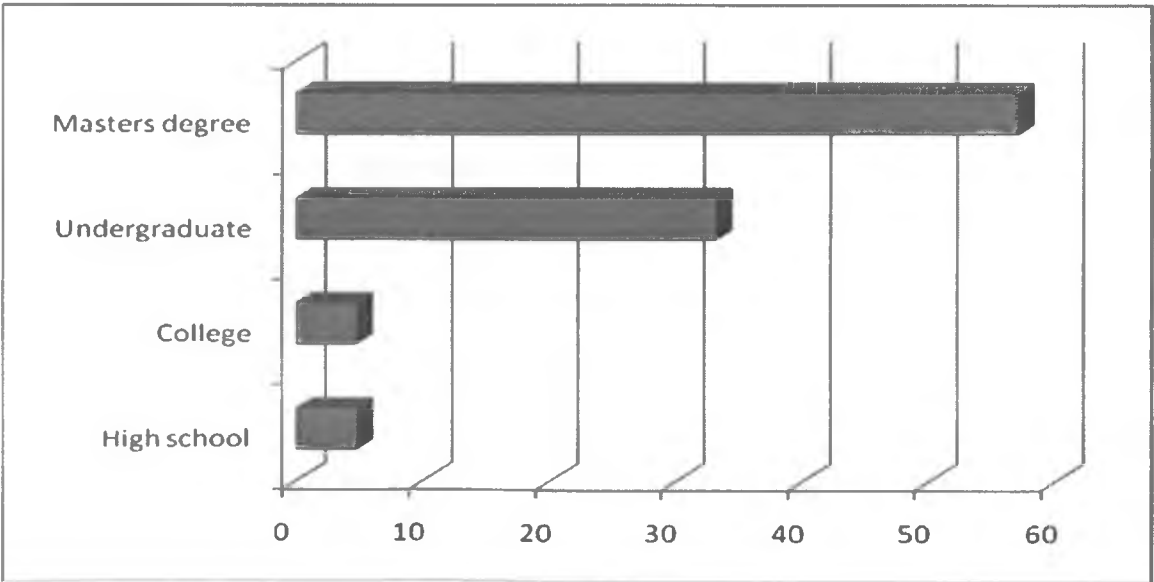
Table 4.2: Work Experience

	Frequency	Percent	Cumulative Percent
3 years and below	2	9.5	9.5
4-7 years	7	33.3	42.9
8-11 years	8	38.1	81.0
12 years and above	4	19.0	100.0
Total	21	100.0	

4.3.3 Level of education

The respondents were asked to state their level of education. Majority (57.1%) of the respondents had masters degree as compared to 33.3% who were undergraduate level. Those with college and high school level of education were equal at 4.8% each. These results are presented in figure 4.1 below.

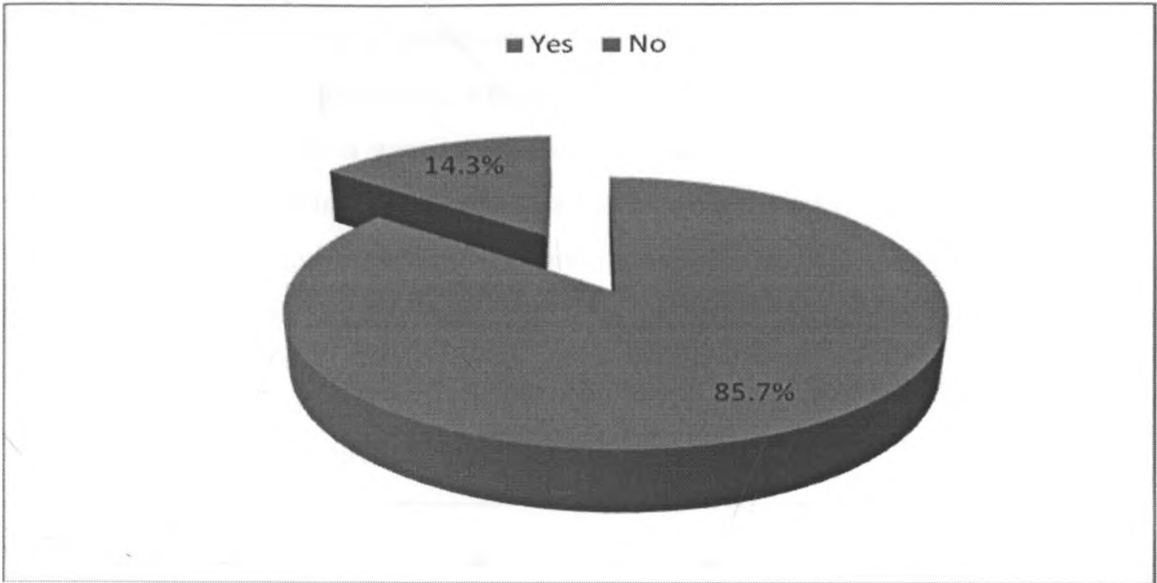
Figure 4.1: Level of Education



4.4 Adoption of Strategic Planning

The researcher sought to know how many associations had adopted strategic planning. Majority (85.7%) said that they had adopted strategic planning as compared to 14.3% who said they had not. These results are presented in figure 4.2 below.

Figure 4. 2: Adoption of Strategic Planning



4.5 Period covered by strategic plans

The researcher wanted to know the period covered by strategic plans. As shown in table 4.3, majority (55.6%) of the respondents reported that their strategic plans covered 5 years and above as compared to 38.9% who said that their strategic plans covered 3-4 years. Only 5.6% of the respondents indicated that their strategic plans cover 1-2 years.

Table 4. 3: Period covered by strategic plans

	Frequency	Percent	Cumulative Percent
1-2 years	1	5.6	5.6
3-4 years	7	38.9	44.4
5 years and above	10	55.6	100.0
Total	18	100.0	

4.6 Factors considered in formulating strategic plan

There are factors that are commonly considered when developing corporate/business strategic plan. Respondents were asked to indicate the extent to which the association considers a list of factors in their planning process. Association's goals were considered to a great extent with a mean score of 4.95, followed by association's vision and mission with a mean score of 4.81. Availability of finance was also rated to a great extent with a mean score of 4.71, while availability of professional staff and size of the institution/association were rated to a great extent equally with a mean score of 4.35 each. Government requirements and reliability of the institution were rated to a great extent with a mean score of 4.14 and 4.10 respectively. Kenya's Vision 2030 was rated to a moderate extent with a mean score of 3.71 followed by competition in the business environment and social needs which were rated to a moderate extent with a mean score of 3.30 and 3.00 respectively. These findings are presented in table 4.4 below.

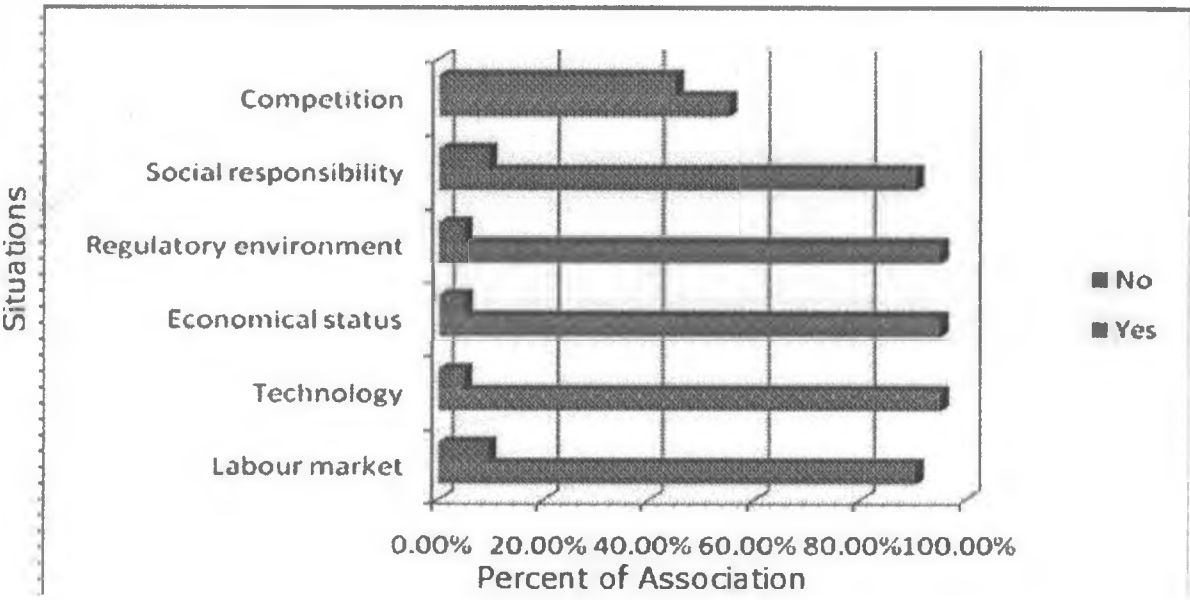
Table 4. 4: Factors considered in formulating strategic plan

	N	Mean
Association's goals	21	4.95
Association's vision and mission	21	4.81
Availability of finance	21	4.71
Availability of professional staff	20	4.35
Size of the institution/association	20	4.35
Government requirements	21	4.14
Reliability of the institution	21	4.10
Kenya's Vision 2030	21	3.71
Competition in the business environment	20	3.30
Social needs	21	3.00
Valid N (listwise)	18	

4.7 Important situations to consider in planning for the association’s operations

Respondents were asked whether a number of external situations are important to consider when planning for the association’s operations. The results in figure 4.3 show that majority (90.5%) of the respondents said labour market situations are important to consider as compared to 9.5% who said they are not. On technology, majority of the respondents (95.2%) said it is an important situation to consider compared to 4.8% who said it is not. Economic status was found to be an important situation to consider by 95.2% of the respondents compared to 4.8% who said it is not. Regulatory environment received the same rate of approval with 95.2% saying yes and 4.8% saying no. Social responsibility was approved by 90.5% of the respondents while 9.5% said it is not important. Finally, competition received mixed reaction from the respondents with majority of them (55%) saying it is important while 45% said it is not important.

Figure 4.3: Important situations considered by Associations in developing strategic plan



The respondents were asked to indicate if their association could perform better when some factors were included in the strategic plans of the institution. They were asked to recommend some of these factors. A number of them cited the need to have key performance indicators and clear measuring criteria. Others proposed increased programmes of activities and exploiting the effects of networking and partnerships. The respondents also saw the need to consider shift in technological developments in order to maintain competitive relevance and

deal with change. The respondents also recommended human resource development and performing internal and external analysis before developing a strategic plan.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers summary, conclusions and recommendations of the study. This study sought to establish the factors driving strategic planning by professional associations in Kenya.

5.2 Summary of the Research Findings

This study commenced with an introduction chapter that described the study concept and gave the background against which this study was being carried out. The first chapter was composed of background of the study, statement of the problem, objective and the importance of the study. The second chapter reviewed related literature on concept of strategy, strategic planning and the factors influencing strategic planning. The third chapter laid out how the study was to be carried out. It composed of the research design to be used, description of the study population, data collection and data analysis procedure. The fourth chapter covers data analysis, results and discussion of study findings. Finally, the fifth chapter presents the summary, conclusions and recommendations of the study.

This study found that professional associations have adopted strategic plans. The factors considered when planning for a professional association include association's goals, association's vision and mission, availability of finance, availability of professional staff and size of the institution/association. Government requirements and reliability of the institution are also considered. The important situations considered in planning for the association's operations were labour market situation, technology, economic status, regulatory environment, and social responsibility. Key performance indicators and clear measuring criteria were also found to be important factors.

5.3 Conclusion

The study sought to establish the factors driving strategic planning by professional associations in Kenya. The response from the target population was adequate for the study analysis. The objective of the study was achieved as it revealed that strategic planning has been widely adopted in many professional associations in Kenya. The goals, vision and mission, available finance, competent staff and the government involvement were observed as the main factors that lead to the adoption of strategic planning in the professional associations.

5.4 Recommendations

Competition among the professional associations would be high in order to attain a competitive advantage in the industry. This would encourage high performance and more emphasis on the standards that are set in the industry thus better services. It is therefore clear that more competence and skills are required in strategic planning. Lack of competence and skills in strategic planning would lead poor performance. This study therefore recommends that professional associations adopt more elaborate strategic plans with specific objectives, key performance indicators and clear measuring criteria. This will make them move in tandem with the changes that characterize a modern institution and thus meet the need of their members more effectively. It is also recommended that professional associations compete with one another. Competition is healthy and will ensure excellence in service provision to their members. It is further recommended that a guideline of a strategic plan be developed suited for professional associations. This will ensure that their performance can be gauged against almost similar criteria.

5.5 Suggestion for a Further Study

From study findings it was realized that most of the professional associations have adopted strategic planning. This fact brings out the issues of competition in the industry. A study should be carried out to establish the relationship between industry performance and success of professional associations in that industry. This can be done by APSEA which is the umbrella body of professional organizations in East Africa as a means of deepening strategic planning by professional organizations.

REFERENCES

- Adeyoyin, S.O. (2005), "Strategic planning for marketing library services", *Library Management*, Vol. 26 No.8/9, pp.494-507
- Albarran, A. and Chan-Olmsted, S. (2008). *Global Media Economics: Commercialization, Concentration, and Integration of World Media Markets*. Ames: Iowa State University Press.
- Albarran, A. and Moellinger, T. (2002). "The Top Six Communication Industry Firms: Structure, Performance and Strategy," pp. 103-122 in R.G. Picard, ed. *Media Firms: Structures, Operations, and Performance*. Mahwah, N.J.: Lawrence Erlbaum Associates.
- Aldrich, H.E. (1979), "Organizations and environments", Prentice Hall, Englewood Cliffs, NJ, .
- Alex M, (2004).Strategic planning techniques review. *Journal of strategic planning*.14 (1):99-120.
- Ansoff, H.I. (1999) *Implanting Strategic Management*, Prentice Hall, Cambridge, United Kingdom
- Armstrong, J.S. (2001), ""Strategic planning improves manufacturing performance"", *Long Range Planning*, Vol. 24 No.4, pp.127-9.
- Backlund, A. K. and Sandberg, A. (2002). "New Media Industry Development: Regions, Networks and Hierarchies. Some Policy Implications," *Regional Studies*, 36(1): 87.
- Bailey, J. and Bakos, Y. (2007). "An Exploratory Study of the Emerging Role of Electronic Intermediaries," *International Journal of Electronic Commerce* 1:3, pp. 7-20.

- Barney, J. B. (2001). "Firm Resources and Sustained Competitive Advantage," *Journal of Management* 17(1):99-120.
- Bateman, G and Zeithaml, M. (2007). "Electronic Markets and Virtual Value Chains on the Informational Superhighway." *Sloan Management Review*, (winter), pp. 62-72. Erlbaum Associates.
- Bracker, J.S., Keats, B.W., Pearson, J.N. (2008), "Planning and financial performance among small firms in a growth industry", *Strategic Management Journal*, Vol. 9 No.6, pp.591-603
- Briggs, S., Keogh, W. (1999), "Integrating human resource strategy and strategic planning to achieve business excellence", *Total Quality Management*, Vol. 10 pp.S447-S453
- Bryson, J. (2008). *Strategic planning for public and nonprofit organizations* San Francisco: Jossey-Bass, Inc.
- Byars, L (2001), *Strategic Management, Formulation and Implementation – Concepts and Cases*, HarperCollins, New York, NY
- Byrne, J.A. (2006), "Strategic planning", *Business Week*, Vol. 46 No.3490, pp.46-51
- Christensen, C.M. (2007), "Making strategy: learning by doing", *Harvard Business Review*, Vol. 75 pp.141-50.
- Daniels, J.D. and Bracker, J. (2009). "Profit Performance: Do Foreign. Operations Make a Difference?" *Management International Review*, 29(1):46-56.
- Decker, R., Höppner, M. (2006), "Strategic planning and customer intelligence in academic libraries", *Library Hi Tech*, Vol. 24 No.4, pp.504-14
- Dobson, P, Starkey, K (2004), *the Strategic Management Blueprint*, Basil Blackwell, Oxford,
- Fidellow, J.A., Hogan, M. (2008), "Strategic planning: implementing a foundation", *Nursing Management*, Vol. 29 pp.34-6.

- G.R. Salancik, J. Pfeffer (1977), "Who gets power-and how they hold on to it: A strategic-contingency model of power", *Organizational Dynamics*, pp.3 - 21.
- Gatignon, H., Reibstein D.J. (1997), "Creative strategies for responding to competitive actions", in G.S. Day, D.J. Reibstein (Eds), Wiley, New York, pp.237 - 255.
- Greenley, G.E. (2006), "'Does strategic planning improve company performance'", *Long Range Planning*, Vol. 19 pp.101-9.
- Hahn, W., Powers, T. (1999), "The impact of planning sophistication and implementation on firm performance", *The Journal of Business and Economic Studies*, Vol. 5 pp.19-35
- Hambrick, D.C. (2000), "Operationalizing the concept of business-level strategy in research", *The Academy of Management Review*, Vol. 5 pp.567-75..
- Hamel, G. (2006), "Strategy as revolution", *Harvard Business Review*, Vol. 74 pp.69-80
- Henry, B. W. (2004). *The Attention Economy: Understanding the New Currency of Business*. Boston: Harvard Business School Press.
- Johnson, G, and Scholes, K (2003), *Exploring Corporate Strategy – Text and Cases*, Prentice-Hall, Hemel Hempstead,
- Johnson, G., Scholes, K. (2002), *Exploring Corporate Strategy: Text and Cases*, Prentice Hall, Cambridge.
- Kaplan, R.S., Norton, D.P. (2001), *The Strategy-Focused Organization*, Harvard Business School Press, Boston, MA, .
- Kaplan, R.S., Norton, D.P. (2004), *Strategy Maps*, Harvard Business School Press, Boston, MA.
- Kettunen, J. (2004), "Strategic evaluation by students in higher education", *Perspectives: Policy and Practice in Higher Education*, Vol. 7 No.1, pp.14-18

- Knight, F. H. (2001). *Risk, Uncertainty, and Profit*. Boston: Houghton Mifflin.
- Loube, R. (2001). "The Institutional Conditions for Technological Change: Fiber to the Home," *Journal of Economic Issues*, 25(4):1005-1014.
- Lyles, M.A., Baird, I.S., Orris, J.B., Kuratko, D.F. (2003), "Formalized planning in small business: increasing strategic choices", *Journal of Small Business Management*, Vol. 31 No.2
- Micklethwait, L. (2000). "Measuring and Analyzing Diversification of Corporations Involved in Pay Cable," *The Journal of Media Economics*, 3(2):3-14.
- Miller, H. and Dess, .A (2006). Strategic planning mechanisms in business enterprises. *Journal of EconomicS*. 17(4):1005-1014.
- Mintzberg, H., B. Ahlstrand, J. Lampel (1998), "Strategy safari", Prentice Hall, Europe, .
- Mintzberg, H. (2003), "The pitfalls of strategic planning", *California Management Review*, Vol. 36 pp.32-47.
- Mintzberg H & Quinn J.B. (2003) *the Strategy Process – Concepts, Contexts & Cases* Prentice Hall Inc, Engelwood Cliffs N.J
- Muiya A. R (2009). *Competitive strategic planning*. Englewood Cliffs, NJ: Prentice-Hall, 1984
- Mute, J.C. (2004). *Guerrilla Marketing. Secrets for making big profits from your small business*, Houghton Muffin Co. New York, ISBN 0-396-35350-5.
- Mutugi, M. (2007). *Professional Resume. Registered Valuers, Property Consultants* Copyright © 2006-10 ArkConsultants Limited. All Rights Reserved.
- Odongo E, (2008). "Complexity Considerations and Market behavior," *The Rand Journal of Economics* 24(2):224-235.
- Pearce, J.A. and Robinson, R.B. (2001) *Strategic Management: Strategy Formulation and Implementation*. Third Edition, Richard D. Irwin Inc

- Picard, R.G. (2003). "Cash Cows or Entrecôte: Publishing Companies and New Technologies," *Trends in Communication*, 11(2):127-136 (2003).
- Picken, J.C., Dess, G.G. (2006), "The seven traps of strategic planning", *Inc*, Vol. 18 No.16, pp.99-101
- Porter, M. (1996), "What is strategy?", *Harvard Business Review*, November/December, pp.61-78.
- Porter, M. (1997), "Creative advantages", *Executive Excellence*, Vol. 14 pp.17-18
- Porter M. E. (2006) Competitive Advantage, Creating and Sustaining superior Performance, The Free Press New York
- R. Sanchez, A. Heene (2004), "The new strategic management: organization, competition, and competence (textbook)", Wiley, New York, .
- Rose, P. (2007). Money and Capital Markets: Financial *Institutions and Instruments in a Global Marketplace*. 6th edition. New York: Irwin/McGraw-Hill.
- Russell, L. (1999), "Painting the future picture: changing and organization by moving beyond its comfort zone", *Health Forum Journal*, Vol. 42 pp.46-50.
- Shrader, C.B., Taylor, L., Dalton, D.R. (2004), "Strategic planning and organizational performance: a critical appraisal", *Journal of Management*, Vol. 10 pp.149-71.
- Slywotzky, A.J., Mundt, K.A. , Quella, J.A. (1999), "Pattern thinking", *Management Review*, Vol. 88 pp.32-7.
- Smith, B. (2002). "Strategic Responses to Market Changes," *International Journal of Medical Marketing* 3(1): 80-85.
- Stimpert, J.L., Duhaime, I.M. (2007), "Seeing the big picture: the influence of industry, diversification, and business strategy on performance", *Academy of Management Journal*, Vol. 40 pp.560-83.

- Turner, C. (2007). "SMEs and the Evolution of the European Information Society: Policy Themes and Initiatives," *European Business Journal* 9(4):47-52.16.
- Weick, K.E. (2000), "Sensemaking in organizations", Sage, Thousand Oaks, CA, .
- Wirtz, B.W. (2009). "Convergence Processes, Value Constellations and Integration Strategies in the Multimedia Business," *JMM—International Journal on Media Management*, 1(2).

APPENDICES

Appendix I: List of Members of Association of Professional Societies in Kenya

1. Architectural Association of Kenya (AAK)
2. Association of Consulting Engineers of Kenya (ACEK)
3. Association of Land Surveyors of Kenya
4. Chartered Institute of Arbitrators (CIARB)
5. College of Surgeons of East Central and Southern Africa (COSECSA)
6. Computer Society of Kenya (CSK)
7. Geological Society of Kenya (GSK)
8. Institute of Certified Public Accountants of Kenya (ICPAK)
9. Institute of Certified Public Secretaries (ICPSK)
10. Institute of Clerk of Works Kenya
11. Institute of Quantity Surveyors of Kenya (IQSK)
12. Institution of Surveyors of Kenya (ISK)
13. Insurance Institute of Kenya
14. Kenya Association of Radiologists
15. Kenya Dental Association
16. Kenya Institute of Bankers (KIB)
17. Kenya Institute of Building
18. Kenya Institute of Food Science and Technology
19. Kenya Institute of Management (KIM)

20. Kenya Institute of Planners (KIP)
21. Kenya Institute of Supplies Management (KISM)
22. Kenya Medical Association
23. Kenya Society of Physiotherapists
24. Kenya Veterinary Association
25. Law Society of Kenya (LSK)
26. Marketing Society of Kenya (MSK)
27. National Nurses Association of Kenya
28. Pharmaceutical Society of Kenya
29. Society of Radiography in Kenya

Source: APSEA (2008) Accessed from:

http://www.apsea.or.ke/index.php?option=com_content&task=view&id=64&Itemid=96

Appendix II: Questionnaire

Kindly answer the following questions by ticking in the appropriate box or filling the spaces provided.

Part A: General information

1. What is your designation?

Deputy Director []

Finance manager []

Others _____

2. What is your total work experience in years? _____

3. How long have been working in this institution/ association

4. What is your level of education?

High school []

College []

Undergraduate []

Masters degree []

Part B: Factors of Planning

5. Have your institution/ association adopted any strategic plan?

[] Yes [] No

6. If your answer is yes, for how long do the strategic cover in terms of years?

Less than 1 year []

1-2 years []

2-3 years []

3-4 years []

5 years and over []

7. There are some factors that are considered when the planning for the institution. To what extent do you consider the following in you planning process?

1=not at all, 2=little extent, 3=moderate extent, 4=greater extent, 5=greatest extent

		1	2	3	4	5
i) Size of the institution/ association	[]	[]	[]	[]	[]	
ii) Association's goals	[]	[]	[]	[]	[]	
iii) Association's vision and mission	[]	[]	[]	[]	[]	
iv) Government requirements	[]	[]	[]	[]	[]	
v) Competition in the business environment	[]	[]	[]	[]	[]	
vi) Availability of finance	[]	[]	[]	[]	[]	
vii) Availability of professional staff	[]	[]	[]	[]	[]	
viii) Social needs	[]	[]	[]	[]	[]	
ix) Reliability of the institution	[]	[]	[]	[]	[]	
x) Kenya's Vision 2030	[]	[]	[]	[]	[]	
xi) Any other, please specify_____						

8. Do you think that the following external situations are important to consider when planning for the institution's operations?

	YES	NO
i) Labor market	[]	[]
ii) Technology	[]	[]
iii) Economical status	[]	[]
iv) Regulatory environment	[]	[]
v) Social responsibility	[]	[]
vi) Competition	[]	[]

9. You feel that the institution can perform better when some factors are included in the strategic plans of the institution. In your own opinion what would you recommend for the same?

.....

.....

.....

.....

.....

.....

Thank you for completing these questions!