

**COMMUNICATION AND STRATEGY IMPLEMENTATION IN
TELECOMMUNICATION FIRMS IN KENYA**

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FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
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DECLARATION

I the undersigned declare that this project is my original work and that it has not been presented in any other university or institution for academic credit

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D61/75248/2014

This project compilation has been submitted for the purposes of examination with my approval as University Supervisor

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DEDICATION

This research project is dedicated to my parents who taught me the need and importance of education, an inspiration I most cherish.

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ABBREVIATIONS AND ACRONYMS

CCK-Communications Commission of Kenya

IT-Information technology

ICT-Information and communications technology

RBV-Resource based view theory

SPSS-Statistical package for social sciences

ABSTRACT

The research project aimed at investigating communication and strategy implementation in telecommunication firms in Kenya through the following objectives; to establish the forms of communication adopted by telecommunication firms in Kenya and their effect on strategy implementation and to determine channels of communication used by telecommunication firms in Kenya and how they affect strategy implementation. The research study was based on the following theories of communication and strategy implementation; theory of strategic balancing and resource-based view theory. The strategic balancing theory indicates that an organization's performance is largely influenced by the management characteristics, its systems and values. While the resource based view (RBV) theory indicates that antagonism can be achieved by effectively satisfying customers. Primary data was collected by the use of structured questionnaires. Thereafter, the quantitative and qualitative data obtained from the target population of thirteen telecommunication firms in Kenya was analyzed using Statistical Package for social sciences. The researcher assessed the various forms of communication that are adopted by the telecommunication firms and it was established that verbal communication, non- verbal communication and written communication were the main forms of communication in use. The study further found out that the three forms of communication used in the telecommunication firms were very significant in strategy implementation which is in line with Barret (2002) who stated that the three forms of communication are a crucial aspect of human interactions as well as a prerequisite for any organization or business success. In the research it was discovered that most telecommunication firms in Kenya use written and verbal forms of communication, this is because they enable the message to be passed with minimal misunderstanding. The researcher found out that the telecommunication firms applied the various channels of communication to convey or transmit information at the workplace to a great extent. These channels include, face to face, electronic, mobile, broadcast media and written channels of communication. The findings correspond with Thill & Bovee's (1999) who also observed that these channels were widely used in our lives. The researcher found out that face to face communication and written communication were the most preferred channels, face to face was more popular since it allows interactions hence improving the process of strategy implementation as it allows ambiguity to be clarified and the speaker is in a position to determine if the audience received and understood the intended message.

CHAPTER ONE: INTRODUCTION

1.1 Background Information

Contrary to strategy formulation, strategy implementation seems to attract a small amount of attention in strategic organizational research. This is due to the following reasons that Alexander (2011) established; most people do not take into account strategy implementation owing to a belief that it can be done by anyone while others are not certain of what it entirely involves, its starting point and ending point. Moreover, the number of conceptual models in includes are so limited.

Basing on Beer & Eisenstat (2010), the setbacks that organizations encounter when executing their strategies include lack of communication, lack of enough strategy knowledge that also causes the implementation management to be short of strategy commitments thus leading to a reduced coordination and responsibility sharing. In addition, the organization systems and resources unalignment besides unmanageable environmental factors can also make it difficult to implement strategy.

In line with Peng and Little John (2001), strategy implementations' most important requirement is effective communication. Almost every activity in an organization involves communication, from training to strategy implementation and for that reason, effective communication makes it possible for duties and responsibilities to be well presented to the intended employees in an organization thus ensuring that every member of staff comprehends the organizations strategic vision, its objective and the roles every one of them should play so as to aid in achieving the strategic vision of the organization. The bottom line is that, it's clear that effective communication is an important element in

organization performance as Raper & Wiren (2006) observed. Employees who are able to access comprehensible information in regard to the roles they need to play makes them outperform other employees that have limited or no access to effective communication.

Telecommunication organizations have been driven into the era of up-to-the-minute competitive business atmosphere due to the rapid growth of the internet and information technology Chong & Wong, (2007). There is need for organizations to be informed effectively so as to stay competitive in this ever growing universal business environment which has formed due to communication being liberalized hence remarkable business opportunities. Effective communication during strategy implementation therefore is crucial in the telecommunication industry in Kenya and thus the reason to examine how this process has been undertaken in the Kenyan context.

1.1.1 Concept of Communication

Communication is a process that entails verbal and non-verbal transmission of information where the sender sends the information to a receiver who receives the information through a communication channel. However, during the course of information transmission, the message clarity may also be interfered by communication barriers besides other challenges that come along, for instance, being unable to establish the source of the information that is communicated which happens to be a pre-condition for the success of a program or project. Most of the times, information is transmitted from professionals who don't involve their target audiences during the formulation of such messages thus the information ends up failing to achieve its intended goal as the audience of the information are unable to realize its relevancy in regard to the activities.

As (Tsai, & Hsieh, 2009) explains, for effective communication to be successful, one needs to understand the relationship between the sender, the receiver and the probable barriers that may interfere during transmission of the messages. Furthermore, Tsai, & Hsieh, (2009), states that an organization success which involves employee attitudes and customer fulfillment depends on how effective communication is in the organization. Through effective communication, commitment is improved while employees get stimulated which in turn makes it possible for the organization to achieve its set goals.

In organizations where bi-directional communication and information is shared without restrictions, Tourish (2005) found out that employees in such a working environment tend to have improved job satisfaction well as a sense of belonging. Therefore, managers and organization supervisors need to always give feedback and communicate effectively to their workers which will help maintain a strong communication structure in the workplace.

1.1.2 Strategy Implementation

Strategy implementation according to Gabriel & Kazanjian (2006) involves the improvement of structures and processes in an organization. Implementation on the other hand is a key stage and in the strategy process that cannot be directionless though often times neglected. And therefore being a determinant of performance, there is need to formulate strategies that could trigger greater performance when successfully implemented, Galbraith and Kazanjian (2006).

Strategic planning and implementation should include illustrations of the diverse models that could present the organizations characteristics which will assist the implementation team to develop effective strategies for implementation.

Moreover, the nature of strategic planning is a process that could help companies in identifying potential opportunities. This implies that proper strategy planning is a vital prerequisite for strategy implementation; otherwise, implementation will not take place leading to an organization failure as the employees will not be in a position to work towards achieving the organization's set goals. Therefore, organizations should center their liveliness on realizing and acknowledging the important relationship that exists between strategy formulation and implementation so as to offer job satisfaction besides customer satisfaction and greater profits, Beaudan, (2001).

1.1.3 Kenya Telecommunications Industry

Kenya Telecommunication industry comprises of a number of communication companies that include: Bharti Airtel (formerly Zain, Celtel), Safaricom (Vodafone), Access Kenya, Kenya Data Network, Telkom Kenya (Orange, France Telecom) and Wananchi Online.

According to Waema(2007) these companies though vibrant face a number of challenges,for instance the licensing process which happens to be carried in a sluggish manner and therefore leads to the issuing of unified licenses, there is also increase of competition among the telecommunication companies especially on m-commerce application that is widely explored which has caused the challenge of regulatory requirements in regard to mobile banking and quality of services, average service per user as well as operator capacity

Previously, the body that could be responsible to regulate the Information Technology and issues related to it was unclear, but, since 2006, after the National ICT policy was approved, the Communication Commission of Kenya (CCK) was given the mandate to oversee and regulate the entire ICT sector including broadcasting and IT. In line with Kamau (2008), CCK is an independent body with a vision of enabling all Kenyans to access reliable communication services. On the other hand, it also ensures that Kenya's economy is developed through efficient communication. It performs this mission by regulating and ensuring public participation. Waema (2007) argued that once the CCK mandate is executed, there will be an increase in the development of the ICT sector in Kenya hence quality services.

1.2 Research Problem

Most organizations develop good strategies that could help enhance their competitive advance. However, in as much as the strategies developed are good, many of the organizations find it hard to implement them. According to Speculand (2009), most strategies, most of the time, accomplish less than half of what their sponsors hoped and planned for, with as high as 9 out of 10 strategies failing to implement successfully resulting to an organization failure. The telecommunication industry in Kenya is very instrumental in terms of providing employment opportunities as well as being a great contributor to the country's economic growth. Though the telecommunication firms generate advanced and innovative strategies for implementation, a few out of the 13 telecommunication firms that exist in Kenya successfully implement these strategies.

Miller (2002) found out that 70% of the strategic initiatives developed were unsuccessful thus bringing to the conclusion that the association between strategy and implementation is a complex one. In a research done by McAdam and Hazlett (2011), where they examined the relationship that existed in Local government in England strategy implementation and operations and established that management performance at the strategic level was influenced by the need for compliance as well as the legislations that were emerging.

In Kenya, several researches have been carried out on different aspects of strategy implementation. Teresa (2013), focused on strategic plan implementation in non-governmental organizations in Kenya whereby it was found out that when the availability of resources are aligned with the operational strategies, the success in operational strategy implementation is enhanced in addition to availing the required equipment by the strategic resource distribution systems.

A study by Kandie (2001), on strategic response by Telkom Kenya Limited that mainly focused on the competitive strategies adoption and other strategies that include management, production and operational established that even though Telkom Kenya has taken action on its environment, financial constrains and lack of managerial empowerment negatively affected its capability to respond to changes. This is similar to Muguni (2007), study which also fails to bring out the process that is involved in implementing strategy. Studies have shown that little has been done on strategy implementation impact more especially on telecommunication companies, a gap that this study seeks to explore and provide more insights.

1.3 Research objectives

The following objectives will be addressed by the study;

- i. To establish the forms of communication adopted by telecommunication firms in Kenya and their effect on strategy implementation.
- ii. Influence of the channels of communication used by telecommunication firms in Kenya and how they affect strategy implementation.

1.4 Value of the study

To the strategic managers of the telecommunication firms, the study findings will create awareness on the available effective strategies for creating overall sustained competitive advantage rather than short term that is easily outgrown by competitors. First, understanding of the antecedents of multiple dimensions of strategy implementation that may allow managers to carefully evaluate the trade-offs associated with enhancing strategy implementation. Furthermore, the findings of this study will assist executives of telecommunication firms in evaluating various factors and their fit to strategy implementation process.

To the policy makers and the government of Kenya, the study findings will be vital in formulating policies governing the telecommunication industry. The findings will be useful in understanding exactly what has been going on in the telecommunication industry.

The findings of this study will be significant to academicians in that it will add to the knowledge of the researchers in this field of study. The research findings can be used as a point of reference and source of secondary data on strategic plan implementation. It can also be used to inspire future research on the area of implementation of strategic plans.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Main sections covered in this chapter include; various researches works on communication and strategy implementation, the theoretical framework, forms of communication, channels of communication and strategy implementation, review of empirical studies and summary of literature review and research gap.

2.2 Theoretical Foundation

This part explores selected theories on communication and strategy implementation. The study is guided by the theory of Strategic Balancing and anchored on Resource-Based View Theory.

2.2.1 Strategic Balancing Theory

According to this theory, an organization strategy corresponds to the strategy of an individual to a certain extent. Certainly, Casley and Krishna (2007) agree with this statement and therefore state that the organization's performance is largely influenced by the management characteristics, its systems and values. For instance if two multiple alliances that support each other and compete are formed, there will be a gap that could only disappear when the alliances sway towards the mainstream of poles of disagreement.

In addition, strategic balancing theory includes three models but the study will look at two of its models, the relational model and the deployment model. In the relational model and the deployment model competition forms part and can be subject to alteration between them. This causes one between the models to be mainly cooperative (the

relational model) while the other (deployment model) will be mainly competing Tourish, (2005). It's therefore recommended that organizations take turns in adopting the two strategy models so as to maintain alliance balancing.

Basing on Corboy & Corrbui, (2009), specific improvements should be monitored in a work setting, it is significant for the management intelligent specialists to integrate competitive intelligence activities with business intelligence activities. Intelligence staff should thus perform their roles closely with the marketing staff so that the intelligence work can be performed in a business environment that enables monitoring, analyzing and interpreting the potential risks that may come up. Since intelligence is advancing, reinterpreting it from a theory building point of view and a problem solving angle will be essential for organization development. By using Hammer and Champy's (2003) approach, cooperate intelligent staff are able to point out strategic issues that can be used by the senior management team thus leading to actionable intelligence. In addition, there will be a great significant when individual capabilities are involved during strategy implementation.

2.2.2 Theory of Resource-Based View (RBV)

In the resource-based view theory (Wernerfelt, 1984), to develop a competitive advantage the firm must have resources and capabilities that are superior to those of its competitors. Without this superiority, the competitors simply could replicate what the firm was doing and any advantage quickly would disappear. Resources are the firm-specific assets useful for creating a cost or differentiation advantage and that few competitors can acquire easily, he suggests that when customers are effectively satisfied, then competition is

achieved. This is also supported by international theorists who as well give explanation on how competitiveness can lead to the success and failure of business organizations or even alliances in developing markets, Gupta & Govindaraja (2011)

The resource based view theory therefore is key contributor of an organization's development process, (Currie, 2009). It further argues that an organization 's composition of unique resources which provide the basis for strategy development and revenue. The unique resources are the main drivers that propel an organizations performance regardless of the organization's structures or competitive advantage. Therefore, RBV views a successful firm's strategy as that which is able to sustain competitive advantage.

2.3 Forms of Communication

According to Church (1996), the primary forms of communication can be grouped into three categories: Verbal communication, non-verbal communication and written form of communication.

2.3.1 Verbal form of Communication

Verbal forms of communication involve the transmission of information through word of mouth. Church (1996), states that language consists of sound and body gestures. In developed business settings, this type of communication is very important since majority of speaking involves the interpersonal process. Interpersonal in the sense that communication is through spoken and unspoken messages where ones emotions are expressed. Verbal communication is therefore a crucial aspect of human interactions as well as a prerequisite for any organization/ business success. Being fluent and self-

confident especially when communicating with clients and customers as well as employee will positively impact to the organization's wellbeing (Barret, 2002).

2.3.2 Non-verbal form of communication

In such form of communication, facial expressions, body movement are involved. For instance, when singing or speaking the receiver should pay much attention to the voice tone as well as body gestures and movements which may include raising of hands to relay a message and this are elements of non-verbal communication that could convey more information, Draft & Lengel, (2005) further state that there are various types of non-verbal communication for instance facial expressions which is a result of one or more motions of muscles of the face. These face movements express the emotional state of the individual to observers. However, there are additional on verbal cues that could convey much information since they also make it possible for the receiver to understand the feelings of the message sender. These could be when the message sender crosses his arms or legs, they can also be holding their hands in the pockets or akimbo as well as eye blinking or winking. If these non-verbal cues are observed, the audience could tell more about the emotional state of the message sender.

2.3.3 Written Communication

Written communication is passing information by writing down what is to be communicated. Unlike verbal communication where one speaks through and non-verbal communication that involves the use of body language to pass information, in written communication the messages have to be printed.

Organizations use business communication which is mostly written especially when launching or promoting their (new) products and services offered while also helping the organization to manage the resources available Adair (1997). Organization memos including office notices are types of business communication which management uses to communicate to its employees and customers. In addition, office emails can also be used to send information to individuals or to a number of recipients while printed training manuals could be circulated to every employee whereby they can go through them over and over again contrast to the other forms of communication which are real-time. In addition, written communication can be accessed to many people for instance an office memo can be circulated to every department in an organization and every employee will have accessed the information that needs to be accessed. Secondly, when communicating about the organization products and services, messages can be printed and transmitted through different information carriers and reach a mass of customers and clients which is easier than communicating face to face with each client or customer. Barret (2002) refers to this form of communication as a “one to many” communication

Moreover, written communication can involve more than one person when constructing the message content Barret (2002). Therefore, before the information is complete for transmission, it may take long to be processed which is a contrast to verbal communication which is face to face. Furthermore, written communication is one of the best ways to convey facts rather than feelings. Therefore, organizations should strive to use effective communication while communicating with their customers, stakeholders as well as amongst themselves a move that creates trust and sense of belonging. Organization management with effective communication skills are in a position to move

the organization forward through the power to persuade their business partners and other clients with confidence and clarity elements that make communication an essential part of the business environment (Adair, 1997).

2.4 Channels of communication

Channels of communication are the mediums through which the sender uses to transmit or convey information to the receiver, Thill & Bovee (1999). These channels include: oral medium, electronic medium, written or broadcast medium. These mediums are widely used in our day to day life.

In a business environment, the oral medium of conveying information especially face to face is the richest medium since the message receiver gets to be in a position to understand the message content even by analyzing the non-verbal cues including the voice tone and the facial expressions throughout the communication process. Oral medium of communication employs complex and emotional messages as it allows physical interactions between the message sender and the message receiver. Additionally, the sender is in a position to ascertain if the receiver has received and understood the message content.

Electronic medium of conveying information can be through mobile phones, the internet or other electronic platforms. When confidential information needs to be conveyed to one audience or a selected audience the sender can use the mobile phone as it is interactive and the receiver is in a position to decode the speaker's message along with his or her tone. Thill and Bovee (1999) suggest that, even in organization, this medium of conveying information can be useful as it will save on time that may be used to arrange a

face to face meeting. Similarly, electronic medium of communicating which is inform of email, the internet and other electronic mediums can also be used to convey information to an individual or a group and to the extent a mass of people. This mode of communication is less personal but more resourceful. The sender while using the electronic medium to convey information needs to be as careful as possible while formulating messages. Therefore, messages should be clear and precise so that the receiver can be in a position to interpret the message.

In an organization, written communication is mostly preferred; organizations print out memos, notices and send emails out and within the organization. This medium enables recipients to follow up in case they need further clarification about the message. Another form of electronic medium of conveying information can be through the broadcast media which includes TV, radios where the message sender wants the message to reach a mass audience. For instance when an organization comes up with new products and services, the medium could be the best one for the purpose of promotion and advertisement.

2.5 Strategy Implementation.

A strategy is a game plan that an organization adopts to gain competitive advantage. With no strategy, decisions made could have negative influence on future outcome. Ansoff & Mc Donel (1990) define strategy as to instrument that assists an organization to manage risks that it may encounter. Baker (2007) on the other hand referred to strategy as the outcome of the planning activity, a process that if organized to foresee the organization's future activities in order for the organization's missions to be realized. The people who drive strategy in organizations are seen to be visionaries, the entrepreneurs and innovators. They are those who take risks and try new ways of doing things.

A well formulated strategy requires to be implemented in order to realize success. As Bantel (2001) argued, the implementation process is an essential stage in an organization since it determines the performance of the organization. Strategy implementation also involves turning the formed strategy into an action with the aim of realizing the strategic objectives put in place by the organization. In addition, when the formed strategy is translated into action, the organization is in a position to perform better and consequently have a competitive advantage over the other firms that haven't successfully implemented their strategies, (Beer & Eisenstat, 2010).

Though organizations assign exceptional and significant organization development structures and tasks to their employees as well as providing information in regard to how the roles and tasks can be connected so as to exploit competence and satisfy business customers, these business structures and tasks are not adequate in themselves to stimulate employees (Alexander, 2011). However, if an organization puts in place a control system that could be used in strategy implementation, the control system will provide organization managers with motivational incentives for their employees besides providing feedback in regard to the performance of both employees and organization, (Beaudan, 2001).

As stated earlier, even a well formulated strategy is bound to fail if not appropriately executed, and for that reason, organizations should ensure that there is stability between strategy and organization's structure, (that is, the resource allocation structure, incentive structure, process and support structure). Many managers and employees in organizations encounter risks during strategy implementation; they include formation of new power relationships as well as other groups both formal and informal whose characteristics may

be unknown. The change in status and formation of new roles and tasks may create confrontations between the managers and the employees. Therefore, without a better strategy formulation mechanism, it will be difficult for the management to come up with effective strategy implementation. Currie (2009) hence argues that a business strategy will be difficult to succeed without an effective implementation mechanism. Basing on Forman and Argenti (2005), organization structures is an essential part of strategy implementation. This is in line with Currie (2009) study that found out that when the strategy structure is properly aligned, innovative and successful implementation of strategies becomes successful. Therefore, during implantation, organization structures need to be aligned so as to allow room for strategy implementation. The alignment of organization structures should therefore be in a way that allows the strategy to be implemented to cover all the organization dimensions or operational levels so as to achieve effective strategy delivery.

As also said earlier, the strategy control system should also be in place so that it can help measure and monitor the strategy implementation process. Monitoring is important since it will enable the organization managers to spot any deviations and come up with corrective measures on time. Additionally, the business strategy implementers' commitment and shared understanding is significant as it will lead to successful strategy implementation. Contrary, commitment without shared commitment will bring about strategy implementation failure due to counter effort that may arise. This will in turn affect the performance of the organization. Rapert & Lynch (2006) clearly states that the management level should have a mutual understanding with the operational level so that overall strategy implementation can be effective. This implies that the middle

management and top management have to consult one another during the strategy development stage since strategy management requires full support and commitment from both (Heracleous, 2000).

2.6 Research Gap

Different researchers have contributed in topics relevant to this research for instance, in England, McAdam Walker and Hazlett (2011), sought to examine how strategy implementation was related to the local government operations improvement attempts where it was established that measurement of performance and management especially at the strategic level is often influenced by legislation and compliance issues rather than the need to improve the efficiency of service delivery.

Yang (2008) sought study the factors that influence strategy implementation where it was found out they are many theories that involve the implementation of a strategy. These theories include: organization theory the expectancy theory, the theory of social learning and social system as well as the agency theory.

In Kenya, some researchers have carried out research on different aspects of strategy implementation, for example, Teresa (2013), did her research where she focused on strategic plan implementation in non-governmental organizations in Kenya. In her research, operational strategies were found to be aligned with the availability of resources in an organization and were enhancers of achievement during the strategy implementation on operational level. Moreover, resource allotment mechanism was seen to be the ones that were availing the required equipments during strategy implementation.

Another researcher, Kandie (2001), sought to investigate the strategic responses involved in a competitive environment which focused on Telkom Kenya Limited where it was established that though Telkom Kenya firm responds to its strategies, some factors seem to affect its efficiency in regard to its capacity to respond to the changes. These factors include: financial constraints and the lack of managerial empowerment of the employees. Kandie's study focused mainly on the competitive adoption among other strategies that were obvious, for example, the management strategies, operational and the production strategies. Similarly, Muguni (2007) based his research on the role that the executives play when developing and implementing strategy. In this study, he compared the Kenya Commercial Bank and the National Bank of Kenya though he did not include the process that is involved during strategy implementation.

On the other hand, Abok, (2014), sought to know the type of factors that are significant during strategy plans implementation in an organization and his study was specifically on non-governmental organizations in Kenya. In his study, it was established that the organization culture, the management style, the stakeholders and available resource were the main factors that affected effective strategy implementation. However, the study also found out that Communication though essential, it didn't have a strong magnitude compared to the other factors. Abok therefore concluded his study outlines the above factors as the ones that impact on the implementations strategic plans. Basing from above discussions, none of the the researchers has researched on communication and strategy implementation in Kenya with a focus on telecommunication firms.

2.7 Summary of Literature Review

Several scholars have studied the concept of communication and strategy implementation. McAdam, Walker and Hazlett (2011), sought to examine how strategy implementation was related with the local government efforts. Yang (2008), Yang (2008) sought study the factors that influence strategy implementation while Teresa (2013), focused on strategic plan implementation in non-governmental organizations in Kenya, On the other hand Kandie (2001), research was based on Telkom Kenya limited's strategy response in a competitive environment. Muguni (2007), examined, the kind of roles that the executives play in development and strategy implementation. Abok, (2014), sought to know they type of factors that are significant to the effective implementation of strategy plans in an organization.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Detailed end to end processes of research methodology starting with the research design and ending with the data analysis methods that were used are contained in this chapter.

3.2 Research Design

In research design, the researcher employed descriptive research design since it gives room for collection of data that demonstrates relationships and describes environment as it is. Cooper and Schindler (2003), argues that descriptive design is best suitable in situations where a study intends to illustrate the attributes of particular groups or individuals with certain traits and come up with predictions. In line with this, it helps monitor data in an orderly manner free from manipulation, implying that the researcher lacks direct power over the independent variables since their appearance is already in place and they cannot be influenced, Mugenda and Mugenda (2003).

3.3 Population

Population could be described as a group of things that are being examined, (Patton, 2002). Target population therefore is a particular set of population that information is sought from. Therefore, this study targeted all the 13 telecommunication firms located in Kenya as per the CCK (2014) report.

3.4 Data Collection

In effecting this study, various methods were employed in collecting data. That is, secondary and primary methods, where the primary method involved use of self-

administered structured questionnaires. They were dropped and picked from the respective strategic managers and communications managers or their equivalent of the thirteen firms. Questionnaires were used so as to get first-hand information on the topic from the target population as it allows consistency of questions asked as well as warranting compatibility in terms of responses, Cooper and Schindler (2003). Moreover, confidentiality was highly maintained and the respondents had enough time to interact with the questions before they submitted their answers. On the other hand, secondary data used in the literature review was obtained from various written reports from different scholars and where applicable, from the telecommunication firms' reports.

3.5 Data Analysis

Data analysis involved an analysis of the quantitative and qualitative data obtained and subjected to the Statistical Package for Social Sciences (SPSS) for accurate results that are descriptive in terms of frequencies and standard deviation. This package is essential when doing a scientific study since it helps in making sure that the entire data relevant to the study is analyzed so as to make considerable distinctions a report is generated. Besides, initiated reasoning is used in this process where themes emerge due to the researcher's extensive scrutiny and invariable assessment (Patton, 2002). Thereafter, the analyzed data was tabulated in respect to the data generated.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter interprets analysis and presents the data collected throughout the study. The interpretation and analysis follows tabular presentations of the interview results from the primary data that was collected from 13 respondents drawn from the existing telecommunication companies in Kenya. The study having employed the use of qualitative and quantitative data, specific process was used to analyze the findings basing on the research objectives in the subsequent sections. Within each figure used, a brief explanation will follow hence making the research comprehensible.

4.2 Section A: Demographic information

The research sought this information as this was significant in determining the respondent's profile and their ability to provide reliable information. The study involved the 13 telecommunication firms in Kenya; Access Kenya Group, Africa Online, African Mobile Money, Bharti Airtel, Finserve Africa Limited, Inter-Connect Ltd, Jambonet, Kenya Data Networks, Kenya Internet Exchange, Kenya Posts and Telecommunications Corporation, Mobitelea Ventures Limited, Safaricom Ltd and whereby a representative from each of the firms took part in the study. 13 completely filled questionnaires were returned representing a 100% response rate, implying that the information obtained is reliable and hence significant to the study as it will enable the research to establish how the forms of communication affect the success of strategy implementation in the telecommunications industry.

4.2.1 Respondent's Representation

The research study considered the number of years the firms had been in operation as well as the departments from which the respondents work hence the following observations.

Figure 1: Number of years in the firm

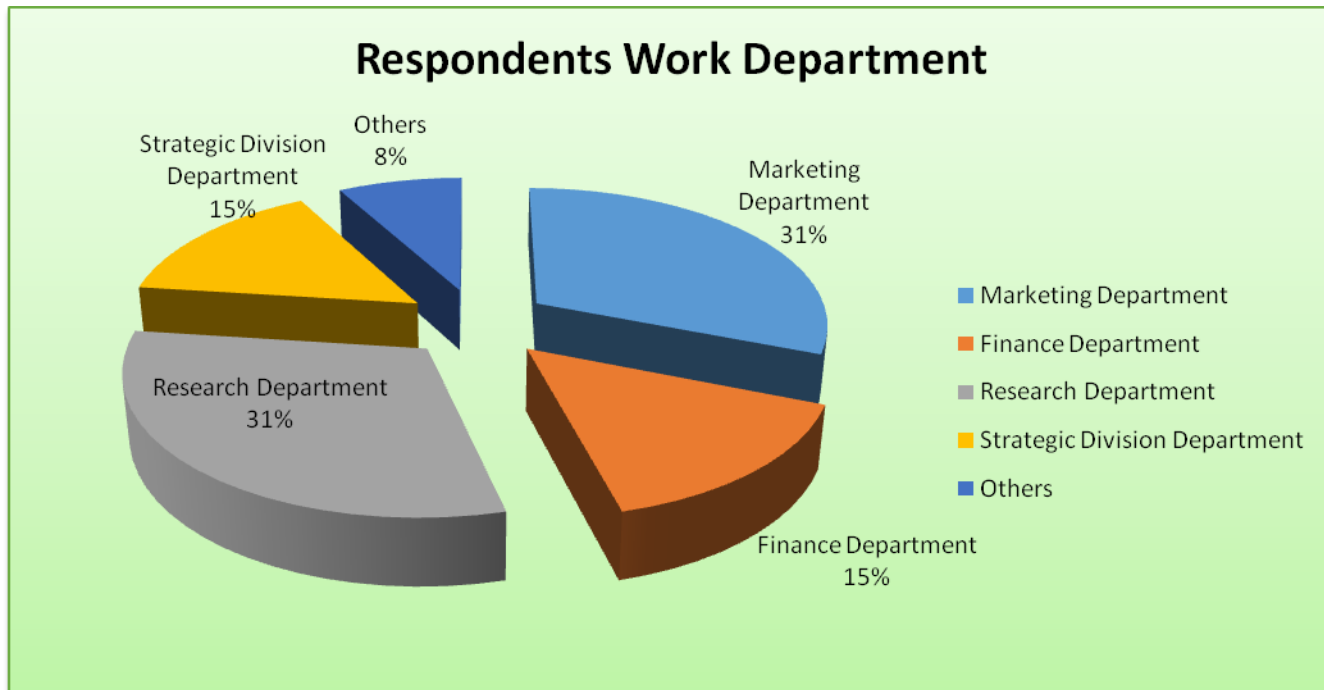


Source: Research Data 2016

From the figure above, it can be observed that the majority of the telecommunication firms have been in operation between 16 – 20 while 3 of the firms had operated for 20 years and above. The rest had operated between 0 – 5 years. The diversity of the Telecommunication firms' operation years meant a perfect comparison in regard to continuity and experience and success.

This was a significant element that helped the researcher to examine how the use of the different forms of communication had affected each organization's strategic implementation success throughout the period they have operated.

Figure 2: Respondents work department

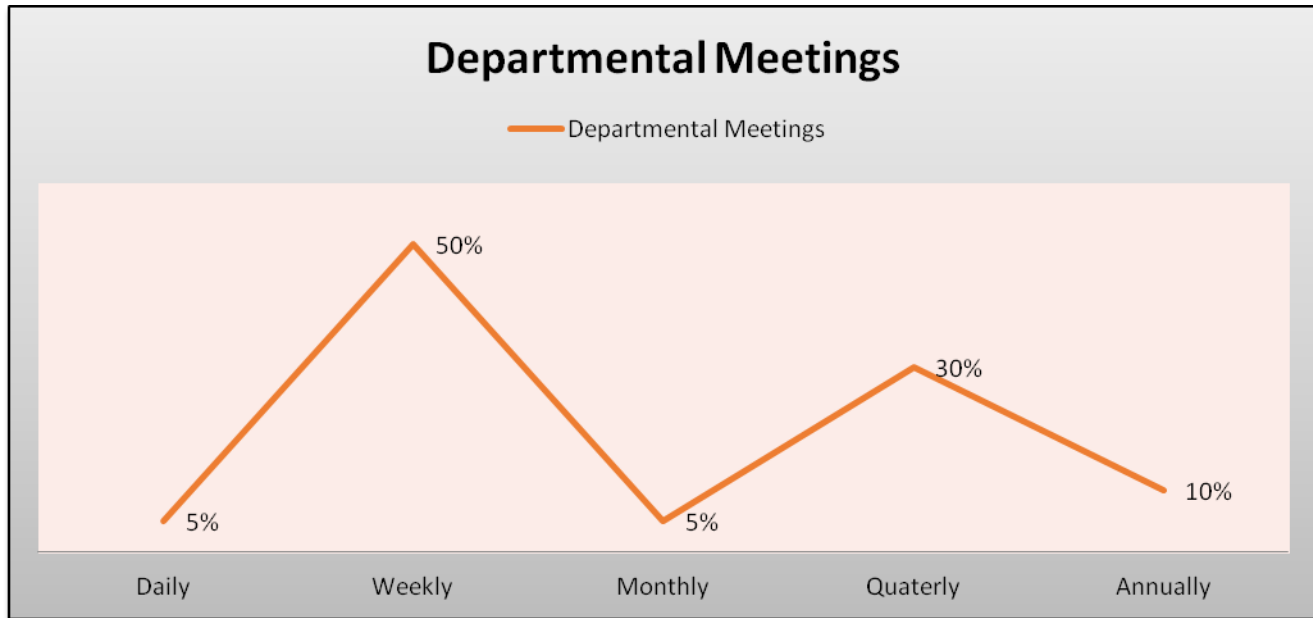


Source: Research Data 2016

From the results above, it can be observed that the study sought the assistance from reliable sources from the firms' different departments. For instance, as represented, 31% were from the Marketing department, 15% from the Finance department, 31% from the research department and was similar to the 15% that were from the strategic Division Department while 8% was drawn from the firms' other departments. This observation implies that the research involved almost all departments in the firms thus it could be said that the study cuts across all the operating departments in the firms hence presenting data that is viable and unbiased.

The study also sought to establish how often the telecommunication firms hold their departmental meetings and the results are presented in the figure below.

Figure 3: Departmental meetings

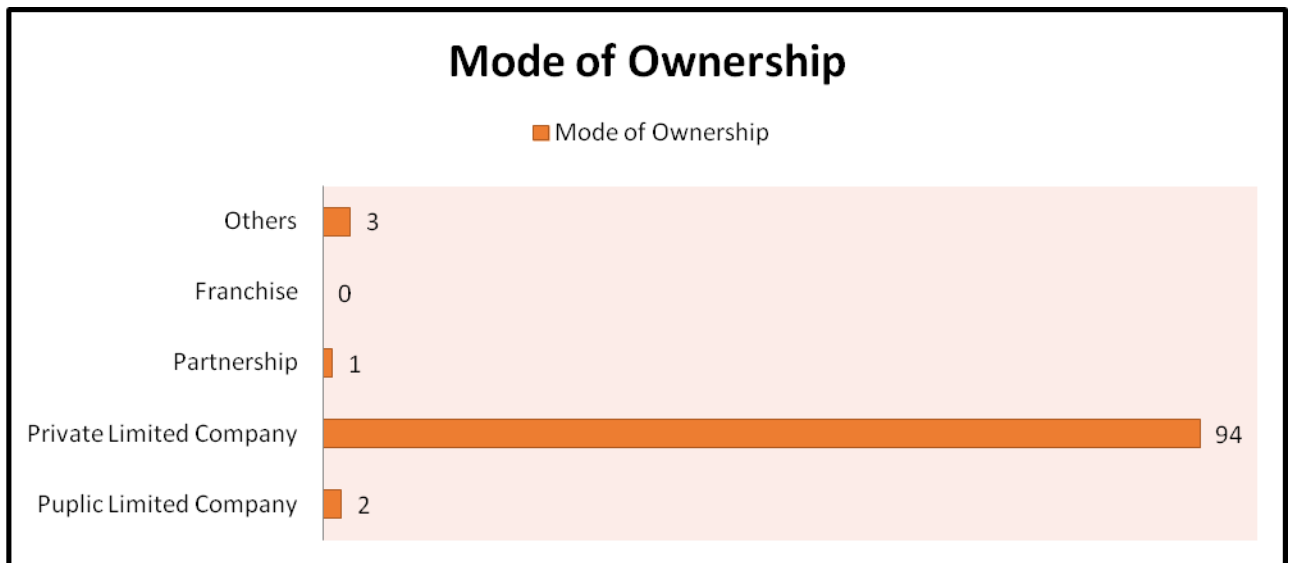


Source: Research Study 2016

The study found out that most of the departmental meetings were held on a weekly basis which was represented by 50% of the respondents. While some respondents indicated that they held their meeting 5% daily, 5% monthly, 30% quarterly and 10% annually. Implementing a strategy is sometimes a complex process. It was further noted that employees through this meeting have the opportunity to participate in the decision making process, monitor strategy implementation process, scrutinize reports and review them and present their opinions. Through establishing how often the firms held their departmental meetings, the study was able to ascertain the level of use of the different forms of communication.

The research also considered the mode of ownership of the telecommunication firms and the results were as presented below.

Figure 4: Mode of ownership



Source: Research Data 2016

From the above figure, it can be observed that most of the telecommunication firms in Kenya as well as the ones selected for the study are private limited companies represented by 94%, followed by 3% others and 2% Public Limited companies, the rest represented by 1% being partnerships. This was important to the researcher as it helped determine the differences that may exist in different types of ownership in regard to the forms of communication and the success of strategy implementation. The difference noted were that private limited companies' communication strategies are relatively better than the ones employed in public limited companies, for instance, the researcher realized that private telecommunication firms offer varied services that satisfy their clients' needs and hence having marketing strategies that are more competitive. Further, the researcher deduced that private companies aggressively and effectively use the different forms of

communication during their strategy implementation, for instance through customer value proposition hence leading to the firm’s strategy success.

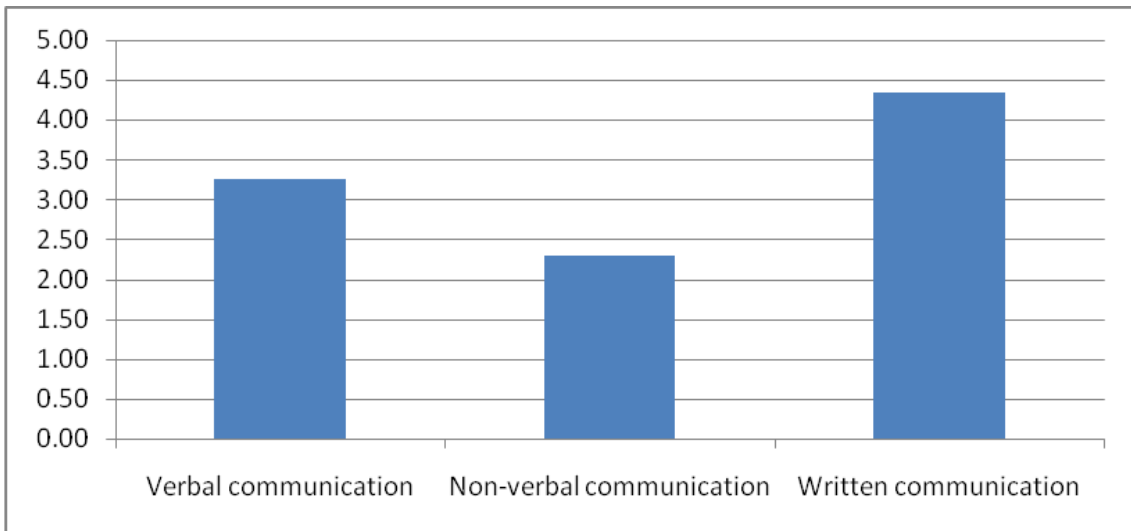
4.3 Section B: Forms of Communication and Their Effect

The research sought to establish this by answering the question as to what extent do the firms apply each of the forms of communication during strategy implementation. The respondents were supposed to rate the extent to which they use these forms of communication by use of a 5-point scale where; 1=Not at all, 2= Little extent, 3=Moderate extent, 4=Great extent 5= Very great extent: The research noted that the three forms of communication were used on a daily basis by the respondents during strategy implementation and table 1 below presents the findings.

Table 1: Forms of communication

Forms of Communication	Mean
Verbal communication	3.25
Non-verbal communication	2.30
Written communication	4.33

Source: Research Data: 2016



Source: Research Data: 2016

Drawing from the results above, it can be observed that the telecommunications firms in Kenya employ the three forms of communication to transmit information to their employees and clients. It was noted that most of the firms use written form of communication, followed by verbal communication and lastly non-verbal communication. Written form of communication is popular because it does not create any misunderstanding when delivering the message, unlike non-verbal communication, where the receiver can interpret the message in any other way apart from the intended one. Therefore, as the firms effectively use these forms of communication, strategy implementation becomes successful, because once the message is delivered to the employees in a way they can understand, it will motivate them so as to work towards realization of the firm's goals. However, if these forms are not effectively used, the strategy implementation is bound to fail since communication would not reach the employees of the organization, therefore they can not be able to deliver on that which they

are not well informed about. This analysis was very necessary since it leads us to the second element of the extent to which these forms of communication affect the success of strategy implementation. The researcher observed that all the three forms of communication were applied during strategy implementation.

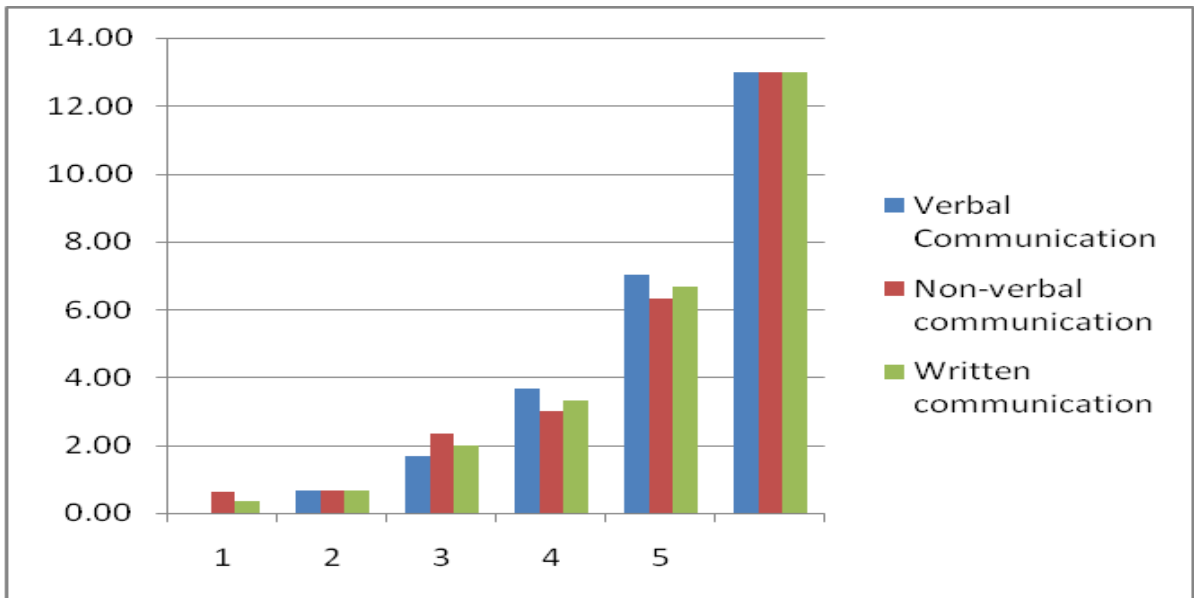
4.3.1 Extent to which the Forms of Communication affect the success of strategy Implementation.

To obtain these findings, the study was guided by the question as to what extent does each of the following forms of communication contribute to the success of strategy implementation. As well, the respondents were supposed to rate the extent to which they use these forms of communication by use of a 5-point scale where; 1=Not at all, 2= Little extent, 3=Moderate extent, 4=Great extent 5= Very great extent: Their effects were as shown in the table below.

Table 2: Extent to which verbal communication affects strategy implementation

	1	2	3	4	5	
Verbal communication	0.00	0.67	1.67	3.67	7.00	13.00
Non-verbal communication	0.64	0.68	2.33	3.00	6.33	12.99
Written communication	0.33	0.67	2.00	3.33	6.67	13.00

Source: Research Data 2016



Source: Research Data 2016

The study established that the forms of communication affected strategy implementation to a very great extent. The mean scores were obtained from the three elements of strategy implementation, which were: when what has to be done is stated clearly, when implementers had an understanding of what to be done and when good communication system for monitoring implementation is in place. All the forms of communication enabled the strategies to be implemented successfully, when all the elements of strategy implementation were met.

4.4: Section C: Channels of Communication and Their Effect on the Success of Strategy implementation

Table 4: Channels of communication

Channels of Communication	Mean
Face to face	2.82
Electronic	1.96
Mobile	2.07
Broadcast media	1.83
Written	2.60

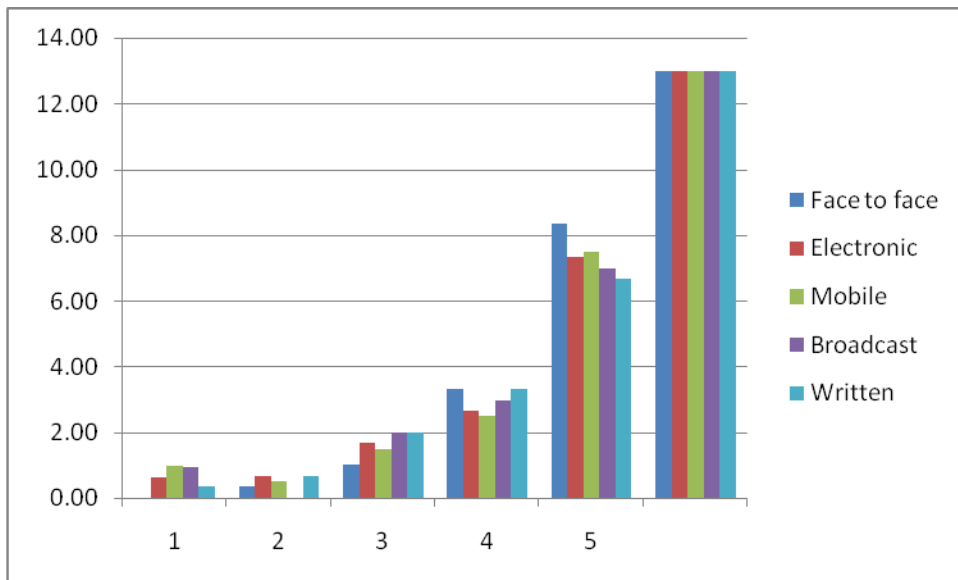
Source: research Data 2016

Drawing from the results above, the researcher found out that the telecommunication firms applied the various channels of communication to convey or transmit information at the workplace. These channels include, face to face, electronic, mobile, broadcast media and written channels of communication. It can be observed that the telecommunications firms in Kenya employ different channels of communication to transmit information to their employees. It was noted that most of the firms use face to face communication, it was the most preferred channel of communication since it allows interactions hence improving the process of strategy implementation as it allows ambiguity to be clarified and the speaker is in a position to determine if the audience received and understood the intended message.

Table 5: The extent to which the following channels of communication contribute to success in strategy implementation.

	1	2	3	4	5	
Face to face	0.00	0.33	1.00	3.33	8.33	13.00
Electronic	0.64	0.68	1.67	2.67	7.33	13.00
Mobile	0.97	0.52	1.50	2.50	7.50	13.00
Broadcast	0.95	0.03	2.00	3.00	7.00	13.00
Written	0.33	0.67	2.00	3.33	6.67	13.00

Source: research Data 2016



Source: research Data 2016

The study established that the channels of communication affected strategy implementation to a great extent. The mean scores were obtained from the three elements of strategy implementation, which were: when what has to be done is stated clearly, when implementers had an understanding of what to be done and when good communication system for monitoring implementation is in place. All the channels of communication enabled the strategies to be implemented successfully when what has to be done is stated clearly, when implementers had an understanding of what to be done and when good communication system for monitoring implementation is in place.

4.5 Discussion of the findings

Section A: Demographic information

The study involved 13 telecommunication firms whereby different departments were involved and credible data was obtained, this was essential since organizational structures are critical parts of strategy implementation. This was suggested by Currie (2009) in his study where it was found out that when the structure of strategy is properly aligned, innovation and successful implementation of strategies becomes successful. It is through these organizational departments that most of the organizational communication is conveyed.

Section B: Forms of Communication and Their Effect on the Success of Strategy Implementation

The researcher assessed the various forms of communication that are adopted by the telecommunication firms and it was established that verbal communication, non-verbal communication and written communication were the main form of communication in use.

The results from the findings indicated that the three forms of communication were significant in strategy implementation. It was found out that face to face applied to strategy implementation to a very great extent, confirming that people were more comfortable in explaining strategy implementation face to face and clarifying issues so that everyone feels part of the process. In sharp contrast, written communication was not as effective as compared to the other channels of communication employed by the telecommunication firms. As far as success in strategy implementation was concerned, the above forms of communication were very important. In fact, the study was in line with the findings of Barret (2002) who stated that the three forms of communication are a crucial aspect of human interactions as well as a prerequisite for any organization or business success. Firms with effective use of the communication forms were found to be in a position to successfully implement their strategies compared to the ones that did not effectively employ the use of the three forms of communication. Most respondents noted that it's through this meeting that their respective firms communicated to them the strategies and how they should implemented which, according to Adair (1997) is an essential part of the business environment.

The study further sought to examine the extent to which these forms of communication affect the success of strategy implementation and it found that each other forms of communication have their effects, for instance Verbal communication was found to reduce confusion and misunderstanding and hence, when used, strategy implementers are in a position to understand well what has to be done. In addition, the researcher realized that when senior managers, verbally communicated to the lower management and staff, this form of communication improves their relationships and feedback is provided and it

motivates the employees to participate in a strategy implementation process with confidence which according to Barret (2002) impacts positively to the organizations, wellbeing hence the success in strategy implementation.

In regard to non-verbal communication, the researcher established out that, they indicated the feelings of the sender and one has to pay attention to the sender of the non-verbal cues so as to understand whatever is being expressed, an observation also made by Draft et al (2005). The respondents further noted that nonverbal communication affected strategy implementation depending on the non-verbal cues expressed, the researcher hence noted that when negative non-verbal cue were expressed, it brought out about the conflict and strategy implementation is bound to fail. It was also noted that positive, non-verbal cues between employees and management, increased morale and hence had a positive impact on the success of strategy implementation.

Written communication on the other hand was also found to affect the success of strategy implementation in the sense that, if information is not clearly communicated, the strategies implementers will have difficulties understanding the strategy and therefore implementation will fail. The researcher deducted that too much written communication is ineffective for instance, if it has the same information over and over again. Employers could end up ignoring it and hence some important elements included in the written communication in strategy implementation may be left out, hence leading to strategy implementation failure even when good communication strategy is put in place to monitor the implementation.

However if written communication is effectively communicated and what need to be done is stated clearly besides implementers having a good understanding of what to

implement and the implementation monitor system is in place, then the strategy implementation will be very successful. The researcher thus found out that most firms widely use written communication to communicate to their employees and clients which matches Adair (1997) who found out that organizations use business communication which is mostly written especially when launching or promoting their (new) products and services offered while also helping the organization to manage the resources accessible.

Furthermore, the researcher deduced that written communication conveyed information that was full of facts rather than feelings and the best used to state strategy plans and objectives in a clear and precise manner thus creating trust among stakeholders and themselves. However, written communication could also be used to persuade especially during a launch of a firms products and services, this maybe in the form of the customer value proposition and hence successful strategy implementation. This also Matched Adair (1997) observation that effective communications have an impact on the business through the impact that they have created in their customers while consequently leads to the success of the firms' strategy implementation.

Section C: Channels of Communication and Their Effect on the Success of Strategy Implementation

The researcher found out that the telecommunication firms applied the various channels of communication to convey or transmit information at the workplace to a great extent. These channels include, face to face, electronic, mobile, broadcast media and written channels of communication. Face to face channel stood out as the preferred channel of communication followed by electronic channels. The findings correspond with Thill & Bovee's (1999) who also observed that these channels were widely used in our day to day

life. The respondents indicated that they enjoyed this channel for interaction among staff members and the firm's management could reduce fear as well as change resistance. It was further established that electronic channels of conveying information sometimes could involve sending information through mobile phones, the internet and other electronic platforms and could also be useful during strategy implementation since it saves time that may be used to arrange face to face meetings. Similarly, Thill (1999) further found out that electronic channel can also be in the form of email communication, the broadcast media, which includes TV, radios, especially when the firms comes up with new products and services and need to advertise them, an observation noted by the researcher. However, the research also established that while every channel of communication can be effective in information delivery, communication significance determines the channel of transmission.

In regard to the effects of these channels of communication and the extent to which they affect the success of strategy implementation, the research found out that face to face channels of communication allows interactions and hence improved the success of strategy implementation since it allows ambiguity to be clarified and the speaker is in a position to determine whether the audience received and understood the intended message. For a manager, being aware of a staff's emotions and his understanding is very significant for the success of strategy implementation since this channel of communication can influence and change people impression.

The finding also revealed that electronic media was majorly used when the firms needed to address a large audience for example during a launch of a new product or service as this channels allows visual enhancements hence appealing to the audiences and leading

to success in product marketing which is a clear indication of successful strategy implementation. In addition, the researcher found that written communication maybe conflicting if used together with non-verbal communication that is inconsistent. This means if written information is different from what is expressed through non-verbal cues, the receiver will be confused and might ignore the whole message and this will negatively impact the success of strategy implementation. Therefore, in line with Jain (2011), when communication is passed and received through the correct channels, it has the capability to influence the success of strategy implementation hence the success of strategy implementation.

CHAPTER 5: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of research findings that led to the development of conclusions and recommendations in regard to the outcomes of the study.

5.2 Summary

Guided by the research topic, the study obtained information from 13 selected telecommunication firms in Kenya whereby respondents were drawn from different departments in the different firms thus a representation of the telecommunication sector. Below is the summary of findings that led to the study conclusion and recommendations.

The researcher sets out to ascertain the forms of communication adopted by telecommunication firms in Kenya and their effect on strategic implementation and it was established that verbal communication, non- verbal communication and written communication were the main form of communication in use by telecommunication firms in Kenya, which according to Barret (2002) are a crucial aspect of human interactions as well as a prerequisite for any organization or business success. Firms with effective use of the communication forms were found to be in a position to successfully implement their strategies compared to the ones that did not effectively employ the use of the three forms of communication.

The study further sought to examine the extent to which these forms of communication affect the success of strategy implementation and it found out that each other forms of communication have their effects on the strategy implementation success, for instance verbal communication was found to reduce confusion and misunderstanding hence making strategy implementation process understandable and achievable. It was also

found to improve relationships, which, according to Barret (2002) impacts positively to the organizations' wellbeing hence the success in strategy implementation.

In regard to non-verbal communication, the researcher established that such form of communication enabled the information receiver to observe the feelings of the sender and the observation also made by Draft et al (2005). In addition, it was noted that nonverbal communication affected strategy implementation depending on the non-verbal cues expressed, the researcher hence noted that when negative non-verbal cue were expressed, the impact on strategy success was negative, while positive non-verbal cues meant positive impact on the success of strategy implementation. On the other hand, written communication was also found to affect the success of strategy implementation in the sense that, if information is not clearly communicated, the strategies implementers will have difficulties understanding the strategy and therefore implementation will fail. However if written communication is effectively communicated and what needs to be done is stated clearly besides implementers having a good understanding of what to implement and the implementation monitor system is in place, then strategy implementation will be very successful. This observation matched Adair (1997) findings that effective communications have an impact on the business through the impact that they have created in their customers while consequently leading to the success of the firms' strategy implementation.

With guidance from the second objective, the study endeavored to determine the channels of communication used by telecommunication firms in Kenya and how they affect strategy implementation. The researcher found out that telecommunication firms employed the use of various channels of communication to convey information at the

workplace and these include, face to face, electronic, mobile, broadcast media and written channels of communication. The findings corresponded with Thill & Bovee's (1999) who also observed that their channels were widely used in our day to day life. In regard to the effects of these channels of communication and the extent to which they affect the success of strategy implementation, the research found out that face to face channels of communication allow interactions hence improving the success of strategy implementation since it allows ambiguity to be clarified and the speaker is in a position to determine whether the audience received and understood the intended message hence reduce fear and resistance to change.

The researcher also found out that electronic media were majorly used especially when the firms need to address a large audience, for example, during a launch of a new product or service since this channel allows visual enhancements hence appealing to the audiences and leading to success in product marketing which is a clear indication of successful strategy implementation. Furthermore, the researcher found out that written communication may be conflicting if used together with non-verbal communication that is inconsistent. Therefore, if written information is different from what is expressed through non-verbal cues, the receiver will be confused and might ignore the whole message and this will negatively impact the success of strategy implementation thus matching Jain (2011) assertion that when communication is passed and received through the correct channels, it has the capability to influence the success of strategy implementation hence the success of strategy implementation.

5.3 Conclusion

Based on the study findings summarized above, the researcher found out that the three forms of communication were an essential component of communication since they determined the success of strategy implementation. Additionally, the channels of communication too are an integral part of the organization, while they can be effective in information delivery; the significance of what needs to be communicated determines the channel of transmission. Since change is inevitable, there is a need for firms to decide which forms or channels of communication they should adapt to communicate change strategies in the most effective way. This is because if the employees fail to understand what needs to be done and also if what need to be done is not stated clearly, strategy implementation will fall.

Secondly, the forms and channels of communication have an effect on the success of strategy implementation, for instance face to face communication helps reduce resistance and fear as well as building rapport among the senior level management and employees. This is critical as it also helps employees to feel a sense of security and overcome their fears and strategy implementation becomes a success. In addition, it's clear that constant communication is also important in the firms, especially between junior staff and senior management as it helps build relationships while also providing a comfortable environment for staff to express their opinions in regard to strategies to be implemented. Through, these meetings, the management could also communicate the firms' missions and visions which could assist the employees to see change from a different perspective hence embracing it.

Lastly, since communication is a major component of successful strategy implementation, the different forms and channel of communication provide a platform for management to transmit information before the strategy is implemented, effective use of them leads to successful strategy implementation.

5.4 Recommendations

This study makes several recommendations for theory, managerial policy and practice as follows:

5.4.1 Recommendation for managerial policy

The study has established that strategy implementation requires effective communication, telecommunication firms in Kenya should ensure that they effectively use the forms and channels of communication whenever they are planning to implement their organizational strategies. This can be done by ensuring messages are clear and precise so that the receiver can be in a position to interpret the message.

Moreover, change should be communicated to the employee with clarity so that they can be able to understand what is expected of them during strategy implementation, this way, the firms will be aligning performance measures with performances alongside strategy, hence the success in strategy implementation.

5.4.2 Recommendation for practice

The study has established that while using non-verbal forms of communication, the firms should ensure that they send positive non-verbal cues that could motivate and increase employee performance especially during the process of strategy implementation. This will increase productivity and achievement of desired goals by the telecommunication firms.

In addition, through face to face communication, the firms should engage their employees emotionally in regard to the firms' vision so that they can believe and invest in it. Further, holding constant meeting and training where strategy can be communicated by use of the various channels of communication.

5.4.3 Recommendation for theory

The findings of the study is consistent with the resource based theory which forms the basis for competitive advantage of a firm which lies primarily in the application of a bundle of valuable and tangible or intangible resources at the firm's disposal. The researcher viewed effective communication as a resource that a firm can use to gain competitive advantage.

In addition the study also took into consideration the theory of strategic balancing which states that an organization strategy corresponds to the strategy of an individual to a certain extent. Therefore state that the organization's performance is largely influenced by the management characteristics, its systems and values. With proper communication in place it will motivate employees of the firms thus success in implementing strategies.

5.5 Limitations of the study

These study findings have to be viewed in account of the following shortcoming that occurred in the course of conducting the study. The respondents studied in this research were from one sector which is the telecommunications sector, conclusions drawn from this study may not be a representative and therefore cannot be generalized to other sectors such as the real estate and airline industries thus the research was confined only to one major area.

Given the competitive nature of the telecommunications industry in Kenya, some respondents were cautious about giving away too much information. They were unwilling to fill the questionnaires as they felt the information maybe be used by their competitors to gain competitive advantage; therefore it took a lot of convincing.

5.6 Suggestions for further research

The study confined itself to telecommunication firms operating in Kenya and the findings may not be applicable in other sectors as a result of uniqueness of the telecommunications industry. It is therefore recommended that the study is replicated in other sectors such as the real estate and technology to establish how communication used in an organization affect strategy implementation.

The research also recommends further research in strategy implementation in the telecommunication firms while taking other factors in consideration apart from communication.

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APPENDIX I: LIST OF TELECOMMUNICATION FIRMS IN KENYA

1. Access Kenya Group
2. Africa Online
3. African Mobile Money
4. Bharti Airtel
5. Finserve Africa Limited
6. Inter-Connect Ltd
7. Jambonet
8. Kenya Data Networks
9. Kenya Internet Exchange
10. Kenya Posts and Telecommunications Corporation
11. Mobitelea Ventures Limited
12. Safaricom
13. Telkom Kenya

Source: CCK (2014) report

APPENDIX II: QUESTIONNAIRE

This is a questionnaire on communication and strategy implementation in telecommunication firms in Kenya. The questions are for academic analytical purposes only. Confidentiality will be upheld.

Instructions: Please tick appropriately.

SECTION A: DEMOGRAPHIC INFORMATION

1. Name of the telecommunication firm.....

2. Number of years the telecommunication firm has been in operation

0-5 [] 6-10 [] 11-15 [] 16-20 [] 20> []

3. In which department do you work (Please tick (✓) one

Marketing department ()

Finance department ()

Research and Development ()

Strategic Division ()

Other (specify).....

4. How often do you hold departmental meetings? (Please tick (✓) one

Daily ()

Weekly ()

Monthly ()

Quarterly ()

5. What is the mode of ownership of the firm?

Public Limited Company [] Private Limited Company []

Partnership [] Franchise []

Other (Specify).....

SECTION B: FORMS OF COMMUNICATION AND THEIR EFFECT

6. To what extent do you apply each of the following forms of communication in strategy implementation? Use a 5-point scale, where; 1=Not at all, 2= little extent, 3=Moderate extent, 4=Great extent 5= Very great extent: Tick in the appropriate column

FORMS OF COMMUNICATION	1	2	3	4	5
Verbal communication					
Non-Verbal communication					
Written communication					

7. To what extent does each of the following forms of communication contribute to your success in strategy implementation? Use a 5-point scale, where; 1=Not at all, 2= little extent, 3=Moderate extent, 4=Great extent 5= Very great extent: Tick in the appropriate column

FORMS OF COMMUNICATION	1	2	3	4	5
i)Verbal communication					
What to be done is stated clearly					
Implementers understanding of what to be done					
Good communication system for monitoring implementation					
ii)Non-Verbal communication					
What to be done is stated clearly					
Implementers understanding of what to be done					
Good communication system for monitoring implementation					
iii)Written communication					
What to be done is stated clearly					
Implementers understanding of what to be done					
Good communication system for monitoring implementation					

SECTION C: CHANNELS OF COMMUNICATION AND THEIR EFFECT

8. To what extent do you apply each of the following channels of communication in strategy implementation? Use a 5-point scale, where; 1=Not at all, 2= little extent, 3=Moderate extent, 4=Great extent 5= Very great extent: Tick in the appropriate column

CHANNELS OF COMMUNICATION	1	2	3	4	5
Face to face					
Electronic					
Mobile					
Broadcast Media					
Written					

9. To what extent does each of the following channels of communication contribute to your success in strategy implementation? Use a 5-point scale, where; 1=Not at all, 2= little extent, 3=Moderate extent, 4=Great extent 5= Very great extent: Tick in the appropriate column

CHANNELS OF COMMUNICATION	1	2	3	4	5
i)Face to face					
What to be done is stated clearly					
Implementers understanding of what to be done					
Good communication system for monitoring implementation					

ii)Electronic					
What to be done is stated clearly					
Implementers understanding of what to be done					
Good communication system for monitoring implementation					
iii)Mobile					
What to be done is stated clearly					
Implementers understanding of what to be done					
Good communication system for monitoring implementation					
iv)Broadcast Media					
What to be done is stated clearly					
Implementers understanding of what to be done					
Good communication system for monitoring implementation					
v) Written					
What to be done is stated clearly					
Implementers understanding of what to be done					
Good communication system for monitoring implementation					