

**THE INFLUENCE OF STRATEGIC MANAGEMENT PRACTICES ON
CORPORATE PERFORMANCE OF SAROVA TOWN HOTELS**

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DECLARATION

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

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

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DEDICATION

I dedicate this research project to my mother, Ms. Mary Ngoiri Mbiyu for parental guidance and giving me a chance to go to school at an early age. I learnt the true value of education. God bless you so much as this far I have come has all been made possible by the sacrifices you made in life for me. To my fiancé Stephen Kariuki for his patience, immeasurable encouragement throughout my education and unwavering support even when I did not deserve it. Thank you for your faith in me and not allowing me to be as ambitious as I wanted but as ambitious as you knew I could become. To my sister and brother-in-law; Lilian and Joseph Kobia, thank you for believing in me. To my newly acquired family; my mother-in-law and father-in-law, Mrs. Jane Mwangi and Mr. Joseph Mwangi, you became a pulse check, always ensuring I am on time with all the deadlines. I appreciate and value your never ending support. To my nieces and nephew, Kendi, Ngoiri and Mbiyu; it is my prayer that as you undertake your studies, this will be a source of inspiration to you all.

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ABSTRACT

The study investigated the influence of Strategic Management Practices on Corporate Performance of Sarova Town Hotels. This study covered various theories that prompted the researcher's thoughts into this research field. The study highlighted literature on strategic management practices and how that influences and is connected to corporate performance. The research design for this study was a descriptive survey design aimed at investigating the influence of strategic management practices on corporate performance of Sarova Town Hotels. The population of the study was four business units namely; Sarova Head Office, Sarova Stanley, Sarova Panafric and Sarova Whitesands where most of the management team were based. Questionnaires were used to collect primary data. The study respondents were from the top management level, middle level management and from lower management level in each organization. Descriptive statistics in form of frequencies, percentages and mean were computed. The study concluded that Sarova town hotels all have a strategic plan that goes through the formulation, implementation, evaluation and control process.

The study revealed that strategic management practices do influence corporate performance of the hotels. In addition the results of the study indicated recommendations to improve corporate performance which involved training of staff, motivation of staff, setting attainable goals and involving line staff in formulation of strategic plans and would enhance corporate performance. The study recommended that the management of Sarova town hotels should take an initiative by using various combinations of corrective strategic measures to combat challenges that the organization faced. This thereby ensured that the formulated strategic plans were properly implemented, evaluated and controlled. The study recommended that the management should formulate an internal policy to guide strategic plans for example, who would be involved in strategy formulation, or follow up on implementation and period required for policy evaluation and the control mechanisms to be used.

ABBREVIATIONS AND ACRONYMS

BPM:	Business Performance Management
CBD:	Central Business District
CPM:	Corporate Performance Management
EFQM:	European Foundation for Quality Management
EPM:	Enterprise Performance Management
GDP:	Gross Domestic Product
KPI;	Key Performance Indicators
PESTEL:	Political, Environmental, Social, Technological, Economic, Legal factors
SBU:	Strategic Business Unit
SGH:	Sarova Group of Hotels
SPSS:	Statistical Package for the Social Sciences
SWOT:	Strengths, Weaknesses, Opportunities, Threats
VAT:	Value Added Tax

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Organizations operate in turbulent environments and change is inevitable since the success determinants of yesterday can be tomorrow's determinants of failure (Kottler, 2003). Organizations cannot exist by themselves and their success or downfall is ever dependent on the relationship between the organization and its environment. Thus, not only do organizations need to be aware of their business environment surrounding it, they also need to understand that the environment around them is ever dynamic. Recent times have seen a storm of massive change, from technological revolutions to globalization, it is a truism that today's successful companies must embrace and adapt to rapid change. It is clear that the status quo is impossible to maintain, once leading and dominant nations and businesses are falling behind in sectors where they were once champions. If an organization will survive, they have to embrace change. Change is a major facet behind strategic management. Companies require strategic thinking and for them to become strategically competitive, they need to evolve good business strategies (Ansoff & McDonnell, 2009).

There are four basic elements of strategic management practices which include, strategy formulation, implementation, evaluation and control (Wheelen & Hunger, 2008). This is also known as the strategic management process. Strategic management practices are influenced by a need for change for organizations, a need for evolution and a need to improve corporate performance. Strategy formulation involves the vision, mission, specific objective setting and core values of an organization. Strategy implementation involves operationalizing the set objectives and goals at the formulation stage. Strategy evaluation and control is about following up on the implementation to identify the working strategies and find out if they reflect the desired results.

Corporate performance management involves the monitoring and management of an organization's performance by evaluating key performance indicators (KPIs) on an individual, project or organization level relative to the established goals and strategies (Kotter, 2011). The

new strategy for most organizational leaders has turned out to be about constantly trying to adapt in an ever changing landscape. For organizations to achieve this, focus should be about looking beyond their competition and their market share to more important questions of survival and sustainability. In such a competitive and dynamic business environment, for outstanding corporate performance, an organization has to implement strategic management practices that are in line with the complexities of a changing landscape. Outstanding corporate performance is highly sought after by all organizations thus making it crucial that adequate strategic management practices are implemented to achieve this. It is therefore important that the appropriate strategic management practices are well thought through before implementation.

Sarova Group of Hotels (SGH) is a well-known organization in Kenya and a leading regional leader in the hospitality industry. SGH like any other organization has had its share of tough times as well as successes. New international entrants in the industry have dipped into the SGHs' market share and the level of insecurity in the country has greatly affected business in the hospitality industry. In addition, other changes such as the inclusion of value added tax (VAT) on employees' portion of service charge has necessitated SGHs to constantly evaluate its strategic practices in order to remain competitive.

The study will be anchored on the Open System Approach Theory which views an organization as an entity that cannot survive on its own since its decisions are influenced by the environment it operates in. The research will also be anchored on Strategic Management Practices Framework, which acknowledges the importance of the various processes of strategic management. Furthermore, the study will be anchored on the Agency Theory in respect to corporate performance.

1.1.1 Strategic Management Practices

Strategic Management is a set of certain decisions or various actions that result in the formation of plans structures to achieve a company's goals and objectives Pearce & Robinson (2007) define. Bakar et al, (2011) define Strategic Management as the making of decisions and adopting corrective actions aimed to achieve an organization's long-term goals. Strategic management practices include strategy formulation, strategy implementation, strategy evaluation and control.

These have in the past studies been seen to influence the competitive positioning of the firm in the industry, thus determine the performance Johnson and Scholes (2009).

Strategic management has key elements or processes or practices that should be followed which include strategy formulation, strategy implementation, strategy evaluation and control. According to Johnson and Scholes (2009), these four elements of strategic management practices are described as strategic management process. This means that there is a certain process that strategy management practice must follow to eventually achieve that goal which the management seeks to achieve. Each part of the process is important and might determine the final outcome. According to Pearce and Robinson (2007), strategy formulation enables the management of an organization to define its overall goals and objectives and the way to accomplish these goals. Therefore, strategy formulation merges the future outlook with the firm's operating environment.

Strategy formulation begins with deciding which business to pursue, the company's vision and mission. Vision is more of how and where the company would like to be in the future while the mission is a firm's intent of existence and its objectives or goal to all stakeholders involved be it the investor, the customer, the employees, the suppliers among others. At this stage, establishing core values is important as this will be part of building the organization's culture. This stage is more about setting goals, objectives, policies and procedures for the future of the company.

Strategy implementation is about putting the strategies into action. It requires firms to devise objectives, motivate employees, establish policies, and efficiently allocate its existing resources to execute formulated strategies. Furthermore, without the implementation of an effective strategy, organizations are unable to reap the benefits of performing an organizational analysis, establishing organizational direction, and formulating organizational strategy. Although important, this phase alone cannot ensure success of the strategies. Strategies at this point have to be broken down into short term activities. Driving the implementation process requires leadership and a lot of commitment to implement strategies Bakar et al (2011).

Bakar et al (2011) state that strategic evaluation and control is about ensuring that the strategy is going as planned and if there are any unexpected plans, the same is managed accordingly. It is a phase that requires information on performance so as to adjust activities as well as goals accordingly.

1.1.2 Firm Performance

Corporate performance or firm performance is the combined accomplishments and failures of an organization. Griffin (2006) describes organizational performance as the ability to acquire and utilize an organization's scarce resources in the pursuit of its operational goals. The performance management of a firm includes monitoring and managing its performance, according to the set key performance indicators (KPIs) on an individual, project or organization level relative to the established goals and strategies Kotter (2011).

It can be measured using various tools. Most notably is the Balanced Scorecard, which is a strategic planning and management framework that takes several organizational viewpoints, other than financial aspects, into account Carolina and Angel (2011). Firm performance measures how well corporate strategies get executed. Corporate performance deals entirely with how the organization strategy is communicated, aligned around, and executed Kotter (2011). By integrating organizational goals, metrics, and projects, your company is aligned around strategic priorities and can focus on the key drivers of the business.

According to Kotter (2011), companies must reassess their corporate mission and reset their strategic goals, to sustain competitive advantage. To compete successfully in a rapidly changing global economy, organizations have to understand how to analyze and communicate business strategy, manage operational and strategic risk while driving breakthrough innovation and performance. The aim of organizations in regards to strategic management and firm performance is to define actions that are in line with the company's strategy and KPIs in order to support strategic decision-making and operational management processes. Parallel to growth, organization and business processes become more complex; and coordination among business units and monitoring goals gain priority. Firm performance management retains the focus on crucial targets that constitute a company's strategy, at each level of the organization. For this reason, it is vital to devise KPIs at corporate, department and individual levels that are in line with overall strategic targets Kotter (2011). Firm performance applies to all businesses whose aim is to make profits. They have to evaluate the return to their investment on capital. This helps the shareholders identify problem areas as well as their cash cows. More so, through performance evaluation, cost control measures are easily picked as well as creating a sense of

responsibility as the overall firm's target trickles down to individuals thus creating a sense of direction. Paladino (2007) states that there are five key principles of firm performance namely: establishing a corporate performance management officer, secondly refresh and communicate strategies, third cascade and manage strategy and finally manage and leverage knowledge. Good performance influences the continuation of an organization as well as raises interest from various stakeholders.

1.1.3 Hospitality and Tourism Industry in Kenya

Kenya has the largest economy in East Africa. Although it is dependent on other industries for its growing economy, the hospitality and tourism industry largely contributes to this growth. The potential for growth in the hospitality and tourism industry has been highlighted by the entry of globally recognized brands such as Radisson Blue and Kempinski. This has both raised the standards within the industry due to the increased competition whilst also attracting international and domestic markets.

Despite the hospitality industry thriving, it has not been without its share of challenges. The major challenge facing the hospitality industry in the recent past has been the heightened threat of terrorism in the region which led to the imposition of negative travel advisories to the country. This resulted in a reduction in the number of tourists visiting the country which consequently impacted on the performance of the hospitality industry. Other threats include the over-reliance on foreign markets compared to the domestic market. This poses a risk to the industry as the domestic market is unable to complement the foreign market in low peak periods. Inadequate infrastructure is another challenge facing the hospitality industry. Despite these challenges, the hospitality industry has proven resilient and its growing contribution to the economy shows its potential. Given Kenya's position as the entry hub of East Africa, the industry is expected to flourish in years to come.

1.1.4 Sarova Group of Hotels

Sarova Group of Hotels (SGH) is not only one of the largest chains of hotels and lodges in Kenya and East Africa, it is also one of the most innovative, offering guests diverse experiences that are simply unforgettable. For the leisure traveler, SGH offers a host of diverse experiences,

wildlife game drives, land and water sports, health clubs and traditional and contemporary entertainment. In addition, SGH offers up-to-date business facilities as well as state-of-the-art conferencing. (Sarova Hotels, 2016). SGH has retained its long-standing distinguished position in the hospitality industry. It prides itself in being among the leading hotel chains in East Africa through its continuous developments and launch of new brands and products. SGH is composed of eight hotels and lodges located in the most suitable luxurious locations in Kenya.

Sarova Stanley, right at the heart of the Central Business District (CBD), accommodates 217 impeccable luxurious rooms in the entire city. Sarova Panafric, located in the serene outskirts of the CBD, accommodates restaurants, 162 guest rooms, swimming pool, and a bar. Sarova Whitesands Beach Resort and Spa, is located in Mombasa in one of the most breathtaking locations along the coastal regions of Kenya and East Africa. Sarova Mara Game Camp, located at the Maasai Mara Game Reserve, accommodates 75 luxury ensuite tents. Sarova Shaba Game Lodge located in the Shaba Game Reserve, accommodates 85 cabins that have a wonderful view of the Ewaso Nyiro River. Sarova Lion Hill Game Lodge, located at the heart of Lake Nakuru National Park, accommodates 64 luxurious rooms. Sarova Taita Hills Game Lodge, located next to Taita Hills Sanctuary, accommodates 62 lavish lodgings. Sarova Salt Lick Game Lodge also located at the heart of Taita Hills Wildlife Sanctuary, accommodates 96 luxurious lodges which are linked by up in the air pathways overlooking the water source (Sarova, 2014). The focus of this research was on Sarova group of hotels, Nairobi units.

1.2 Research Problem

Business as usual is not usual any more due to constant disruption in the business environment. Companies that survive and thrive are those that plan adequately putting smart bets for the future. For companies to be successful they must regularly scan their environment for opportunities and threats, demonstrate appreciation for their own capabilities, and incorporate innovation into their operations Carolina and Angel (2011). Strategic plans should not be static and neither should they be confined to the board room. Locally, we have organizations such as Eveready Kenya and Mumias Sugar that have struggled to adequately adapt to the changes in their business environment through appropriate strategies, thereby impacting on their corporate performance. The hospitality industry is no different. Due to the changing business landscape

through issues such as security, new entrants such as international brands and increased alternatives in the market that requires adequate strategic measures to ensure corporate performance is sustained if not surpassed.

A number of researches have been carried out on the relationship between strategic management practice and corporate performance. According to a research on the influence of strategic management practices on performance of floriculture firms by Maroa and Muturi (2015), strategic management practices generate relevant information thus creating a better understanding of the environment and reduction of uncertainty. They further go ahead and state that the study findings revealed that those firms that had strategic plan, implemented, evaluated and exercised control over their strategies mainly had their financial performance for the last five years being good, and a few of them were performing extremely good (excellent), no firm was performing poorly. Their recommendation was for the floriculture firms' top management to seek input from lower level managers as they were hardly involved.

Nyariki (2013) conducted a research on the strategic management practices, a competitive tool that enhanced performance of small and medium enterprises in Kenya. Her concentration was more on how external factors or forces affect decision making and the strategic plans in the organization. Little concentration has been given to organizations in the hospitality industry. Organizations in the hospitality industry cannot be ignored as the hospitality and tourism industry is the third biggest contributor of the national GDP. This study therefore seeks to bridge this gap and more so intends to involve all carders of managers: top, middle and low level managers, a gap in the studies conducted. This study seeks to understand how one of the leading and premier groups of hotels in the region has adopted strategic management practices that have had a positive influence on its corporate performance.

1.3 Objectives of the study

The objectives of the study are to:

- i. To examine the influence of strategy formulation on performance.
- ii. To establish the influence of strategy implementation on performance.
- iii. To determine the influence of strategy evaluation and control performance.

1.4 Value of the study

The study will highlight if strategic management practices adopted by SGH that have maintained its status as one of the leaders in the hospitality industry amidst a rapidly changing business landscape in the hospitality industry and how that has affected performance. Secondly, the research will shed light on how the implementation of various strategic management practices influence the organization from an operational point of view and the challenges brought about by implementing different strategies. Finally, the study will evaluate how corporate performance is influenced by the strategic management practice adopted by an organization, particularly in the hospitality industry giving focus to the top level, middle level and lower level managers and their contribution to the strategy process.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter assists in drawing information about strategic management practices and corporate performance from various scholars who have explored and researched on the topic. This will be from secondary sources of information such as research project done previously, journals, text books, internet and articles. The chapter will also include strategic management theories as well of different schools of thoughts.

2.1 Theoretical Foundation

There are various theories on strategic management practice as well as corporate performance that will be used to anchor this research. These include the Agency theory, Open Systems approach and Strategic Management process framework.

2.1.1 Agency Theory

An agency relationship is one in which “one or more persons (the principal[s]) engage another person (the agent) to perform some service on their behalf which involves delegating some decision making authority to the agent”. Perhaps the most recognizable form of agency relationship is that of employer and employee. Agency theory is the study of agent relationship and the actions or activity that may arise from it, particularly how the principal and agent relate, while working towards a similar goal. Sometimes their interest may differ. Mostly, literature regarding agency theory will mainly focus on the methods or and the systems—and the activities, repercussions —that may. This main focus is on the principal and agent alignment of various interests. The agent/principal dilemma in a corporate context began as early as the 18th century by Adam Smith and key concepts about the firm, organizations, incentives and company information were developed. This was the only theory until another one emerged in the early 1970s when Ross and Mitnick working on their own separately presented new theories of agency.

Mitnick identified the major problems affecting the agency as the principal's problem; the agent's problem; and policing mechanisms and incentives. The primary problem role was to motivate the agent to act in a manner that favours the principal to achieve his goals. The main agent's problem is the challenges of decisions to act either in the interest of the principal, his own interest, or come up with some sort of compromise between the two if their goals do not coincide. Policing mechanisms are the type of mechanisms and incentives that intend to ensure that the agent's discretion is limited, such as following up carefully on specifically directed tasks. Incentive systems are programmes that offer rewards to the agent for behaving in a manner that pleases the principal's wishes, such as bonuses and increased pay. There is also fear of negative incentives such as demotion. However, policing and incentives create an additional cost factor to the principal.

2.1.2 Open Systems Approach Theory

According to Baestedo (2004), an open systems theory is simply a concept that shows how organizations are strongly compelled by the environment that they are in. An environment consists of other firms that deploy various forces from economic, political, or social pressure. Key resources are also gotten from the environment that sustain the organization and could lead to change and survival. Open system view is such that organizations take inputs which could include material, information, and financial resources from the environments surrounding them and transform them into outputs or maximize on them to work in the organization's favour. According to research done by Muriuki (2015), the open system school stimulated study on organizational environments and associated strategies. As a result, rational and natural system schools began to include environmental factors in their theories. Some experts believe each framework has its own unique value, while other experts tend to emphasize one framework over another.

Modern theories help organization utilize the approach of open systems perspective. There are various open systems. A good example is Baestedo (2004) who states that contingency theorists argue that most organizations are planned in ways that form a strategic best fit with the surrounding environment in which they exist. Institutional theorists on the other had view organizations as a way the societal values and their beliefs are lodged in organizational structure

and conveyed in organizational change. For resource dependency theorists, they view organizations as adapting to the surrounding environment as decreed by the resource providers. Most theories share the same perspective of an organization's survival being dependent on the relationship that exists between itself and the environment.

Open systems theory changes how we understand organizations. Organizations are not independent of their environment. This is the major reason and the need of organization change. Dill (1958) identified four factors in the environment that are relevant for the organizational goal setting and achievement which include customers, suppliers of labour, materials, capital, regulatory group and competitors for both market and resources. This means that if an organization is to remain competitive and achieve its goals, it has to rely its environment. According to Brown (1977) organization depends on the environment to receive inputs which are transformed and supplied as output to benefit the environment.

2.1.3 Strategic Management Process Framework

Strategy involves a lot of strategic alignment meaning that organizational performance in most cases will depend on the consequence of fit between the organization's factors such as its strategy, its structure, the kind of technology it has adopted, the culture, and the environment.

Mintzberg (1994) points out that people use strategy in various ways, the most common of them being that a strategy is a plan or could be defined as a means of getting from one place to another. Strategy could also be defined as a model in actions over time, strategy is positioning; that is, it also reflects on the decisions to offer certain products or services in different markets and that strategy is perspective. Mintzberg argues that strategy evolves with time to accommodate a changing reality. This is because the environment in which these strategies are based keep on evolving as well. Thus, one might start with a particular perspective and decide that it calls for a particular action. This will involve careful planning with the final outcome and strategy displaying in decisions and actions over time.

Porter (1996) argues that for an organization to have a competitive strategy, they have to be different. He adds that it this could means intentionally selecting a different pattern of activities in order to have a distinct or exceptional mix of value. Porter argues that strategy is about

positioning yourself competitively, differentiating yourself and ensuring that your clients perceive you as different. It is about adding value through a different mix of activities that are different from those that have been used by your competitors. Nickols (2016) defines competitive strategy as the combination of the ends (goals) for which a firm is venturing and the means (policies) by which it is determined to get there. Pearce and Robinson (2007) defined strategic management as a selection of decisions and actions that contribute in formulating various plans to achieve a company's objectives. Strategic management was further defined as a concept that pertains making important decisions and taking corrective actions so as to achieve long-term goals of an organization (Bakar et al, 2011).

The strategic management process framework promotes an approach that is systematic to strategy. In strategy formulation, according to Griffin (2006), strategic management is the systematic development of various organizational resources of the functional areas which include financial, manufacturing, marketing, technology and manpower in an effort of achieving organizational goals. He further states that strategy has different levels which include corporate strategy level, competitive or business strategy level and operational or functional strategy level. In the formulation stage of strategy it is vital to conduct a strategic analysis. This is concerned with getting an insight of the different forces that affect the organization and the choices of strategies. It is the first step in the process of choosing the strategy to pursue for the organization.

The next stage is strategy implementation which is critical to an organization's success. It is about operationalizing the strategic document. It involves creating organization structure, developing culture, systems, procedures that help the organization in establishing its competitive advantage and better performance. Leadership is important in this stage to guide the team throughout the implementation process. Finally, a control system is also required. It will equip managers and employees with incentives that motivate as well as give feedback on employees and organizational performance. Excellently formulated strategies will fail if they are not properly implemented. Evaluation of strategy is equally important so as to establish if the strategy is working for the organization or a few adjustments are required.

Corporate strategy is comprised of the decision of what the business intends to be in future. It looks at the vision of the organization. The decision makers at this level are mostly the directors

and top management. Competitive or business strategy level involves product or services that should be developed, customer needs and markets to venture in. This level is about the strategic business unit (SBU). Operational or functional strategy level involves actualizing the strategies developed. Although these levels are prevalent in most organizations, the roles are indistinct and sometimes the decisions depend on the circumstances at hand as well as from one organization to another. Most scholars seem to agree that corporate planning will mostly involve matching organization's activities to the requirements of the organization's environment.

Further, strategy can either be planned, intended or deliberate. It can also be opportunistic, imposed or emergent. Planned, intended or deliberate strategy is the kind of strategy whereby strategy is written down and directed as there is intent to actualize. It is initiated by a central leadership in the organization. For emergent strategies, this involves when there is intent of the strategies by management, they are not written down but happen or are implemented over time. Imposed strategy is about government policies imposition that forces the organization to adjust their strategies, economic forces that are beyond the organization's control. Opportunistic strategy involves an organization taking advantage to changes in its environment and recognizing new skills for opportunity reasons.

2.2 Strategic Management Practices and Corporate Performance

There are various researches that have been carried out on the relationship between strategic management practice and corporate performance. According to a research by Maroa and Muturi (2015), strategic management practices contribute to performance and generating relevant information, creating a better understanding of the environment and reducing uncertainty. They further go ahead and state that, "according to Ofunya (2013) examined the relationship of strategic management practices and firm performance in Post Bank Kenya. The study revealed that the most strategies adopted by Post Bank were to mostly cope with the competitive environment which included vigorous pursuit of reduction of cost, outstanding customer service and operational efficiency.

A study by Mutunga and Minja (2014) on the generic strategies employed by food and beverage firms in Kenya and their effects on sustainable competitive advantage found that on generic

strategies of cost leadership and differentiation, and the accompanying discussion, it was apparent that Kenyan firms specialize in both cost leadership and differentiation simultaneously with exceptional cases of the one firm found stuck in the middle“ not clearly following any strategy. Njiru (2014) outlined that firms that practice strategic management often have a clear objective, a winning formula to attain the objective set and a sound mission statement that is used to guide the organization. The research established that the effect of strategic management is positive, which allow organizations in increasing profits and accommodating their customer’s needs. However, for improvement reasons and the performance, the implementation of strategic management should be conducted properly.

It is quite prevalent from various research that organizations do have strategies, some generic and others very specific leading to evaluation of meeting the organization’s goals. Clarity is however required from most research on the extent to which the various stages of strategic management practices are believed to influence performance from professional experience of the top, middle and lower level management of organization. This is what this study sought to establish.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the research methodology that will include the research design, population, the data collection analysis and presentation methods used in the study.

3.1 Research Design

The researcher will use a descriptive survey of Sarova Town Hotels. The descriptive survey provides a quantitative description of certain trends and opinions including attitudes of a population by studying a sample of that population. This approach is suitable because it will collect comprehensive information.

3.2 Study Population

Burns and Grove (2003) describe population as elements that are used to meet the criteria for inclusion in a study. Population is can therefore be viewed as an entire group of individuals, events or objects having a common observable characteristic. The population of this study is the management in of Sarova Town Hotels which are 3 hotels and the Head Office. The study will take a census approach since the population is not large.

3.3 Data Collection

The study will use both primary data and secondary data collection methods. Primary data is the most informative source of information. The primary data will be collected through a self-administered questionnaire whose recipients will be anonymous. The questionnaire will have a set of open ended questions that allows the respondent to provide information. Questionnaires are useful as they are practical, they can collect large amounts of information from many people in a short period of time and the researcher will also be able to get the results easily and quickly without interfering with the organization's operations. The researcher's secondary source of data collection will be from books, journals, reports, internet and the balanced score cards for the management.

3.4 Data Analysis and Presentation

This is a process whereby data is evaluated using logical reasoning. Data analysis involves checking, cleaning, converting, and forming the data with an aim to emphasize on useful information, proposing various conclusions, and supporting making of decisions where needed.

The researcher will use Statistical Package for the Social Sciences (SPSS) for data analysis as it helps in better data management, has better output organization that will be helpful when analyzing quantitative and qualitative data. The researcher will use graphs, charts, tabulations, textual format, measures of central tendencies and dispersion as a form of data presentation.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.0 Introduction

This chapter presents and interprets the results from data analysis of selected variables. In this study, data was collected from respondents at the Sarova Town Hotels. The information provided was given both in aggregate and categorical formats. The SPSS® Version 20 was used to analyse the data. The chapter is divided into three sections covering background information, data analysis and the relationship between strategic management practices on Sarova Town Hotels' corporate performance.

4.1 Analysis and interpretation

This study made use of descriptive statistics, cross tabulations and the chi-square (χ^2) test for data analysis. In particular, average percentage distributions, mode, frequency tables and graphics were used to present data as shown below:

4.2 Response Rate

This research targeted 37 managers in Sarova Group of Hotels Nairobi units. Out of the target, a total of 31 managers responded to the survey. These respondents represented an 84% response rate. 6 questionnaires were not obtained from the respondents, a 16% response failure. With an 84% response rate, the study had a considerable sample size adequate for the research.

4.3 Socio-Demographic Characteristics

Many socio-demographic characteristics of the respondents were covered as follows:

4.3.1 Gender

In this study, the respondents were asked to report their gender as either male or female. From the total, 19 of the respondents were male (60%) and 12 were female (40%). Figure 4.1 shows the distribution of the respondents by gender.

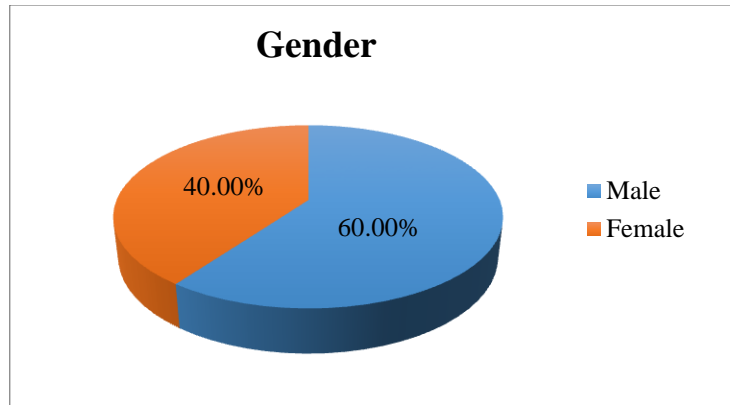


Figure 4.1: Distribution of respondents by Gender

Source: Primary Data

From Figure 4.1, it can therefore be derived that the majority of the respondents were males.

4.3.2 Age

The respondents were asked to report their chronological age in years. According to (Figure 4.2), majority of respondents fell in the 31-40 years age group (47% of the total). This was followed by the 21-30 years age group (27%), 41–50 years (20%), and above 50 years (6%).

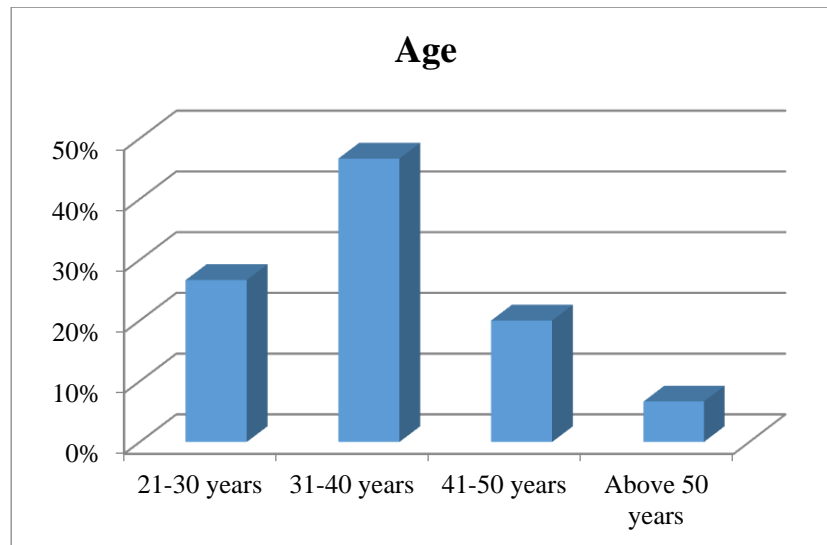


Figure 4.2: Ages of managers of Sarova Hotels Nairobi units

Source: Primary Data

Figure 4.2 shows that most respondents are mainly in the 31-40 years age group, which implies that they have adequate professional work experience.

4.3.3 Education

Education was used as one of the control variables. Respondents were asked to report their highest level of education. The respondents can be classified into three different groups, based on their educational background: College Certificate, College Diploma and University Graduate. Overall, most of the respondents university graduates (60%), followed by college diploma level (33%). Only 7 per cent of the respondents had college certificates. Table 4.1 below shows the distribution of respondents by education level.

Table 4.1: Distribution of respondents by education level

Educational level	Frequency	Percentage
College Certificate	2	7%
College Diploma	10	33%
University Graduate	19	60%
Total	31	100%

Source: Primary Data

From Table 4.1, at least 93 per cent (29) of the respondents had had a college diploma or a university degree. Therefore, from such high education levels of managers, it implies that strategic management practices at Sarova town hotels should have a positive effect on corporate performance.

4.3.4 Length of Service at Sarova Hotels

In terms of length of service, a third of the respondents (33%) had worked at Sarova Hotels for 5-10 years. This was followed by 27% who had worked for more than 10 years. 20% of the respondents had worked for between 3-5 years and 13% for 1-2 years. Out of the total respondents, 7% had worked at Sarova Hotels for less than 1 year. Table 4.2 shows the distribution of respondents by length of service at Sarova Hotels.

Table 4.2: Distribution of Respondents by Length of Service at Sarova Hotels

No. of years worked	Frequency	Percentage
Below 1 year	2	6.67%
1- 2 years	4	13.33%
3 – 5 years	6	20.00%
5-10 years	10	33.33%
Over 10 years	8	26.67%
Total	31	100%

Source: Primary Data

Table 4.2 shows that 60% of the respondents had worked at Sarova Hotels for more than 5 years. This shows that with a greater degree of understanding the organisation from their length of service, managers at Sarova town hotels should be better equipped to contribute to strategy formulation, implementation and evaluation. By so doing this would result to a positive impact on corporate performance.

4.3.5 Management Level at Sarova Hotels

The respondents surveyed in the study were managers from Sarova town hotels. They comprised of top level managers (16.13%), middle level managers (38.71%), lower level managers (25.81%) and supervisors (19.35%). Figure 4.3 shows a representation of the respondents by their seniority in management.

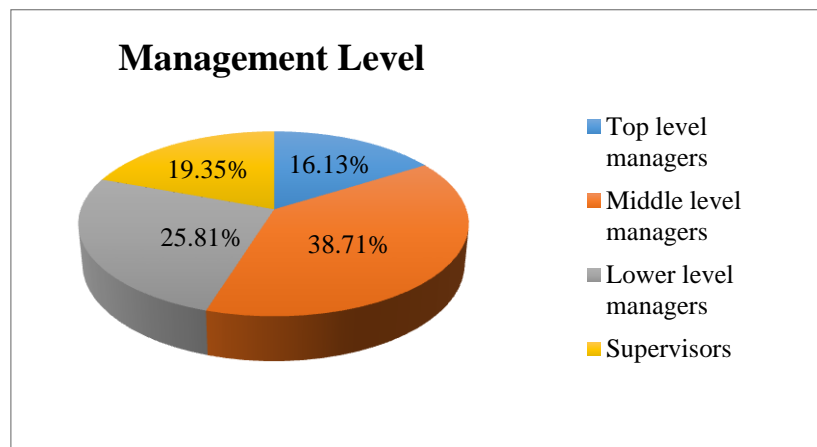


Figure 4.3: Management Level at Sarova Hotels

Source: Primary Data

4.4 Strategy Formulation

4.4.1 Strategy Awareness

From the results obtained, 87% of the respondents indicated that their unit had a strategic plan in place while 13% indicated that they were not aware if there was a strategic plan in place. This shows that the majority of the managers at Sarova town hotels are aware of the strategic plan adopted by the organisation. However, 13% of the managers are not aware if the organisation had a strategic plan. Thereby, it can be implied that some managers were not involved in the strategic planning process.

4.4.2 Review of Strategic Plan

From the study, 80% of the respondents indicated that their hotel unit reviewed their strategic plan after 1-2 years. 13% of the managers at Sarova town hotels mentioned that they reviewed their strategic plans after 3-4 years while another 7% stated they did it after 5 years. This shows that most of the hotel units regularly reviewed their strategic plans after 1-2 years. It also indicates that some hotel units do not take stock of the progress of their strategic plan regularly with 20% reviewing their strategic plans after 3 years.

4.4.3 Responsibility of Strategy Formulation

The study also revealed that the task of strategy formulation is given to top level managers of Sarova town hotels. 87% of the respondents indicated that top level managers are charged with the responsibility of strategy formulation. 67% of the respondents also mentioned that middle level managers were included in the task of strategy formulation. Lower level managers' contribution to the strategy formulation process was stated by 33% of the respondents. Lastly, 27% of the respondents stated that supervisors had an input in strategy formulation. From this study, it reveals the extent to which managers are involved in strategy formulation based on their hierarchy. Top level managers are considered to be the strategy formulators of the organisation while lower level managers contribute less to the strategy formulation process.

4.4.4 Effect of Strategy Formulation on Corporate Performance

This study revealed that managers of Sarova town hotels believed that formulation of a corporate strategy had a positive impact on the performance of the company. 100% of the respondents indicated that formulating a strategic plan influenced the performance of the company.

4.5 Strategy Implementation

4.5.1 Rate of Strategy Implementation

The study showed that 89% of the respondents agreed that their organisation implemented its strategies as planned. 6% of the managers at Sarova town hotels had no idea whether their organisation implemented its strategies as planned. Furthermore, 5% of the respondents had no idea if strategies were implemented according to plan.

4.5.2 Performance of Strategy Implementation Process

From the study, the respondents rated the strategy implementation process as: 20% excellent, 73% good, and 7% average. Therefore, 93% of managers of Sarova town hotels view the organisation's strategy implementation process as above average, which is a positive indicator of the hotel's effective implementation process.

4.5.3 Period of Implementation of Short Term Strategic Plans

The research established that 60% of the respondents indicated that the Sarova hotels implemented short term strategic plans and goals within 3 months. The study also established that 27% indicated that it took the organisation 6 months to implement short term goals while 13% of the managers of Sarova town hotels stated that short term strategic plans were implemented within 12 months. This shows that Sarova hotels implements short term strategic plans with a considerably short period of time.

4.5.4 Responsibility of Strategy Implementation

The study also revealed that top level managers are often in charge of strategy at Sarova town hotels. 80% of the respondents indicated that top level managers contributed to strategy implementation. 87% of the respondents also mentioned that middle level managers were

included in the task of strategy implementation. Lower level managers' contribution to the strategy implementation process was stated by 53% of the respondents. Lastly, 47% of the respondents stated that supervisors had an input in strategy implementation. Table 4.3 shows those charged with the responsibility of strategy implementation based on their managerial roles.

Table 4.3: Responsibility of Strategy Implementation

Category	Number of Mentions	Percentage
Top level managers	25	80.00%
Middle level managers	27	86.67%
Lower level managers	17	53.33%
Supervisors	14	46.67%

Source: Primary Data

This reveals the extent to which managers at Sarova town hotels are involved in strategy implementation based on their hierarchy. Middle level managers are considered to be mostly involved in strategy implementation, followed by top level managers and then lower level managers.

4.5.5 Effect of Strategy Implementation on Corporate Performance

This study revealed that managers of Sarova town hotels believed that effective strategy implementation positively impacted the organisation's performance. All the respondents (100%) indicated that efficient implementation of a strategic plan influenced the performance of the company.

4.6 Strategy Evaluation

4.6.1 Rate and Interval of Strategy Evaluation

93% of the respondents indicated that their organisation conducted strategy evaluation while 7% believed Sarova hotels does not conduct an evaluation of its strategic plans. Moreover, more than half of the respondents (53%) indicated that the organisation evaluated its strategic plans within 12 months. Some of the 40% respondents stated that strategy evaluation was conducted within 6 months while 7% revealed that it was done within 3 months. Therefore, the study shows that

Sarova town hotels conducts its strategic evaluation process often within 6-12 months of implementation.

4.6.2 Challenges of Strategy Evaluation

The respondents of the study highlighted lack of resources as the leading challenge facing strategy evaluation. Some 47% of the managers at Sarova town hotels indicated this was the main challenge followed by employee resistance and an unclear strategy evaluation process each stated by 33% of the respondents. Inadequate trained personnel was considered by most to be the least challenging factor of strategy evaluation, with only 27% of the respondents highlighting it as a challenge. Consequently, the study reveals that lack of adequate resources remains as the main challenge Sarova town hotels faces when evaluating its strategies.

4.6.3 Corrective Measures following Strategy Evaluation

All the respondents of the study stated that the organisation took corrective measures from issues arising following an evaluation of its strategies. This had a 100% response rate. Furthermore, the research also revealed that the most common corrective strategy the organisation undertook was “investing in staff training”, with 73% of the respondents confirming this. This was followed by “increasing funds on productive projects”, which had a 60% response rate. From the respondents, 47% stated “increasing/reducing labour force” as a corrective measure taken by the organisation. Finally, 40% of the managers at Sarova town hotels indicated “suspending less productive projects” as a corrective measure that was undertaken. From this study, it is clear that Sarova town hotels take corrective measures following an evaluation of their strategies. The research also shows that investing in staff training remains as the most common corrective measure.

4.6.4 Effect of Strategy Evaluation on Corporate Performance

From the study, 87% of the respondents indicated that strategy evaluation influenced corporate performance while 13% of them had no idea whether the two were correlated. It can therefore be derived that the process of strategy evaluation is a key process that is fundamental to the performance of Sarova hotels and the hospitality industry at large.

4.7 Organization Performance

4.7.1 Overall Rate of Performance

The response on whether the firms' overall performance had grown for the last five years yielded 87% of respondents indicating that firm's overall performance was good and 13% indicated it was average. The study therefore shows that the overall performance of Sarova town hotels improved over the last five years.

4.7.2 Variables of Organization Performance

The study set out to find out the extent to which the respondents considered the organisation to have grown based on five factors: net profit, sales revenue, employee satisfaction, customer service and increased market share. Table 4.4 shows the results of this study indicating the extent to which Sarova town hotels had grown over the past five years.

Table 4.4: Extent of Growth in Performance Factors

Variable	Minimal Extent (%)	Moderate Extent (%)	Large Extent (%)
Net profit	13.33	73.33	13.33
Sales Revenue	13.33	60.00	26.67
Employee satisfaction	40.00	40.00	20.00
Customer Service	6.67	33.33	60.00
Increased market share	26.67	46.67	26.67
Average	20.00	50.67	29.33

Source: Primary Data

The results of the study show that of all the variables of organisational performance, customer service was considered by most respondents as having grown by a large extent over the last five years. 33.33% of the respondents stated that this variable had grown by a moderate extent and only 6.67% considered it to have grown by a minimal extent. Sales revenue was considered by many (60%) to have grown by a moderate extent, with 26.67% and 13.33% stating that it had grown by a large extent and minimal extent respectively. The study also revealed that 73.33% of the respondents thought that the net profit variable had grown by a moderate extent over the last five years and only 13.33% each considered the extent of growth minimal or large. Employees' satisfaction variable had 40% of the respondents stating it had grown by a minimal and moderate

extent while 20% highlighted it had grown by a large extent. Increased market share variable was considered to have grown by a moderate extent by 46.67% of the respondents and 26.67% by a minimal extent and large extent. On average, the study revealed that the overall organisation performance had grown by a moderate extent in the last five years, with 50.67%.

4.8 Hypothesis Testing

At a 95% confidence interval, four hypotheses were tested by use of Chi- Square (X^2) model at 0.05 level of significance, to establish whether there was any significant level of association between strategic management practices and the corporate performance of Sarova town hotels. Table 4.5 below shows the null hypotheses that were tested:

Table 4.5: Null Hypotheses

Null Hypothesis	Description
Ho:Hypothesis 1	There is no significant level of association between strategy formulation and the corporate performance of Sarova town hotels
Ho:Hypothesis 2	There is no significant level of association between strategy implementation and the corporate performance of Sarova town hotels
Ho:Hypothesis 3	There is no significant level of association between strategy evaluation and the corporate performance of Sarova town hotels
Ho:Hypothesis 4	There is no significant level of association between strategy control and the corporate performance of Sarova town hotels

Table 4.6 below shows the alternate hypotheses that were formulated from the above null hypotheses:

Table 4.6: Alternate Hypotheses

Alternate Hypothesis	Description
H1:Hypothesis 1	There is a significant level of association between strategy formulation and the corporate performance of Sarova town hotels
H1:Hypothesis 2	There is a significant level of association between strategy implementation

and the corporate performance of Sarova town hotels

H1:Hypothesis 3	There is a significant level of association between strategy evaluation and the corporate performance of Sarova town hotels
H1:Hypothesis 4	There is a significant level of association between strategy control and the corporate performance of Sarova town hotels

The results obtained from this test were as shown and summarized under respective hypothesis in Table 4.7.

Table 4.7: Chi Square Test for the Independent Variables and Corporate Performance

Independent variable	Hypothesis	Chi-sq. p-value	Sig. value	Result	Decision
Strategy formulation	Ho:Hypothesis 1	0.727	0.05	.7727 > .05	Ho:rejected
Strategy implementation	Ho:Hypothesis 2	0.506	0.05	.506 > .05	Ho:rejected
Strategy evaluation	Ho:Hypothesis 3	0.727	0.05	.727 > .05	Ho:rejected
Strategy control	Ho:Hypothesis 4	0.569	0.05	.727 > .05	Ho:rejected

At 95 % confidence level, the null (Ho:) hypothesis for each independent variable yielded a Pearson's P-value greater than 0.05. Therefore, the null hypothesis (Ho:) for each of the four independent variables were rejected. Consequently, their corresponding alternate hypotheses (H1:) were accepted indicating that there exists a significant level of association between strategic management practices and the corporate performance of Sarova town hotels.

4.9 Summary of Findings

4.9.1 Strategy Formulation

The study established that Sarova town hotels had a strategic plan and they had a mission and vision statements, organization goals and procedures on policy development in their strategic plans. Additionally, the study findings revealed that Sarova town hotels reviewed their strategic plans within a short interval of time of 1-2 years. As such, the findings revealed that top level

managers were the mostly involved in strategy formulation with the assistance of middle level managers. Further, majority of the respondents indicated that strategic planning and formulation influence organisation's performance. Hypothesis testing established that strategy formulation has significant influence on the performance of Sarova town hotels.

4.9.2 Strategy Implementation

The study established that Sarova town hotels implement strategies as planned. Additionally, on average the study findings revealed that the organisation implemented its short-term goals within 6 months. Middle and top level managers were found to be the most responsible for strategy implementation. The results established that strategy implementation influences organisation's performance. Hypothesis testing revealed that strategy implementation has significant influence on the performance of Sarova town hotels.

4.9.3 Strategy Evaluation

The study findings established that Sarova town hotels conduct strategy evaluation where majority of the firms evaluated their firm's strategic plans within 12 months. Several challenges including lack of resources, employee resistance, and unclear strategy evaluation process were found to affect the strategy evaluation process. As such, the study findings revealed that strategy evaluation influenced organization performance. Hypothesis testing established that strategy evaluation has significant influence on the performance of Sarova town hotels.

4.9.4 Strategy Control

The study findings established that Sarova town hotels do take corrective measure on the strategic management practices by reviewing them, and their strategic control process was satisfactory. Further, the study established that strategy control influences performance to a moderate extent. Hypothesis testing established that strategy control has significant influence on the performance of Sarova town hotels.

4.9.5 Organization Performance

The study findings revealed that strategic formulation, implementation, evaluation and control had a positive impact on the organisation performance for the last five years. From the study, the key variables of organisation performance were: net profit, sales revenue, employee satisfaction, customer service and increased market share. Each of these variables of organisation performance was positively impacted by strategic management practices. Net profit, sales revenue and customer service were considered to have grown by a large or moderate extent owing to the effect of strategic management practices.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key data findings, conclusion drawn from the findings and recommendation made. The conclusions and recommendations drawn focused on the influence of strategic management practices on corporate performance of Sarova Town Hotels.

5.2 Summary

The study found that all Sarova Town Hotels have a strategic plan in place they had a mission and vision statements, organization goals and procedures on policy development in their strategic plans. It further showed that the review of the strategic plans are done at short intervals with top level management taking a lead of being the highest influencers. The study also revealed that study established that Sarova town hotels implement strategies as planned with middle and top level managers being the lead in strategy implementation. The study findings established that strategy evaluation is conducted where majority of the firms evaluated their firm's strategic plans within 12 months. There were several challenges including lack of resources, employee resistance, and unclear strategy evaluation process were found to affect the strategy evaluation process. As such, the study findings revealed that strategy evaluation influenced organization performance.

The study also revealed that there was strategy control and that the process was satisfactory but it influenced performance to a certain extent. In summary, findings revealed that strategic formulation, implementation, evaluation and control had a positive impact on the organisation performance for the last five years.

5.3 Conclusion

Based on the study findings, it was concluded that strategic management practices influences performance of Sarova town hotels. The researcher concludes that the implementation component is vital for evaluation and control to take place since the two components cannot

materialize if implementation has not occurred, that continuous strategy evaluation is necessary for all the implemented strategic plans since evaluations helps identify any deviations, and effective strategic corrective measures ensures that the company is operating effectively and helps to ensure that the strategic plans are in line with the organization goals, and strategic management practices which leads overall business performance. The researcher therefore concludes that strategic management practices had an influence on the performance of Sarova town hotels.

5.4 Recommendations

As per the study finding, the researcher recommends that top-level managers should seek more input from the lower level managers and supervisors when formulating strategy so that the formulated plans are effective and in line with both long and short term objectives of the organization. Finally, the researcher recommends that Sarova town hotels managers should initiate and use a combination of strategy corrective measures to counter the challenges their firms face to ensure that the formulated strategic plans are properly implemented and evaluated.

5.5 Limitation of the Study

Due to the fact that few local studies have been done on influence of strategic management practices on corporate performance, this posed a challenge of the literature used in this study as it was mainly based on developed countries whose strategies could be different from the local situation making it difficult to generalize information obtained from these and compare the same with the Kenyan case. Additionally, some respondents would not want to give the information as they did not want to be perceived as not knowing what strategic management practices was. The other challenge was that the respondents being normally very busy, they may not have found a lot of time to be interviewed. Time limitation made it impractical to include more respondents in the study. This study was also limited by other factors in that some respondents may have been biased or dishonest in their answers. However, the researcher did look for contradictions in the information given and no inconsistency were found.

5.6 Suggestions for Further Research

Further studies should be done on the extent to which strategic management practices influence corporate performance especially in the tourism sector. Additionally, more research should be done on the extent of influence of different level of management to each individual strategy practice so as to ensure that each level maximizes on their ability to influence strategic management practices. This research should also be duplicated to other group of hotels that have town units within the country to compare findings.

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APPENDIX 1

LIST OF SAROVA HOTELS

List of Sarova Hotels	Town Hotel
Sarova Head Office	√
Sarova Lionhill Game Lodge	
Sarova Stanley Hotel	√
Sarova Mara Game Camp	
Sarova Panafric Hotel	√
Sarova Whitesands Beach Resort and Spa	√
Sarova Shaba Game Lodge	
Sarova Taita Hills Game Lodge	
Sarova SaltLick Game Lodge	

APPENDIX 2

LETTER OF INTRODUCTION

University of Nairobi

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Tel: +254 -20- 318262

Fax: +254 -20-2214325

2nd August, 2016

To Whom It May Concern,

RE: QUESTIONNAIRE

I am a student pursuing Master of Business Administration degree at University of Nairobi carrying out a research on the influence of strategic management practices on the performance of Sarova Group of Hotels.

You and other respondents have been selected to take part in this research and any information given will be treated with utmost confidence and shall only be used for academic purposes.

Your cooperation will be highly appreciated. Thank you.

Regards,

Susan Wanjiru Ngoiri

APPENDIX 3

QUESTIONNAIRE

INTRODUCTION

Kindly read the questions carefully and fill out the following questionnaire on the spaces provided. Please tick [√] in the appropriate box or fill in the empty spaces. Please respond to all questions freely and honestly. All the information you give will be treated confidentially. The information will be used to prepare an academic report and will not include any specific names.

Section A: Background Information

1) Indicate the name of your unit

2) Indicate your position and department.....

3) Indicate your gender: Male [] Female []

4) Please indicate your age

21-30 years [] 31-40 years [] 41-50 years [] Above 50 years []

5) Indicate your highest level of education

College certificate [] College Diploma [] University Graduate []

Others (specify).....

6) How long have you been in employment with this firm?

Below 1 year [] 1- 2 years [] 3 – 5 years [] 5-10 years [] Over 10 years []

7) What level are you in management?

Top level [] Middle level [] Lower level []

8) How many employees does your firm have?

Below 100 [] 101 - 500 [] 501 – 1000 [] Above 1000 []

Section B:

a) Strategy Formulation

9) Does your firm have a strategic plan: Yes [] No []

10) Does your organization have the following in their strategic plan?

Variable	Yes	No	Not sure
Vision			
Mission statement			
Well understood organization goals			
Procedure on policy development			

11) How often does your organization review its strategic plans?

After 1 - 2 years [] After 3-4 years [] After 5 years []

12) Who are charged with the responsibility of strategy formulation in your firm? (Please tick if one, or rank them from 1-4 if more than one category [1] being mostly involved person)

Category	Tick Rank
Top level managers	
Middle level managers	
Lower level managers	
Supervisors	

13) Does having a strategic plan influence the performance of your company?

Yes [] No [] No idea []

b) Strategy Implementation

14) Does your organization implement its strategies as planned?

Yes No No idea

15) How would you rate the performance of your company's on strategy implementation?

Excellent Good Average Poor

16) Please indicate on what interval are the company's short-term plans and goals are Implemented.

Within 3 months Within 6 months Within 9 Months Within 12 Months

17) Who are the people in charge of strategy implementation (Please tick if one, or rank them from 1-4 if more than one category .1 being mostly involved person)

Category	Tick Rank
Top level managers	
Middle level managers	
Lower level managers	
Supervisors	

18) In your own view, does strategy implementation influence performance?

Yes No No idea

c) Strategy Evaluation & Control

19) Does your firm conduct an evaluation of its strategic plans: Yes No

20) Indicate the period after which your firm's strategic plans are evaluated

Within 3 months Within 6 months Within 9 Months Within 12 Months

21) What are some of the challenges your firm face when evaluating strategic plans (you can tick more than 1 option)

Employee resistance [] Inadequate and trained personnel []

Unclear Strategy evaluation Process [] Lack of resources [] Others (please specify).....

22) Does strategy evaluation influence performance?

Yes [] No [] No idea []

23) Does your firm take corrective measures on its strategic plans, strategic implementation and evaluation processes?

Yes [] No [] No idea []

24) How would you rate your firm's strategy control process?

Satisfactory [] Neutral [] Unsatisfactory []

25) Does your firm have a strategic control policy?

Yes [] No [] No idea []

26) Indicate some of the strategy corrective measures initiated by your firm (You can tick several or indicate more)

Investing in staff training [] Increasing funds on productive projects []

Suspending less productive projects [] Increasing/reducing labour force []

Others (specify).....
.....

27) According to your knowledge does strategy control have any influence on the performance of hospitality firms?

Yes [] No [] No idea []

e) Organization Performance

28) How can you rate your firm’s financial performance in terms of profitability for the last five years?

Excellent [] Good [] Average [] Poor []

29) Please indicate in the table below the extent in which your firm has grown for the last five years in the areas listed therein. Where;

1-Not at All 2- Minimal Extent 3- Moderate Extent 4- Large Extent

Variable	Extent
Net profit	
Sales Revenue	
Employee satisfaction	
Customer Service	
Increased market share	

30) Apart from strategic issues, what other factors influence the performance of your firm

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Thank you for your valuable feedback.