

**FACTORS AFFECTING THE SUCCESSFUL IMPLEMENTATION OF
COMPETITIVE STRATEGIES AMONG COFFEE COOPERATIVE SOCIETIES
IN NYERI COUNTY IN KENYA**

BY

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DECLARATION

I Daniel Maina Gatungu, hereby declare that this Research Project entitled **FACTORS AFFECTING THE SUCCESSFUL IMPLEMENTATION OF COMPETITIVE STRATEGIES AMONG COFFEE COOPERATIVE SOCIETIES IN NYERI COUNTY IN KENYA** is my original work and has not been presented for examination in any other University.

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DEDICATION

This work is a special dedication to my beloved mother Lydia Wamuyu who sacrificed everything for us. My education journey was conceived in her mind. I dedicate it also to my wife and kids for their support and patience throughout the long periods of study absence. You are very dear to me.

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ABSTRACT

Successful implementation of competitive strategies encompasses planning of the organization's resources and cultivation of a positive organizational culture to achieve objectives. Strategy implementation is important because its success or failure has a significant impact on the success and sustainability of the business. However, the success of strategy implementation is not assured. Strategy Implementation is recorded to have an unsatisfying low success rate in most organizations. The study objective was to address the factors affecting coffee cooperative societies in Nyeri County in the implementation of competitive strategies. The study adopted a cross-sectional survey where primary data was gathered using a questionnaire. The study was a census of all the 25 coffee cooperative societies in Nyeri County. Secretary-managers of these societies were the respondents. Data obtained from the questionnaires was analyzed qualitatively to derive findings, conclusions and recommendations. The results indicated that the internal factors like organizational culture, intellectual resources and strategy formulation processes greatly influence competitive strategy implementation among coffee cooperative societies. Additionally, external factors like political environment were also cited as being extremely influential in the successful implementation of competitive strategies among the coffee cooperative societies. The study recommends that in order to successfully implement competitive strategies, the management needs to inculcate the right culture and ensure it is adopted by all staff. This will ensure that values and other aspects of culture are in line with the strategic objectives of the organization. The leadership should also develop internal capacity of staff to enhance the implementation of competitive strategies. The leadership should build a wide network of political support to be able to lobby for favourable legislation but at the same time maintain high levels of independence and professionalism in the implementation of competitive strategies. This project is expected to benefit coffee cooperative societies in Kenya in the implementation of competitive strategies. It is expected that they will use the findings listed herein in streamlining the formulation and implementation of their strategies. Policy makers both at the national and county levels of government will also greatly benefit in the formulation of appropriate industry strategies. The project is also significant to students and future scholars since they have ready source of literature.

CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Strategy implementation becomes the key in the organization in their pursuit to achieve organizational objectives. Factors such as organizational culture, political environment, intellectual resources and strategy formulation affect the success or otherwise of the strategy implementation process. The management of these organizations therefore must take keen interest in understanding these factors and their level of impact in implementing strategy in order to mitigate against any negative effect that they may have. Coffee cooperative societies operate in an environment that involves many different players in decision making. The managers have to balance the interests of all these stakeholders in order to come up with an excellent strategy whose success in the implementation is guaranteed. These stakeholders include the government through its parastatals and agencies, farmers, the milling and marketing companies, international buyers among others (Mbataru, 2009). Striking this balance requires care and skill in the practice of management.

This study was anchored on the resource dependence theory and institutional theory. Resource Dependency Theory is the investigation of how the external assets of organisations influence the conduct of the organisation. The acquisition of external resources is a critical principle of both the strategic and tactical administration of any organization (Ahuja, 2000). Ahuja (2000) argues that asset reliance hypothesis has suggestions with respect to the ideal divisional structure of associations, enlistment of board individuals and workers, generation methodologies, contract structure, outside

authoritative connections, and numerous different parts of hierarchical system. Institutional theory considers the effect of the organizations' surroundings and the intellectual, regularizing and regulative structures that encompass the organizations. It endeavors to clarify how these structures affect the activities and limits of the firm. These structures give solidity to activities, schedules and societies and characterize authenticity and compel activity. As per McNally (1965), the hypothesis concentrates on how establishments are made, how they invade social orders and how organizations change after some time.

The coffee industry of Kenya relies heavily on the cooperative movement to produce, process, mill, market and auction its coffee in both the local and international markets. 70% of Kenya coffee is contributed to by substance farming (IEA, The Point, Issue No. 36:2000). There are about 400 coffee cooperative societies in Kenya, 200 of which are in the former Central Province which comprises of five counties (Nyeri, Murang'a, Kirinyaga, Nyandarua and Kiambu). In 2012, the amount of coffee and farmers in Kenya was estimated to about 150,000. In addition, about six million Kenyan were employed either directly or indirectly in the coffee production sector(s). (IEA, The Point, Issue No. 36:2000). According to Mbataru (2009), major coffee-growing regions in Kenya are the high plateaus around Mt. Kenya, the Aberdare Range, Kisii, Nyanza, Bungoma, Nakuru, Kericho and to a smaller scale in Machakos and Taita hills in Eastern and coast provinces respectively. Between 1985 and 2004, annual coffee production in Kenya fell from 150 000 to 50 000 tons. The fall in quantity and prices consequently affected the livelihoods of over two million people who depended on coffee.

In Kenya, coffee income in the family budget fell from 40 percent in the 1980s to less than 10 percent in the 2000s. The persistence of the price depression is more than any other in the history of coffee growing. This is in the context of radically changing value chain. The central region is the leading producer of coffee in Kenya and is source of some of the best Arabica coffee in the world. It is a perfect microcosmic mirror of the world of peasant cash crop production and the inherent paradoxes (Mbataru, 2009). The coffee cooperatives are the first point of contact between the farmer and the outside world. The pain emanating from the collapse of the coffee industry in Kenya is felt first and foremost by the farmer. In resolving the crisis occasioned by a failure to implement competitive strategies, it's therefore instructive to interrogate these cooperative societies.

1.1.1 Strategy Formulation

Davenport (2007) argues that the formulation of strategy and its execution are differentiated, distinct parts of the management of organisations. In practice though, execution only comes after formulation; one can't execute a strategy until that strategy exists. However, formulation and execution are closely interlinked, part of the entire process of arranging, executing and adjusting. This relationship recommends that coherent, harmonious and synergistic relationship between planners and practitioners enhances the chances of success in strategy execution. Sidelining those in charge of execution in the planning process undermines learning exchange and wrongly assigns responsibility for anticipated results.

1.1.2 Strategy Implementation

Chandler (1962) characterized methodology as the assurance of the fundamental long term objectives and targets of a strategy, and the appropriation of game-plans and the assignment of resources vital for achieving those objectives. He contended that strategy execution is the endeavor of an action executed through deliberate actions with unwavering focus towards achieving the corporate goal of the organisation. For example, strategy implementation within an organisation in many cases involves formulating followed by executing strategies that produce goods and services that are considered to be of superior value to the market.

Strategy implementation is a complex phenomenon. Strategy implementation is the putting into action a formulated strategy. It involves the alignment of the firm's resources and optimization of the organisation's human capital to achieve the set objectives (Ramesh, 2011). In spite of the fact that defining a steady system is a troublesome undertaking for any administration group, making that procedure work, that is, actualizing it all through the association is much more troublesome (Hrebiniak, 2006). A bunch of elements can possibly influence the procedure by which key arrangements are transformed into authoritative activity. Not at all like technique definition, procedure usage is regularly observed as something of a specialty, as opposed to a science, and its examination history has beforehand been portrayed as divided and diverse (Noble, 1999). It is in this manner not astounding that, after a complete methodology or single key choice has been defined, huge challenges ordinarily emerge amid the consequent usage handle.

1.1.3 Coffee Cooperative Societies in Nyeri County

According to a report by the Institute of Economic Affairs (IEA, The Point, Issue No.36:2000), coffee production in terms of raw output has declined significantly. This diminishment in the production of coffee fundamentally impacts upon the measure of agricultural trade that the nation procures. Not just has there been a decrease in coffee production of more than half somewhere around 1988 and 1998, yet the general quality of the product has declined along these lines unfavorably influencing the cost. It is in this manner enlightening to investigate the fundamental difficulties inside the coffee industry before the examination of the path forward.

Kenya coffee is delivered through two streams: through the co-operatives, which benefit a large portion of the small scale farmers on the one side, against the coffee estates, which are expansive large-scale producers on the opposite side. The large-scale estates handle their coffee through their production lines, serve as the overseers of the coffee for their individual markets and therefore profit individually through economies of scale.

The decrease in coffee production volumes has been because of small-scale farmers dismissing the product. Considering that this stream of production regularly yields the better quality of coffee, the coffee cooperatives must receive better administrative frameworks to sustain their production. Under this head, the coffee cooperatives and other national coffee agencies must support small-scale farmers with credit, sources of information, and preparing and supports for the restoration of coffee farms. This emerges from the understanding that coffee farmers may have neither the inspiration nor the assets to deal with coffee production because of the low returns that happened since the onset of

the decline (Republic of Kenya "Financial Survey 1999). Support to the cooperatives is basic if the coffee business must recapture its wellbeing.

1.2 Research Problem

Competitive strategy execution is a problematic in numerous organizations. This reality was illustrated by the unacceptably low implementation rate (just 10 to 30 percent) of planned strategies. Not only does the failure or collapse of the organization due to strategy failure impacts negatively to the organisations, it also has negative ramifications to the other stakeholders such as employees, suppliers, government and civic community. Generic strategy implementation challenges emanate from the leadership and management of the organization (Awino, 2001), from the employees through resistance to change and negative perceptions and from resources (Awino et al, 2012). Still other challenges emanate from the competitive and macro environment (Aosa, 1992).

Coffee co-operatives play a critical role in mobilizing resources for the members, processing of their product and marketing of their coffee particularly to global markets where farmers would individually have no access. Through the activities of the cooperatives, wealth is created for the rural communities, employment opportunities are created, food insecurity is reduced which eventually adds up to alleviated poverty and improved quality of life. This argument reinforces the view that cooperative societies are important even on a national scale in encouraging savings and overall economic wellbeing of the entire country. Ouma (2012) posits that changes that underperformance of the cooperatives is a big blow not only to the membership of the cooperatives but also to the economic health of the country. Among coffee cooperative societies in Central

Kenya, there exists a major disharmony between strategy formulation and strategy execution. Numerous taskforces have been established to formulate competitive strategies for the societies. However, dismal performance has been observed in the implementation of these strategies. This fact reinforces the view that goals organizations set are in many cases not in consonance with their actual performance.

To demonstrate this, Coleman (2014) points out that Harvard School of business carried out a study that showed that seven out of eight companies in a global sample of 1,854 large companies failed to achieve profitable growth, even though more than 90 percent claimed to have detailed strategic plans with numerical growth. Buzzell (1987) points out that the root cause of the disconnect between strategy and actual performance is that most organizations do not have a strategy execution process. Most organizations have some form of strategic plan, but they have no coherent approach to manage the execution of those plans.

Local studies on strategy implementation included Awino et al (2012) who investigated the challenges facing the implementation of differentiation strategies in the sugar industry in Kenya. In 1992, a study to determine the elements of proper planning and implementation in coffee large scale farming for the private manufacturing companies was conducted (Aosa 1992). In another study Awino (2001) investigated the effectiveness and problems of strategy implementation of financing Higher Education in Kenya. Nduva (2011) conducted a study on Strategy implementation challenges facing Kenya Bureau of Standards. Wangari (2011) conducted a study on challenges faced by the National Hospital Insurance Fund in Kenya in the execution of its strategies. Mukola

(2012) investigated challenges encountered during the implementation of the automation strategy by the Kenya medical research. Machuki (2005) investigated CMC Motors Group Limited to establish the difficulties they encountered in the strategy execution processes. Despite the wide gap between strategy formulation and implementation, there has been no study devoted to the investigation of the major factors affecting strategy implementation in coffee cooperatives in Nyeri County. This research has therefore attempted to bridge the knowledge gap created by this disconnect. It has sought to expose the major factors that managers should be looking for when implementing competitive strategies in cooperative societies in order to guarantee success. What factors affect the successful implementation of competitive strategies among coffee cooperative societies in Nyeri County in Kenya will be the research question.

1.3 Broad Objective

To find out the factors that affect successful implementation of competitive strategies among coffee cooperative societies in Nyeri County in Kenya.

1.4 Significance of the Study

This study will be very important to the management cooperative societies as it will enable them identify the major factors to look out for when implementing strategy. A good understanding of these factors will help the management handle them better hence improving the chances of succeeding in the process of strategy implementation. Cooperative societies in other regions will benefit from this study as they will understand the issues surrounding the process of successful strategy implementation. It is envisioned

that cooperative societies will have a better chance of successful strategy implementation if they adopt the findings of this study.

The study will be valuable to students and future researchers since it might go about as a spring of learning about the determinants of strategy execution in cooperative societies. This may contribute towards furnishing numerous students with more information and aptitudes on the advantages connected with startegy execution. Future specialists and researchers may discover the study material valuable in their studies since they will have a ready source of relevant literature. The study report may go about as reference and fortify enthusiasm among academicians and this may encourage them to further investigate the issues and arrangements, along these lines encouraging sustainable strategy implementation among cooperative societies in Kenya.

The study findings will also be very useful to policy makers within government and its agencies. This may include policies to make the coffee sector more competitive globally by improving production quality and volumes, incentivizing farmers through prompt and fair buying prices among other policies. The results will try to create a reference point for the many organs tasked with reviving the coffee sector. Of particular importance will be the County governments especially since agriculture is a devolved function under the 2010 Kenya constitution. While the constitution obliges the national government to develop policy on agriculture, implementation is tasked to the county governments. Recommendations of this study will therefore be useful in both the formulation and implementation of competitive strategies particularly those touching on the cooperatives.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews both theoretical and empirical literature. The first section discusses theoretical literature while the second one discusses empirical literature. Also covered under this section is a conceptual framework that was developed from relevant theories to inform this study.

2.2 Theoretical Framework

A Theoretical structure is an accumulation of interrelated ideas, similar to a hypothesis yet not really so very much worked-out. A hypothetical structure gives a specific point of view, or focal point, through which to look at a theme. The hypothetical establishment for this study is educated by the accompanying hypotheses.

2.2.1 Resource Dependence Theory

Resource Dependence Theory looks into of how the external resources of organisations dictate how an organization conducts its business. The acquisition of resources external to the organisation is critical to both the strategic and tactical administration of any organization. Ahuja (2000) contends that asset reliance theory has suggestions with respect to the ideal divisional structure of organisations, constitution of the boards of management, hiring of workers, production procedures, contract structure, external power linkages, and numerous different parts of the organizational hierachy. This theory recommends that no firm can secure the assets and abilities required to succeed without interacting with forces external to itself and outside its sphere of influence.

Ahuja (2000) also argues that organisations will endlessly endeavor to take full charge (either internally or externally) of those resources that are key to their survival mainly because the external environment is highly fluid and full of uncertainties. This will help them align their strategies accordingly and in a timely manner to any environmental flux that may inhibit their survival and success. According to this theory therefore, firms have to figure out ways to strike a balance between the necessities of cooperating on one hand and competing on the other.

According to Pfeffer (1978), organizations depend on diverse resources such as capital, manpower among others. Organizations may be unable to formulate and execute strategies that individually optimize all these different resources. Hence, organizations should appreciate that all resources are fundamentally limited in abundance and adopt the principle of criticality in determining their levels appropriate mix in the exploitation of these resources. For an organization to operate, certain resources must be available. These are the critical resources. The insight of Resource dependency theory reveals that success of an organization is anchored on several factors beyond the external ones such as provision, distribution, financing and competition with other firm's products/services. Despite the fact that managerial resolutions influences individuals greater than non-managerial choices, it's important to note overall non-managerial decisions are as well crucial since it plays a major role in an organisational success. Organisation's directors appreciate the fact that that the success of their firms heavily depends on their clients, demands and satisfaction.

2.2.2 Institutional Theory

According to McNally (1965), this theory investigates the effects of the firm's environment and the cognitive, normative and regulative structures that surround the firms. Its concern is in exploring ways in which the said structures affect the operations, business and interactions of the organization. These structures provide stability to actions, routines and cultures; define legitimacy and constrain action. Institutional theory studies the emergence or creation of organisations, how they establish themselves in the marketplace and the processes of the various transitions they go through in their evolution

Meyer (1979) holds that these theories provide enhance our view of organizations by providing new dimensions that are richer thus enabling us appreciate them for the complex organisms that they are. In these theories, organizations are influenced by normative pressures, sometimes arising from external sources such as the state, other times arising from within the organization itself. Under some conditions, these influences lead the organization to be guided by legitimated elements, from standard operating procedures to professional certification and state requirement, which in many times cause distractions from the main objectives of the organization.

Meyer (1977) posits that adoption of these legitimated elements may lead to alignment with the institutional environment which may improve the firm's chances of survival and success. Institutional theories of have in a very short span of time gained a lot of traction, evidence to the force of the creative thoughts generated in hypothetical and experimental work. As improvements on the theories through further studies continue and superior models emerge, the field is bound to continuously attract more and more enthusiasts and specialists

2.3 Strategy implementation

According to Chandler (1962), strategy can be broadly defined as way of determining the set long term goals and aims of business entity and the implantation guidelines and allocation of resources required to achieve the set goals. He contended that technique execution is the endeavor of attainment of higher goals achieved through careful and deliberate steps taken geared towards the achievement of the overall objectives of the organization. For instance, implementation may mean actualizing improvements in the operations of the firm whose end result is always to produce goods and services that offer greater value to the customers and stakeholders of the firm.

Hambrick (2012) argues that the success or otherwise of execution of competitive strategies is dependent on how well the process is managed and the support received from stakeholders. In many instances, great strategies fail to take off because of a number of reasons. First, strategies may fail to succeed if the organizational culture is not aligned to its strategy. Cliffs (1984) holds that when this does not happen, it becomes impossible to execute the initiatives however promising they may be. According to Porter (1996), strategies also fail to take off when the intellectual resources of the company are not adequate. The management sometimes fails to ensure that the human capital contribute to the overall strategy of the organization, and this is normally a great blow to the strategy implementation efforts. The other factor that stifles the strategy implementation efforts is unhealthy political environment and unfavorable external market environment.

2.4 Organizational Culture

Ravasi (2006) contends that organisational culture is the conduct of people who comprise an association and the implications that the general organizational systems and structures

have on their conduct. Culture incorporates the association values, dreams, standards, working dialect, frameworks, images, convictions and propensities. It is additionally the example of such aggregate practices and presumptions that are implanted in new organisational individuals as a method for interpreting the realities they face within the organisation. Organisational culture influences the way individuals and groups relate with each other, with customers, and with partners.

As indicated by Needle (2004), organisational culture speaks to the aggregate qualities, convictions and standards of authoritative individuals and is a result of such variables as history, market, innovation, and procedure, nature of workers, administration style, and national societies etc. Corporate culture may also refer to those groups and associations intentionally formed by administration to accomplish particular vital organizational goals.

Kennedy (2000) holds that all affiliations, either significant or little, have social orders made out of shared qualities, feelings, and societal principles. Shared qualities imply the importance the affiliation generates in generating quality, customer organization, and treatment of agents. Feelings are the considerations that the all-inclusive community in the affiliation holds about themselves and the firm. At last, norms are the unwritten rule that guide associations and practices. Occasionally, culture can be the essential figure centered accomplishment. Culture can support motivation, obligation, and the change of people. A positive, firm corporate culture can make a circumstance that employees are reluctant to leave, a good record for customer service that is remarkable in the business, and add to profitability.

As per Coleman (2014), the importance of a positive organisational culture is both obvious and supported by successes in other areas of society. He promotes sets that culture "can represent 20-30% of the differential in corporate execution when contrasted and 'socially unremarkable' contenders." Coleman (2014), states that dreams are pre-requisite to any kind of success in business. These straightforward turns of expression guide an association's qualities and give it reason for its existence. That reason, therefore, justifies each and every decision that is made on behalf of the organization by the management. When they are profoundly genuine and conspicuously shown, great vision articulations can even inspire and motivate clients, providers, and different partners. In Kotter and Heskett (1992), organization's shared values form the backbone of its culture. While a vision lays bare the reason for a firm's existence, values provide the roadmap with specifications towards the achievement of the larger vision. Conceptualizing, distinguishing and appreciating the different aspects of culture and their impact and power to shape the fate and direction of an organization can be the first step towards success for an organization aiming at institutionalizing mechanisms for sustained successful implementation of competitive strategies.

2.5 Political Environment

Coffee cooperative societies, in a manner similar to most other public institutions particularly in the developing countries are burdened with political interference from both state and non-state actors. As Pillary (2004) argues, many office holders in these positions exploit their offices to benefit as much as possible and sacrifice public good for private gain. This behavior cascaded downwards creates an environment where managers of even cooperative societies seek office not for the prosperity of the societies but to loot

and accumulate personal wealth. According to Raymond (2008), political players like cabinet ministers and other elected representatives demand kickbacks from public institutions promising to shield them from adverse political effects or by threatening imposition of various sanctions. This in the end compromises the independence and effectiveness of management which in turn inhibits the success in the execution of strategy.

In most third world countries, most appointments to the management of public bodies are political. The relevant Ministers influence the appointments to favour their cronies. This is usually done to either safeguard their interests or to build an internal linkage that would allow for unethical practices from within. Aketch (2005) says the threat of revocation of registration oftentimes coerce the management of cooperatives into abiding with unprocedural and unlawful practices that in the end leads to inefficiencies and in some cases total collapse of the cooperative societies. Other sources of negative political influence that have had a lasting effect on effective execution of policies include elected representatives like members of the national assembly, local leadership and in many other cases chairmen of the societies who are non-executive leaders elected by the members.

2.6 Intellectual Resources

Thompson (1967) delineated how the human variable impacted legitimate exercises. Additionally, Hambrick and Mason (1984) recommended that affiliations are impressions of their top overseers. Developing this work, Finkelstein and Hambrick (1996) battled the criticalness of the human part in crucial choice and firm execution. According to Certo and Dalton (2000), boss, particularly, address an extraordinary progressive resource. Surrender (1996) battles that the human part has created in importance since learning has

transformed into a fundamental repairing to pick a high ground, particularly in the new economy scene. In a late deliver to MIT's graduates, Fiorina (2000), CEO of Hewlett-Packard, underscored this point, "... the most mysterious and substantial and eventually the most essential fixing in the changed scene is individuals". Subsequently, one response to the basic question in system execution with respect to why firms fluctuate in execution is that they contrast in human capital.

As indicated by the asset based view (RBV) of the firm, usage contrasts crosswise over firms can be ascribed to the difference in firms' assets and capacities. As indicated by Barney (1991) assets that are significant, special and hard to mirror can give the premise to firms' upper hand. Cooper (1998) contends that assets shape the premise of firm methodologies and are basic in the usage of those systems also.

High-roller (1996) contends that the company's information and its capacity to create particular learning are at the center of the hypothesis of the firm. Give (1996) proposes that learning is the most basic aggressive resource that a firm has. Quite a bit of an association's learning dwells in its human capital. Pfeffer (1994) holds that human capital has for some time been contended as a basic asset in many firms. As indicated by Finkelstein and Hambrick (1996), late research proposes that human capital qualities (e.g., instruction, experience and aptitudes) and, specifically, the attributes of top directors influence firm results.

2.7 Strategy Formulation.

Unmistakably a poor strategy can control execution attempts radically. Hrebiniak (2006) contends that good execution can't address the insufficiencies arising from a poor methodology or a weak planning outcome. Alexander (1985) and Allio (2005) in their

studies determine the way that the kind of strategy that is delivered and the bona fide system of approach enumerating, specifically, how a procedure is made will affect the effect of use. Alexander (1985) assumes that the need in the first place a definite strategy that incorporates a savvy thought or thought is indicated much of the time in progressing productive use. As Allio (2005) notes, successful execution really starts with incredible key information: the soup is just in an indistinguishable class from the fixings. According to Bantel (1997), whether a strategy itself is consistent and fitting or not is a key question for successful strategy implementation, but even a consistent strategy cannot be all things to all people. He suggests that particular product/market strategies are effective at achieving particular performance goals to the exclusion of others. One of his conclusions is that synergies between strategy types and implementation capabilities exist and should be exploited.

2.8 Summary of Empirical Studies and Knowledge Gaps

STUDY	STUDY TOPIC	METHOD	KNOWLEDGE GAPS	CURRENT STUDY
Awino <i>et al.</i> ,(2012)	Difficulties the sugar industry in Kenya encounters during execution of competitive strategies.	Descriptive cross-sectional survey.	No study has been conducted specifically on strategy execution in the Kenyan Sugar industry.	The general objective of the current study is to investigate the factors that affect the successful implementation of competitive strategies among coffee cooperative societies in Nyeri County in Kenya. It is a census study that adopts descriptive cross-sectional survey as its research design. While many empirical studies have been conducted of implementation of strategies in many organisations
Aosa, (1992)	Different aspects of strategy formulation and execution within Kenya's large manufacturing sector	Descriptive cross-sectional surveys.	Inadequate research in strategy formulation and implementation in Kenya's manufacturing sector and particularly among the large firms.	
Awino,(2001)	Successes and difficulties of strategy implementation in financing higher education in Kenya	Case Study	Lack of in-depth study on the Higher Education Loans Board strategy implementation processes and systems	
Nduva, (2011)	Problems encountered by Kenya Bureau of Standards in the implementation of strategies	Case Study	Inadequate knowledge of challenges public agencies have to deal with in executing policies. Particular in-depth study of KEBS does not exist.	
Wangari, (2011)	Difficulties of strategy implementation at the National Hospital Insurance Fund	Case Study	No study dedicated to the execution of strategy at the national health insurance provider	

				including
Mukola, (2012)	Kenya Medical Research Institute and the challenges it has faced in the implementation of its automation strategy.	Case Study	The automation strategy being a new phenomenon in the country had not been adequately studied. Even other organisations attempting to implement it had not conducted any empirical studies. This study would be a reference point for technology-based strategies.	cooperative societies, no study has been dedicated to coffee cooperative societies in Kenya. Futhermore, cooperatives in Nyeri County and the factors that either
Machuki, (2005)	CMC group Ltd and the difficulties it faces in executing its strategies.	Case Study	While similar studies have been conducted in other countries particularly In the developed world, studies that focus on strategies implementation in the Kenyan motor vehicle industry are unavailable. These strategies mostly focus on market entry, expansion, introduction of new brands and most importantly the stiff competition in this industry.	facilitate or hinder their efforts at implementing competitive strategies is completely unexplored. The current study fills that knowledge gap.

Source: Researcher, 2016

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter contains the research design, the target population, the process and tools of data collection and data analysis. It also provides details of the distribution of coffee cooperative societies within the County of Nyeri.

3.2 Research Design

Census study design has been employed. All registered coffee cooperative societies in Nyeri county have been surveyed. A Census is a collection of data from all units in the population. In this study, a census was chosen because it enhances accuracy and is also appropriate since the population is relatively small. A sample might be too small for adequate representation.

This study is a descriptive cross-sectional survey. A survey is concerned with investigating a given phenomenon in different entities within an environment. The main reason behind using this design was to establish the extent to which the variables under study influence the successful implementation of competitive strategies among coffee cooperative societies in Kenya.

3.3 Target Population

It focused on Secretary Managers of the 25 coffee cooperative societies in Nyeri County. The study focused on secretary managers actively involved in the development and implementation of strategy in coffee cooperative societies in Nyeri County in Kenya. Each cooperative society is run by a secretary manager who makes all the executive

decisions of the society. Even though he/she works in concert with the management committees, he/she is the custodian of all strategic information of the societies.

Table 3.1: Population distribution in Nyeri County

NO	Sub County(former divisions)	Population frequency
1	Othaya	4
2	Mathira	6
3	Mukurwe-ini	5
4	Tetu	4
5	Nyeri municipality	6
	Total	25

Source: Nyeri County Coffee Directorat 2016.

Table 3.1 summarises the distribution of the coffee cooperative societies across Nyeri County. It illustrates the number of societies located in each of the five sub-counties of Nyeri County.

3.4 Data Collection

The main tools were closed and open ended questionnaires. This makes the data analysis process easier while giving respondents room to give additional information. The questionnaires were sent by courier to specific respondents in the offices of these cooperative societies and collected after a week. The study used primary data obtained through open-ended and close-ended questionnaires from secretary-managers.

3.5 Data Analysis

The information acquired from the survey was dissected qualitatively. Qualitative information analysis investigation puts forth broad expressions on how classes or topics of information are connected. The qualitative investigation was applied in this study on the grounds that the researcher would have the capacity to portray, decipher and also criticize the results since it is hard to do as such numerically.

Content analysis was conducted for qualitative data. According to Hsieh and Shannon (2005), content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprise the object of study. The themes that were used in the analysis were informed by the variables identified in literature.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis and interpretation and discussion of the study findings in line with the specific objectives of the study. The study aimed at establishing the factors affecting successful implementation of competitive strategies among coffee cooperative societies in Nyeri County in Kenya.

4.1.1 Response rate

The study considered the twenty five registered coffee cooperative societies in Nyeri County in Kenya . Out of the 25 questionnaires administered, 20 were filled and returned. This represented an 80% response rate which is sufficient for data analysis. According to McBurney (2001), the recommended response rate is 50% to minimise bias that may be caused by a low response rate.

Table 4.1 Response rate

Population Size	Returned	Percentage
25	20	80

Source: Filed data, 2016

Table 4.1 shows the response rate among the respondents polled. It the population size, the number of respondents who returned their questionnaires and the percentage of response.

4.2 Factors affecting implementation of competitive strategies.

The purpose of this section was to identify the indicators of successful implementation of competitive strategies. These are key success areas that different societies identify so that they can help point out how well the strategies are being implemented. Asked to identify these factors, the respondents gave different factors different weights as represented in the table below:

Table 4.2 Relative importance accorded to successful implementation of competitive strategies.

Level of importance	Frequency	Percentage of respondents
Very great importance	6	30
Great importance	11	55
Average importance	2	10
No importance at all	1	5

Source: Field data, 2016)

Table 4.2 illustrates the level of importance that Secretary Managers accord to successful implementation of competitive strategies in their societies. It classifies the level of importance, frequency attached to each response and the percentage of respondents who assigned the different importance levels to successful strategy implementation.

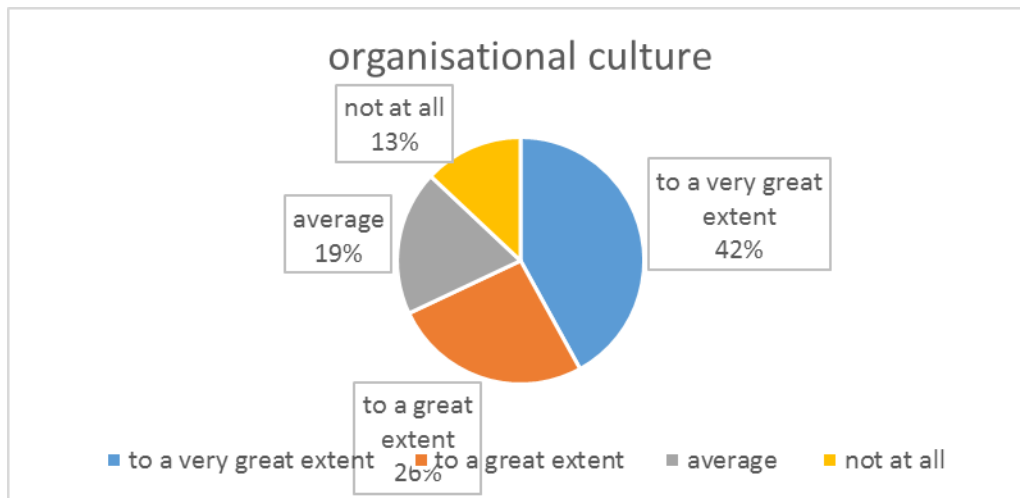
Implementation of competitive strategies was seen to be of great importance by 55% of the respondents seen. This shows that most societies accord successful completion of projects great importance.30% of the respondents were of the view that implementation of competitive strategies was of very great importance to the success of their societies.

While 10% of the respondents thought that strategy implementation was of average importance to the success of the societies, only 5% of the respondents were of the view that strategy implementation held no importance at all to the success of their societies. They cited other factors other than implementation of competitive strategies as contributing to the success or otherwise of their societies. Some pointed at operational efficiency as being the biggest factor contributing to success while others cited support to farmers and management of the entire supply chain as the biggest contributors to success.

4.3 The relationship between culture and the implementation of competitive strategies.

The researcher wanted to find out the relationship between organisational culture and the implementation of competitive strategies among coffee cooperative societies in Nyeri County in Kenya. Pursuant to this objective, the respondents were required to indicate on a likert scale the relative effect that organizational culture had on the implementation of competitive strategies. They were to use the labels “to a very great extent”, “to a great extent”, “average” and “not at all” to communicate their feedback. The results are presented in the pie chart below.

Figure 4.1 The relationship between organisational culture and the implementation of competitive strategies.



Source:Field Data,2016

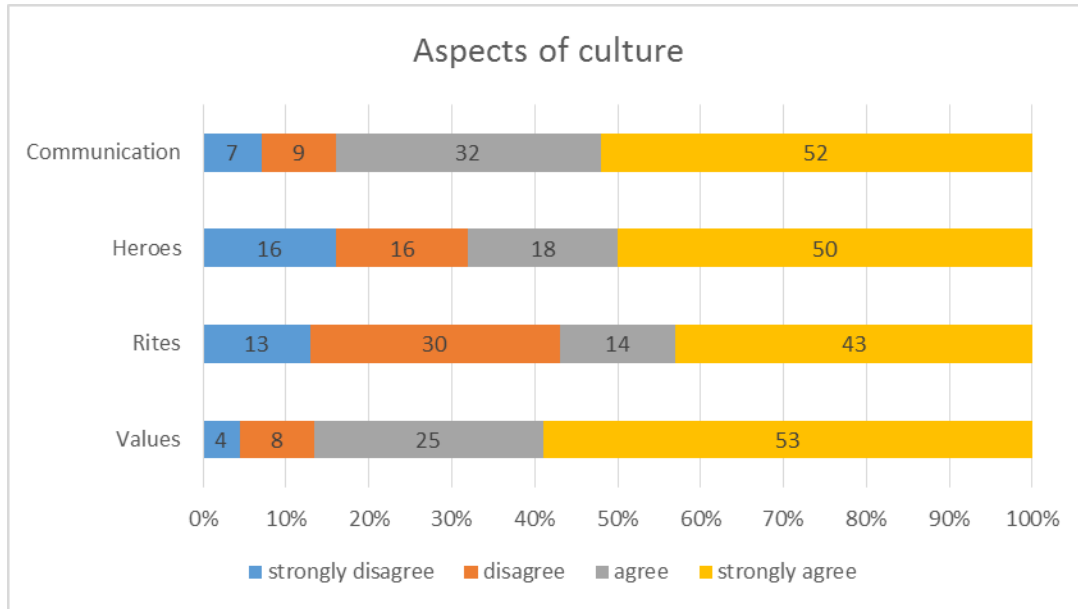
Figure 4.1 shows the relationship between organisational culture and successful implementation of competitive strategies among coffee cooperative societies in Nyeri County.

A majority of the respondents agreed that organizational culture had an effect on the implementation of strategic plans of humanitarian organizations working in refugee camps. A total of 68% of respondents indicated that if the organization does not get its culture right, it would find it difficult to implement its competitive strategies successfully. Only 13% could not find any correlation between the culture of an organization and the implementation of competitive strategies.

The study also sought to find out the relative effect that different aspects of culture had on the implementation of competitive strategies. As such, the respondents were required to

indicate how much they agreed with the statement that values,rites, heroes and communication channels affected implementation of strategic plans. The results are presented in the graph below.

Figure 4.2: The relative effect that different aspects of culture have on the implementation of competitive strategies.



Source:Field Data, 2016

Figure 4.2 the relative effect that different aspects of culture have on the implementation of competitive strategies.Respondents rate communication, heroes, rites and values in relation to competitive strategy implementation within their societies.

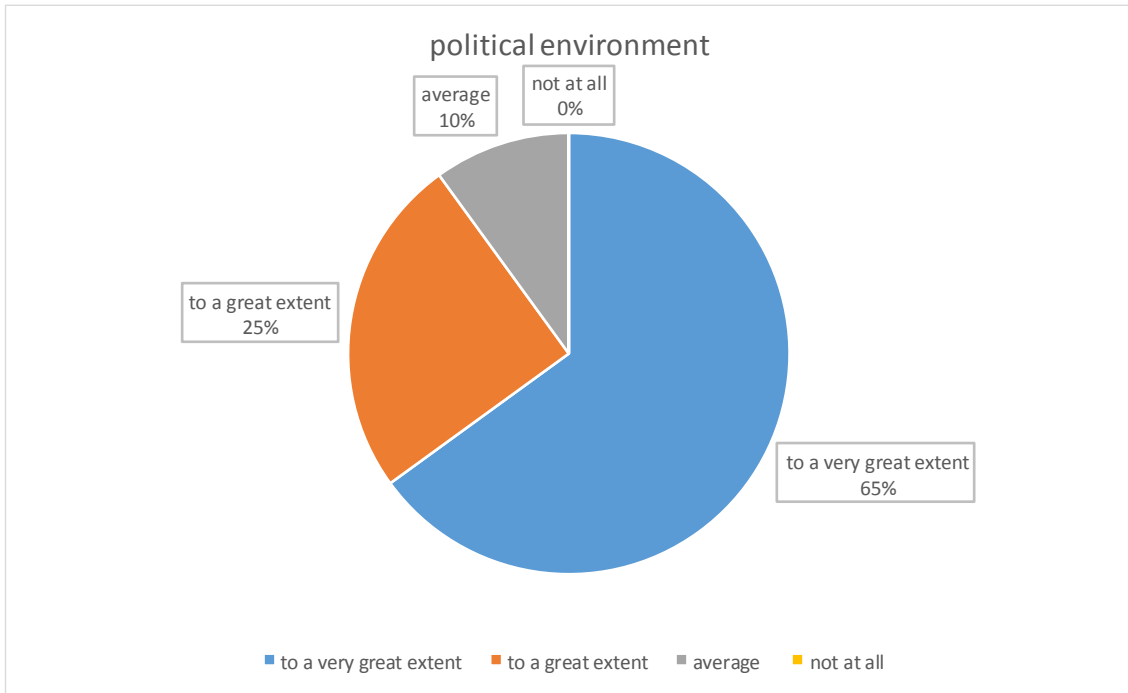
Majority of the respondents were in agreement that there is a great relationship between all the different aspects of culture and implementation of competitive strategies among coffee cooperative societies in Nyeri County. At least 43% of respondents in each category strongly agreed with the fact that culture affects the implementation of competitive strategies. 16% and below of respondents could however not find any

relationship between organizational culture and the implementation of competitive strategies.

4.4 Relationship between political environment and successful implementation of competitive strategies in coffee cooperative societies.

The researcher sought to study the impact that political environment has on implementation of competitive strategies in coffee cooperative societies. The political environment is comprised of factors like: Predictability of state actions; barriers imposed on conduct of business; official government processes; labour laws and trade union activities; customs regime and the state of neighbouring nations. The study engaged respondents to establish the extent to which these aspects of the political environment influence strategy implementation in their societies.

Figure 4.3: The relationship between political environment and the implementation of competitive strategies.



Source:Field Data,2016

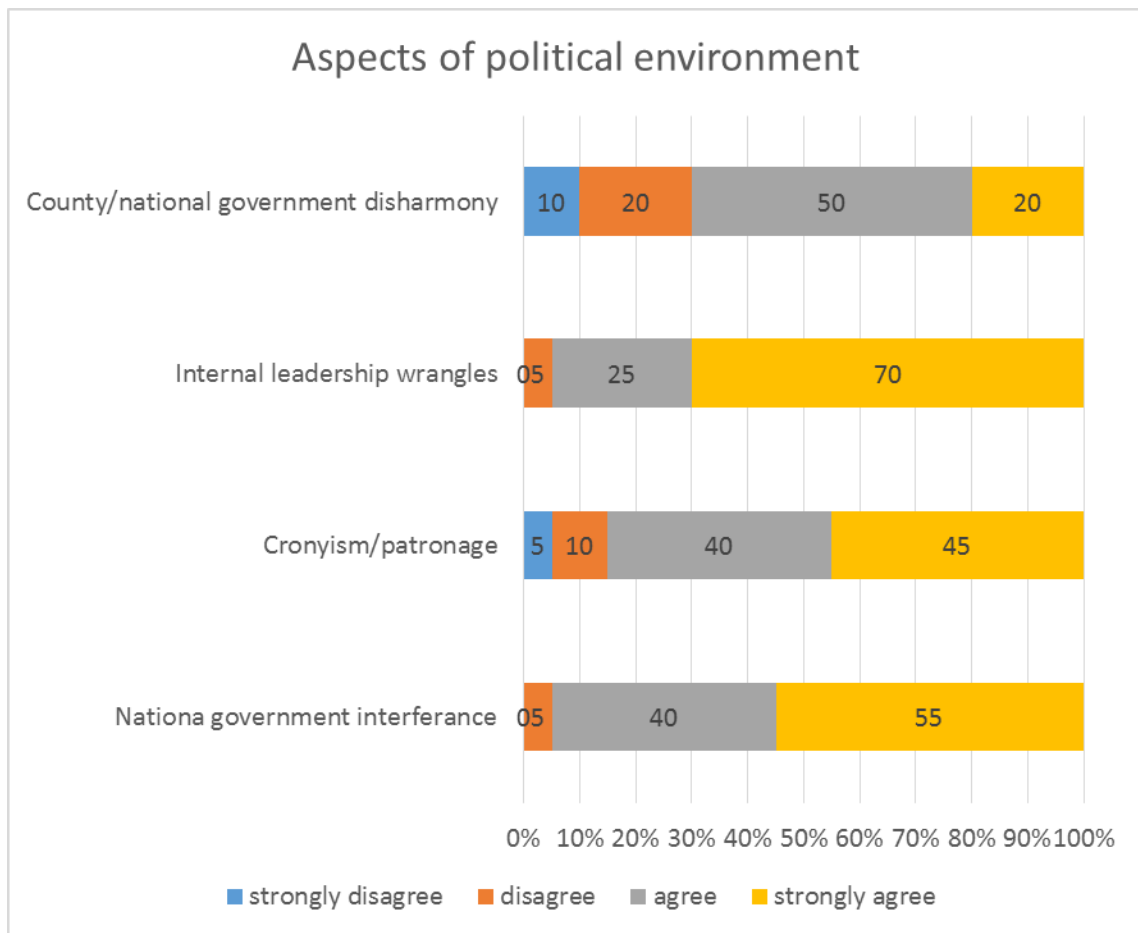
Figure 4.3 is an illustration of the relationship between political environment and the implementation of competitive strategies.

From the findings, an overwhelming number of those polled, (65%) held that the political environment affects the successful implementation of competitive strategies to a very great extent. Another 25% of those polled said that political environment affects strategy implementation to a great extent. An additional 10% said that political environment affects strategy implementation to an average extent. Of note is that none of the

respondents thought that political environment has no effect on the implementation of competitive strategies.

The researcher also sought to establish the effect that different aspects of political environment has on the successful implementation of competitive strategies in their societies. The highlighted aspects were: national government interference; cronyism/patronage; internal leadership wrangles and county/national government disharmony.

Figure 4.4 The relative effect that different aspects of political environment have on the implementation of competitive strategies.



Source:Field Data, 2016

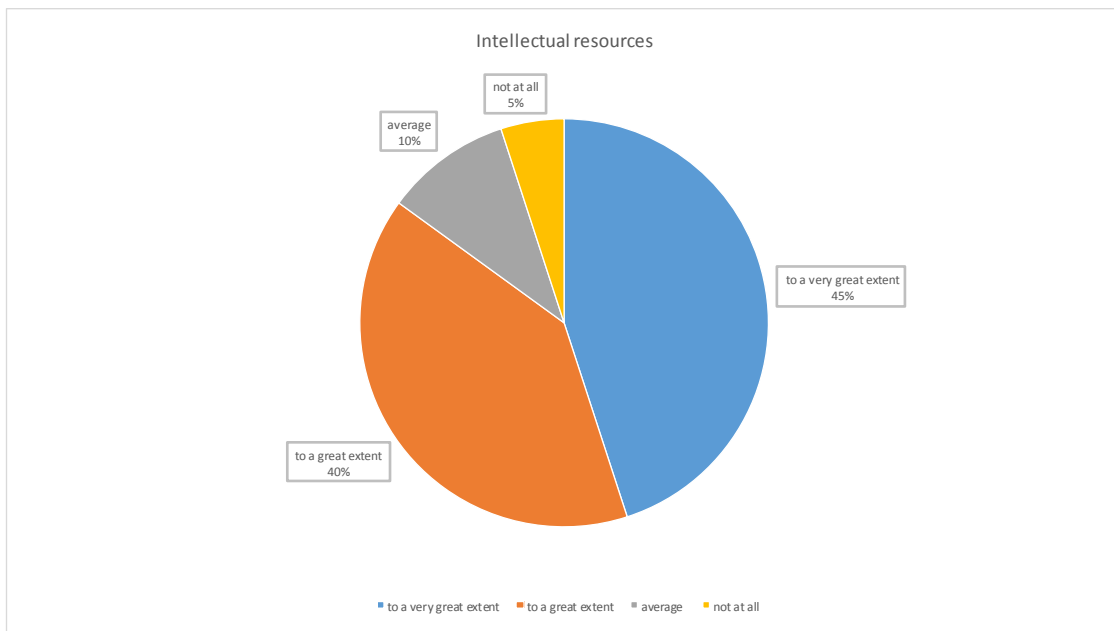
Figure 4.4 illustrates the relative effect of different aspects of the political environment on the successful implementation of competitive strategies. It presents findings on the national/county government disharmony, cronyism/patronage, national government interference and internal leadership wrangles.

An overwhelming majority of the respondents were in agreement that there is a great relationship between all the different aspects of political environment and implementation of competitive strategies among coffee cooperative societies in Nyeri County. An average 48% of respondents in all categories strongly agreed with the fact that national government interference, cronyism/patronage, internal leadership wrangles and county/national government disharmony affect the successful implementation of competitive strategies among coffee cooperative societies. An average 39% agreed that the different political aspects affect strategy implementation. and below of respondents could however not find any relationship between organizational culture and the implementation of competitive strategies. Only an average of 4% of the respondents disagreed with the statement that the different political factors affect the successful implementation of competitive strategies. A paltry 1% on average strongly disagreed with the statement.

4.5 The effect of intellectual resources on the implementation of competitive strategies among coffee cooperative societies in Nyeri county.

Responses were sought to find out how much the intellectual resources affect effective implementation of competitive strategies in cooperative societies. Respondents were required to state how they thought the presence or lack thereof of capable and competent human capital in their societies facilitates or hinders strategy implementation.

Figure 4.5: The relationship between intellectual resources and the implementation of competitive strategies.



Source:Field Data,2016

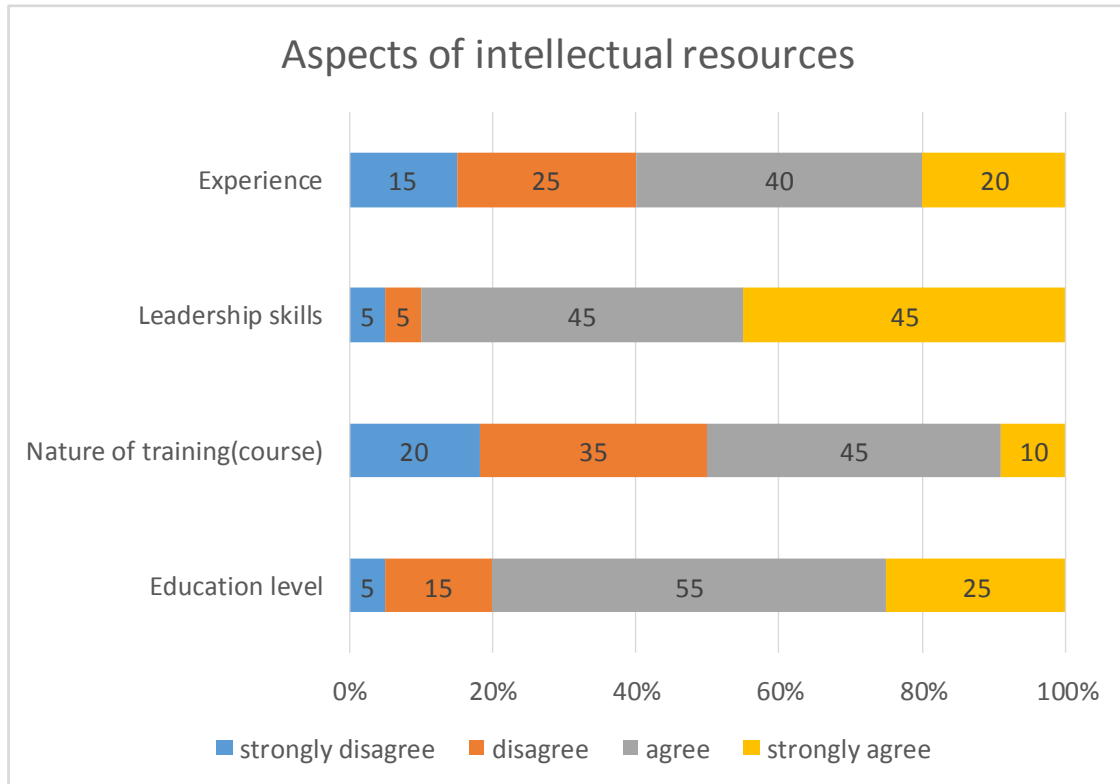
Figure 4.5 shows the relationship between intellectual resources and the implementation of competitive strategies among coffee cooperative societies.

From the responses received, 45% of the respondents thought that the intellectual resources affected successful strategy implementation to a very great extent. 40% of the respondents were of the view that a society's intellectual resources affected successful strategy implementation. While 10% agreed that intellectual resources affected strategy implementation to an average extent, only 5% of the respondents thought that intellectual resources had no effect at all on successful implementation of strategies.

However, some of the secretary-managers thought that this factor was mostly critical only in senior management and its impact on strategy implementation did not matter much in the other ranks of human resources. Others cited that besides intellectual resources, there were other equally influential factors like commitment and loyalty.

The researcher also sought to find out the relative effect of various aspects of intellectual resources on successful implementation of competitive strategies. Respondents were required to express their opinion on how they felt, education level, nature of training(course), leadership skill and experience affected successful implementation of competitive strategies in their societies.

Figure 4.6: The effect that different aspects of intellectual resources has on successful implementation of competitive strategies among coffee cooperatives.



Source:Field Data, 2016

Figure 4.6 shows the effect of the different aspects of intellectual resources on successful implementation of competitive strategies among coffee cooperative societies in Nyeri County.

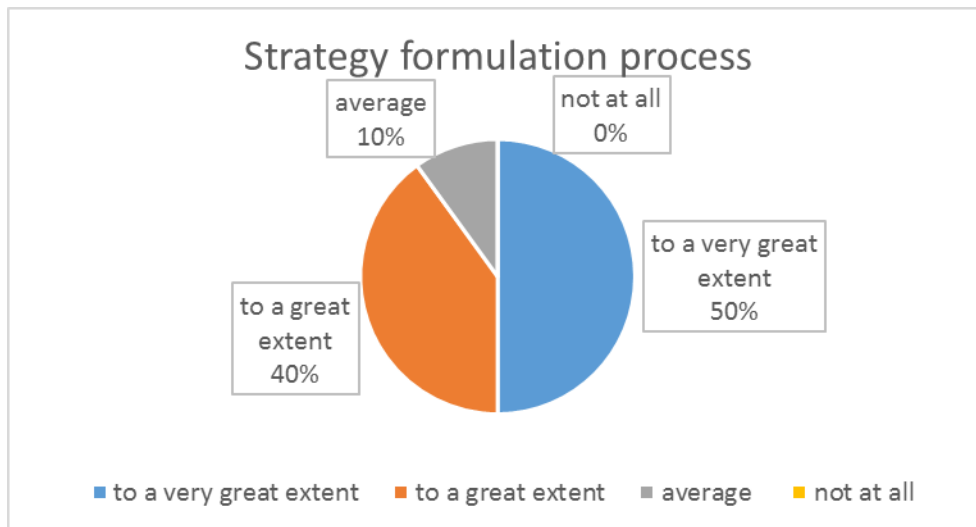
Out of all the respondents surveyed, a majority of them, 45% on average agreed that the different aspects of intellectual resources affect successful implementation of competitive strategies. 55% agreed that education level and leadership skills affect strategy implementation. Another 25% on average of the respondents strongly agreed that intellectual resources affect strategy implementation. In this category, 45% strongly agreed that leadership skills affects strategy implementation. 11% of the respondents on average disagreed that the different aspects of intellectual resources affect strategy implementation. Out of these, 35% disagreed that the nature of training(course) affected strategy implementation. A further 11% of the respondents strongly disagreed that the different aspects of intellectual resources affects strategy implementation. Of those who strongly disagreed, 20% strongly disagreed on the nature of training while 15% strongly disagreed on experience. They felt that these two factors had very little effect if any on the successful implementation of competitive strategies in their societies. They pointed out that while experience may be a necessary factor in success, it was not sufficient and they gave examples of very experienced leaders who had a very poor track record. They also said that in the management of societies, the course one was trained in had very little influence on the success or otherwise of strategy implementation.

4.6 The extent to which strategy formulation process affects successful implementation of competitive strategies in Coffee cooperative societies.

The respondents were requested to indicate how much they thought the strategy formulation process in their societies affected the successful implementation of competitive strategies.

The pie-chart diagram below shows that 50% of the respondents agreed that strategy formulation process had a very great effect on the implementation of competitive strategies in their societies. 40% indicated that strategy formulation process affected implementation to a great extent, bringing the total of those who reported a significant effect to 90%. Only 10% of the respondents were of the view that strategy formulation process affected implementation to an average extent. However, of all the respondents, none reported that strategy formulation had no effect on successful strategy implementation.

Figure 4.7: The relationship between strategy formulation process and successful implementation of competitive strategies.

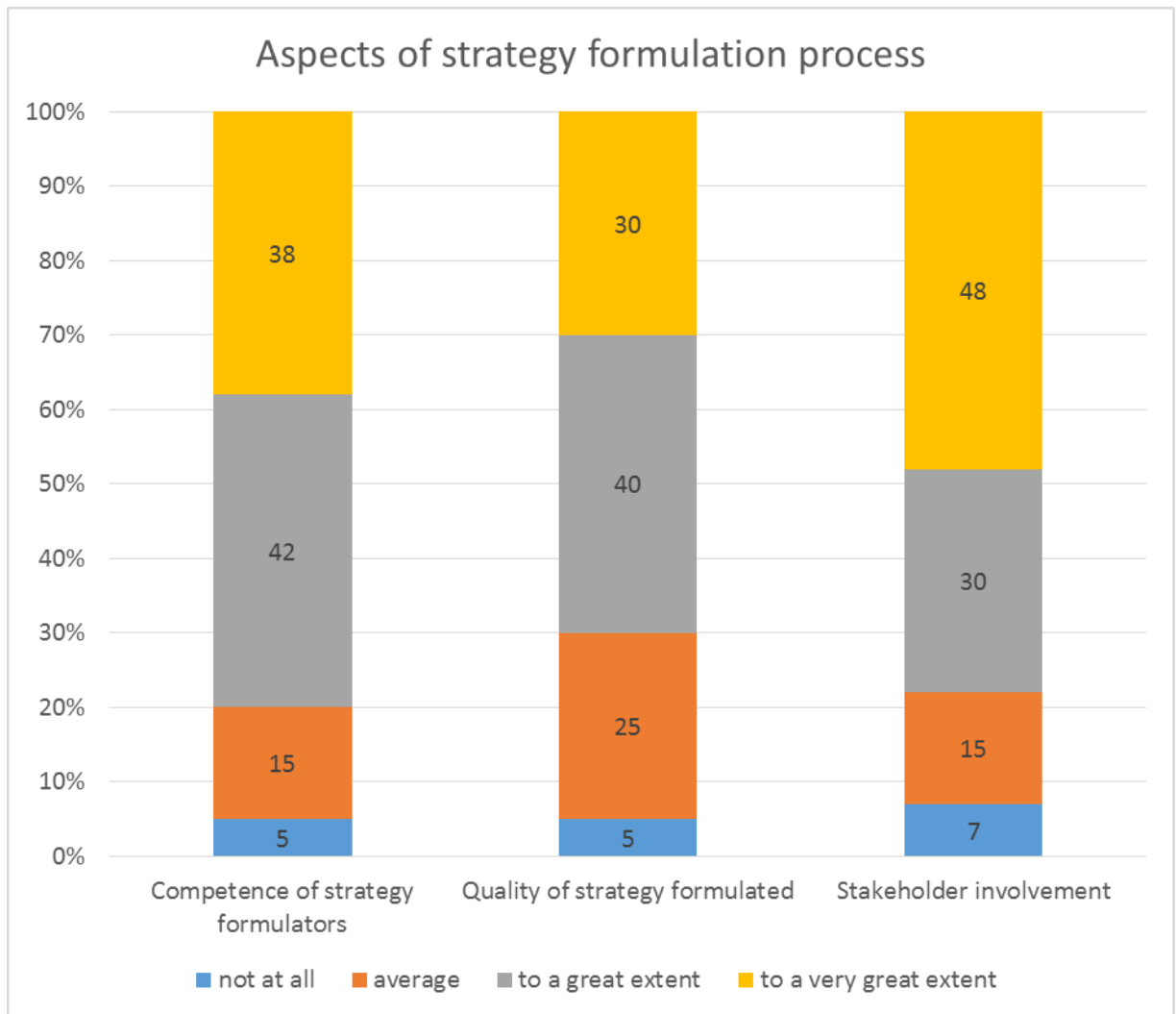


Source:Field Data,2016

Figure 4.7 illustrates the relationship between strategy formulation process and successful implementation of competitive strategies among coffee cooperative societies.

The respondents were also asked to rate the relative effect that various elements of the planning process had on the implementation of competitive strategies. The results are presented in the graph below:

Figure 4.8: The relative effect that different aspects of strategy formulation process have on the implementation of strategic plans



Source: Field Data, 2016

Figure 4.8 shows the relative effects that different aspects of strategy formulation processes have on the successful implementation of competitive strategies among coffee cooperative societies in Nyeri County.

From the above graph, it is evident that aid competence of strategy formulators, quality of strategy formulated and stakeholder involvement have huge impact on the successful implementation of competitive strategies in coffee cooperative societies. Across the three aspects of strategy formulation surveyed, only an average 6% of the respondents thought that they did not affect strategy formulation. Over 90% on average of the respondents thought that the different aspects of strategy formulation affected implementation to some extent. Stakeholder involvement was cited by 48% of the respondents as affecting strategy implementation to a very great extent. Some respondents particularly those who said that these aspects of strategy formulation had no impact on implementation said that there were other factors besides those raised that affected implementation to a far greater extent. They gave examples of lack of supportive national legislation, illiteracy among society members since they held that need to successfully implement strategies must stem from a deep awareness of the industry by the society owners who are members. Others in this category cited sabotage of growth initiatives by forces external to the societies like marketing cartels whose interests are in maintaining the status quo.

4.7 Discussion of Results

From the results, it is identified that organisational culture can have a very great impact on the implementation of competitive strategies in coffee cooperative societies. A positive culture that supports organisational learning can facilitate new thinking in societies and aid in strategy implementation. How communication, horizontal or vertical is conducted in a society can either facilitate or hinder successful implementation of competitive strategies. How messages are designed and passed on and the ease with

which information flows across the society structures influences the buy-in and ownership and at the same time creates efficiency and effectiveness in implementation. These findings are in line with Ravasi and Schultz (2006) observation that culture provides lenses through which individuals in organisations interpret the different experiences that they go through. These realities within organisations may have negative and positive influence on strategy implementation.

The study has also revealed that the political environment has a huge impact on the implementation of successful strategies in coffee cooperatives. Coffee cooperatives are saddled with inefficiencies attributed to political interference, unpredictable government interventions that many times wreak havoc on management, and the tag of war between the national and county governments. Since the passing of the 2010 constitution, the agriculture management function was devolved to county governments. However, this remains a grey area since policy issues were left in the hands of the national government. Policy mostly involves strategy formulation while implementation requires a presence and involvement at the grassroots level. This huge disconnect between strategy formulators and implementors greatly impacts successful implementation of competitive strategies. This is in concurrence with Lodhia and Burritt (2004) perceptions that political impacts have an essential bearing on open division change.

The quality and quantity of human capital or intellectual resources available to a society influences the success or otherwise of strategy implementation. The education level of key staff, the nature of training, skills and competence, and experience all fill a crucial void in the implementation of policies. Human capital is clearly the most valuable factor of production in the coffee cooperatives sector. How the societies align this factor to their

growth strategies determines how competitive they are in the industry. The study findings echo Barney (1991) who posited that assets that are scarce, critical and impossible to replicate oftentimes afford an organization with an edge in the highly competitive environment. They are also in accordance with Cooper (1998) discoveries that assets shape the premise of firm procedures and are basic in the execution of those systems too.

Strategy formulation process also emerged as a major factor that influences the success or otherwise of competitive strategies among coffee cooperative societies. Who conducts the process, how it's conducted and the product from the process were seen to determine how successful the implementation of the strategies become. Competence of strategy formulators which translates to education, training, skills and experience was found to have a profound impact on implementation. Top managers in this case secretary-managers play a crucial role in the formulation process and must as a matter of necessity possess the requisite qualifications which comprises of knowledge, skills and attitude. The findings agree with Certo and Dalton (2000), who argue that managers, in particular, represent a unique organizational resource. The study also indicated that the quality of strategy formulated implementation. An effective measure for dealing with challenges of strategy implementation therefore would be to have a good strategy. Effective execution is impossible if strategies are flawed. Involvement of stakeholders emerged as another strong determinant of successful implementation of competitive strategies. Stakeholders in this case comprise of all the players in the entire value chain. The most crucial of all stakeholders, and the most overlooked in the formulation process is the farmer. This then

becomes a huge impediment to successful implementation since most problems in the coffee sector that any strategy may aim to address usually begin at the production stage. Involving all stakeholders lead to greater overall support for the competitive strategy and the changes inherent in its execution. Employees of the societies also need to be involved throughout the process. The responses further indicated that to improve employees' acceptance to strategy and avoidance of resistance to change, with reward management programs need to be inbuilt into the process.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

From the analysis and data collected, the following discussions, conclusions and recommendations were made. The responses were based on the objectives of the study. The summary, conclusion and recommendations are also aligned with the objectives of the study. Study limitations and suggested areas for further research are also outlined in this chapter.

5.2 Summary of Study

This section outlines the determinants of strategy implementation, the relationship between organizational culture, political environment, intellectual resources, strategy formulation process and the successful implementation of competitive strategies among coffee cooperative societies in Nyeri County.

5.2.1 Determinants of strategy implementation

The study revealed that most cooperative societies considered the successful implementation of competitive strategies as very important with 55% of the respondents saying it was of great importance and 30% saying it was of very great importance. Organisational culture, political environment, intellectual resources and the strategy formulation process were also found to have varying levels of influence on the successful implementation of competitive strategies among coffee cooperative societies in Nyeri County.

5.2.2 The relationship between organizational culture and the successful implementation of competitive strategies

The study revealed that there was a very great correlation between the culture of an organization and the implementation of competitive strategies. A majority of the respondents (70%) were of the opinion that choosing the right culture in a society will go a long way in ensuring success in implementation of competitive strategies. The study also revealed that each of the aspects of culture studied, which included rites, values, heroes and communication channels, had major impacts on strategy implementation. Up to 53% of the respondents strongly agreed to the fact these factors affect successful implementation of competitive strategies.

5.2.3 The effect of political environment on successful implementation of competitive strategies.

It was noted that the political environment had a significant impact on the implementation of competitive strategies in coffee cooperative societies. 65% of the respondents indicated that the political environment had a huge impact on the implementation of competitive strategies among coffee cooperatives. Another 25% of the respondents opined that the political environment affected competitive strategy implementation to a great extent. In total therefore, an overwhelming percentage of those polled (90%) were of the opinion that the political environment is very influential as far as successful implementation of competitive strategies is concerned in their cooperative societies.

Additionally, all the aspects of political environment surveyed were seen to be quite influential in the implementation of competitive strategies in coffee cooperative societies. The push and pull between the national and county governments, internal leadership wrangles, cronyism/patronage and interference from the national government all negatively affect the successful implementation of competitive strategies.

5.2.4 The extent to which intellectual resources affected the implementation of competitive strategies in coffee cooperatives.

The study revealed that intellectual resources are a very significant factor in the successful implementation of competitive strategies in coffee cooperative societies. 85% of the respondents reported that intellectual resources had a major effect on the successful implementation of competitive strategies in the coffee cooperative societies. The respondents singled out leadership skills (90%) as the most critical human capital factor that effected strategy implementation, education level (80%), experience(60%) and finally the nature of training(55%). The study also revealed that there are other factors that are held to be more important to the successful strategy implementation than intellectual resources. Some respondents pointed out factors like global market environment and consumer trends as being more influential in dictating the success or otherwise of competitive strategies in the coffee cooperative sector.

There were still others who agreed that intellectual resources affected successful strategy implementation but said that there are other more influential aspects of intellectual resources besides those surveyed. They gave examples of levels of illiteracy among the coffee farmers and flooding of the industry by brokers caused a great impediment to the

efficient execution of competitive strategies. They went further to explain that it's only when cooperative society members are sufficiently enlightened that they can put up a sustained push to have their societies managed professionally and hence see competitive strategies successfully implemented.

5.2.5 The extent to which the strategy formulation process affects the successful implementation of competitive strategies among coffee cooperative societies.

The results from the study indicate that the entire strategy formulation determines to a great extent how successful implementation of competitive strategies will be. All the respondents agreed that the strategy formulation process affects successful implementation to some extent with 50% saying it does so to a very great extent, 40% to a great extent and 10% to an average extent. Of note is that none of the respondents thought that there was no relationship between planning process and successful execution.

Different aspects regarding strategy formulation process were also revealed to have varying degrees of impact on successful implementation of competitive strategies. Competence of strategy formulators, quality of strategy formulated and stakeholder involvement were all seen to affect successful strategy implementation. Stakeholder involvement emerged as the most influential aspect of strategy formulation with 48% of the respondents saying that it affects successful implementation to a very great extent and 30% to a great extent. The most important stakeholder in the coffee cooperative sector was identified to be the farmers who are society members. Since most of the competitive strategies involve improvement of quantity and quality of production, the producer must

be involved in the strategy formulation process from the beginning. Competitive strategies need to be demand-driven so that they can acquire ownership from the society membership.

5.3 Conclusion of the Study

This study concludes that whereas there are many factors that affect the successful implementation of competitive strategies among coffee cooperative societies in Nyeri County, organizational culture, political environment, intellectual resources and the strategy formulation process are crucial to success of implementation of competitive strategies. These factors cut across all coffee cooperative societies that were surveyed. The study concludes that without proper handling of these factors, successful competitive strategy implementation can never be achieved.

With regard to organizational culture, the study concludes that it is an important factor in the process of implementing competitive strategies. The most important aspect of culture in an organization is the values that the management instills in the workforce. Communication is also a major determinant of the success or otherwise of the process of implementing strategies. The means through which communication is done also affects how decisions on strategic direction is received by stakeholders. The values that are held dear in the societies are shared, reinforced and institutionalized through the right choice of communication channels.

The study also concludes the political environment in which a society operates is a major determine of the success of the successful implementation of competitive strategies

among coffee cooperative societies. In Kenya, politics permeates every sector of the society. This is no less the case in cooperative societies. Whoever controls the coffee economy acquires massive political influence in the coffee growing regions of the country. The coffee industry has been used by successive governments to arm-twist farmers into towing the line politically. Control of the fortunes of farmers in this industry has also been used by many as political launching grounds. With the coffee industry being such a potent political tool, and the coffee societies being at the heart of this industry, the stakes have been very high from a multiplicity of political players to ensure absolute control of the societies. In this kind of environment, it comes as no sacrifice therefore that coffee cooperative societies have fared so poorly in the successful implementation of competitive strategies. Patronage/cronyism, national government interference, internal leadership wrangles and national/county governments' squabbles are some of the ways through which the different political forces have asserted their influence on strategy implementation among coffee cooperatives.

From the study, the intellectual resources that a cooperative society has is a major influence on the successful implementation of competitive strategies. It emerged that a society is only as good as its human capital. However good all the other factors of production may be, what really counts for success is the caliber of people that a society has. Strategies effectiveness only counts if they are properly executed. It's the people who execute. The core strategy implementation team is the most crucial and influential in the success or otherwise of implementation. This is tied to their leadership skills, education level, experience and nature of training. The team that has a healthy score on

these different aspects of intellectual resources would be expected to be more successful in implementing competitive strategies.

The study also concluded that the strategy formulation process has a profound impact on the successful implementation of competitive strategies. Poor methodology can restrain execution endeavors significantly. As Hrebiniak (2006) contends, great execution can't beat the shortcomings of a weak system or a poor vital arranging effort. At the strategy formulation phase, the planners need to achieve a fit between the strategy types on one hand and the implementation capabilities of the society on the other. The strategy formulated need also to align with the corporate goals of the societies. To achieve this, the strategy formulation process needs to be performed by competent personnel who are able to perceive all the intricate factors that must be considered in the formulation process. The quality of the strategy formulated must also be high and possess internal coherence and consistency for implementation to be successful. Involvement of all stakeholders is mandatory during the formulation process if successful implementation is to be guaranteed. Of particular importance are the farmers who are the real owners of the societies. Their participation and contribution is crucial in generating as sense of ownership of the strategies from the earliest stages. Finally, this study concludes that no single factor can fully account for the success or otherwise of the process of strategy implementation. Instead, this process is affected by a multiplicity of factors which if well managed, could help in the process of implementation of competitive strategies.

5.4 Recommendations of the Study

The study makes specific recommendations guided by the objectives of the study. Coffee cooperative societies in Nyeri county and other coffee cooperatives should create a culture that is supportive of their competitive strategies. This culture should be cultivated among all employees and all new entrants should be required to adopt this culture. This will enable the smooth and successful implementation of strategic plans. The management of the societies should make deliberate efforts to create a culture of learning and continuous improvement. All employees should be taken through the process of culture change so that their knowledge, skills and attitudes fit into the strategic goals of the societies. The societies should open up communication channels that allow for effective and efficient vertical and horizontal communication. This would allow timely conveyance of the corporate mission and vision. Additionally, values that support strategic goals of the societies should be instilled in all stakeholders particularly employees. This can be achieved through institutionalizing reward policies as a reinforcement tool. The top management should strive to create heroes or champions within the society to spearhead implementation of the competitive strategies. The champion can be a senior employee, farmers' representatives or community leaders. This will earn cross-sectional support and goodwill for the strategies which is key for successful implementation.

The study also recommends that society leadership develops a keen awareness of the political environment in which it operates. An environmental scan would be useful from as early as possible in the process. Managers need to realize that coffee cooperative

societies do not operate in a vacuum. They are affected by political dynamics which in many cases mean success or death of their competitive strategies. Before implementation, managers should build a network of political leaders from across board. This will ensure that political factors like interference from the national government are minimized and instead the national government backs up the strategies formulated by the societies. Political goodwill from the national government would also win legislators onto the side of the societies by passing enabling legislation. Managers should also make society leadership as democratic as possible. Members should be allowed to elect their leaders and make decisions in as transparent a manner as possible. This ensures that internal leadership wrangles are kept at a minimum and when they occur, they are resolved before they cause damage to the implementation of competitive strategies.

The study also recommends that societies invest in their human capital to ensure that they have ample intellectual resources to oversee the implementation of competitive strategies. The key staff involved in strategy implementation should be people who possess adequate leadership skills able to steer the process forward. The top management can influence this by headhunting for the most skilled and tested leaders during recruitment. These leaders should also possess the requisite educational qualifications. This is because strategy implementation is a highly technical exercise that is not arbitrary. As such, formal training in the relevant field is necessary. The top leaders also need to have adequate experience in the area of competitive strategy implementation. Experience does not however just mean accumulated years at a job. Of greater importance is the track record achieved in their previous postings. Where societies find themselves staffed by

managers who do not possess the right knowledge, skills, attitude and experience, then the societies can invest in capacity-building exercises through trainings, mentorship/apprenticeship, scholarships and benchmarking.

The study formulation process, as the study findings demonstrate, are a key determinant of the success or otherwise of the implementation process. The study recommends that the process is as inclusive as possible. This builds ownership into the process and eases the implementation process. All stakeholders should participate in the formulation process. Managers should create forums for sharing views and try to be as inclusive as possible to divergent views. Members particularly the farmers should be made aware in a language that they understand exactly what the strategy involves and the role they will need to play to ensure its successful implementation. The managers involved in strategy formulation need to possess the necessary competencies. They for instance need skills to conduct an in-depth analysis of their environment, both internal and external. Where there are deficiencies in skills level, societies can outsource for consultancy services from competent firms. It's worth noting that the consultants must however not formulate the strategies for the societies. Their role must be limited to guidance. Leaving the process entirely to them will at best result in strategies that do not address the competitive needs of the society and at worst generate strategies that are rejected and sabotaged by stakeholders in the implementation stage. The study also recommends that care is taken to ensure that only quality strategies are formulated. The strategies need to be checked for internal coherence and consistency and also its ability to fit into the large goals of the society as well as the society's capability to implement them

Finally, the study suggests that the management of change within coffee cooperative societies must be handled in a professional way to ensure there is minimal resistance from the staff and other stakeholders. It is important to involve all the stakeholders in designing and rolling out change since without their support, implementation of competitive strategies would be in jeopardy.

5.5 Limitations of the Study

The limitations of the study refer to those characteristics of design or methodology that impacted or influenced the application or interpretation of the results of the study. Time constraint was one of the main limitations to the study which contributed to difficulty in accessing information. This was mainly due to inability of the respondents to fill the questionnaires within expected time, owing to their busy schedules in attending to emerging official business that may not have been anticipated, which at times were conducted outside the country and / or out of town. This affected the response rate.

Mistrust by the target group also came out strongly since the secretary managers feared that if the results of the study are published with their society names on them, some of the unflattering views could be traced back to them. They feared this could be used against them by their rivals. It hence took a great deal of encouragement by guaranteeing the respondents of outright privacy to inspire them to take an interest in the study, however a few respondents withheld imperative data which over the long haul affected on the result of the study.

5.6 Areas Suggested for Further Research

The conclusion of the study is that competitive strategy implementation in analysis of the factors are mostly ignored by most managers in organisations in Kenya. This study focused exclusively on coffee cooperative societies in Nyeri County. A replica study could be conducted on cooperative societies in other counties to establish whether study findings apply in those regions. Further research could be on the factors affecting implementation in other players in the coffee industry. Case studies on the Coffee Board of Kenya and a survey of the coffee marketing agencies for instance could supplement the findings of this study.

The study could also be extended to cover the cooperative society movement. Since they are governed by the same legislative framework, findings in any one cooperative society sector can easily be extrapolated for application in other societies.

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APPENDICES

Appendix I: Letter of Introduction



**UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS**

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE: 28/08/16

TO WHOM IT MAY CONCERN

The bearer of this letter GIATUNGU DANIEL MAINA

Registration No. 231/74188/2014

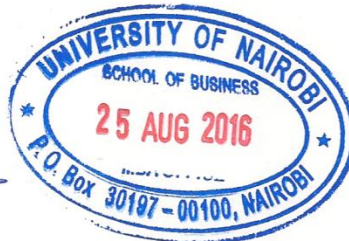
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

**PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS**



Appendix II: Questionnaire
Section A: General questions

Kindly read and answer the following questions by filling the spaces provided or placing a tick (√) in the boxes

Name of the respondent (optional).....

Age..... Gender

Highest educational qualification.....

Position within the society

How long have you been working in the society?

0-5 years 6-10 years over 10 years

Section B: Strategy implementation

Kindly indicate the level of importance that your society accords to successful implementation of competitive strategies.

	Of very great importance	Of great importance	Of average importance	Of no importance
Successful implementation of competitive strategies				

What are the key milestones that your society is looking forward to achieve in the next five years?

.....

SECTION C: To find out the effect of organizational culture on implementation of competitive strategies in coffee cooperative societies in Nyeri county.

To what extent does organizational culture affect implementation of strategies in your society?

- To very great extent to a great extent
 Average not in any way

State some of the major cultural aspects in your society if any?

.....

How does organizational culture affect implementation of strategies in your society?.....

.....

Kindly tick appropriately.

	Strongly disagree	disagree	Agree	Strongly agree
Values affect strategy implementation				
Rites and rituals affect strategy implementation				

Heroes affect strategy implementation				
Communication networks affect strategy implementation				

Explain how your society ensures organizational culture aids strategy implementation.....

SECTION D: To establish the effect of political environment on implementation of competitive strategies plans of coffee cooperative societies in Nyeri county.

To what extent does political environment affect implementation of strategies in your society?

- To very great extent to a great extent
 Average not in any way

What are some of the political factors that have impacted the implementation of strategies in your society in the last 5 years?.....

To what extent do these aspects of political environment affect strategy implementation in your society?

	To a very great extent	To a great extent	Average	Not at all
National government interference				
Cronyism/patronage				

Internal leadership wrangles				
County/national government disharmony				

Explain how your society ensures political environment facilitates effective strategy implementation

.....

.....

.....

.....

SECTION E: To establish the effect of intellectual resources on successful implementation of competitive strategies of coffee cooperative societies in Nyeri county.

To what extent do intellectual resources affect successful implementation of competitive strategies in your society?

- To very great extent to a great extent
- Average not in any way

To what extent do the following aspects of intellectual resources affect implementation of strategies in your society?

	To a very great extent	To a great extent	Average	Not at all
Education level				
Nature of training(course)				
Leadership skills				
Experience				

Explain how your society ensures intellectual resources contributes to effective strategy implementation.....

SECTION E: To establish the effect of strategy formulation process on successful implementation of competitive strategies of coffee cooperative societies in Nyeri County.

To what extent does strategy formulation process affect successful implementation of competitive strategies in your society?

- To very great extent to a great extent
 Average not in any way

To what extent do the following aspects of strategy formulation process affect implementation of strategies in your society?

	To a very great extent	To a great extent	Average	Not at all
Competence of strategy formulators				
Quality of the strategy formulated				
Stakeholder involvement				

Explain how your society ensures strategy formulation process enhances effective strategy

implementation.....

Appendix III: List of Coffee Cooperative Societies in Nyeri County

NYERI COUNTY COFFEE COOPERATIVE SOCIETIES.

NO	COOPERATIVE SOCIETY
1	OTHAYA FCS
2	GAKUYU
3	GIKANDA
4	MUGAGA
5	BARICHU
6	IRIAINI
7	THIRIKU
8	NJURIGA
9	GITHIRU
10	WACHURI
11	GACHATHA
12	GATHAITHI
13	GIAKANJA
14	NEW GIKARU
15	AGUTHI
16	MUTHEKA
17	RUGI
18	RUTHAKA
19	RUMUKIA
20	TEKANGU
21	RUTUMA AMALGAMATED
22	KIAMA
23	MATHIRA NORTH
24	MUNG'ARIA
25	KIANDU

Appendix IV: Map of Kenya

