

**STRATEGIC MANAGEMENT PRACTICES AND PERFORMANCE OF MEDIA
COUNCIL OF KENYA**

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DECLARATION

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

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

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DEDICATION

This research project is dedicated to my family and friends for their inspiration, encouragement, understanding and support towards the successful completion of this course. I am eternally grateful to my supervisor for his guidance and wisdom throughout this course.

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ABSTRACT

The Media Council of Kenya is an autonomous body that seeks to improve and protect media freedom and autonomy in Kenya and provide appropriate standards that control and direct journalists, practitioners and media enterprises. The challenges have been majorly driven by a decrease in funding for its core activities. Funding from the government continues to dwindle, since the focus has shifted to funding the big four agenda, a project that has seen an astronomical rise in national debt. The study sought identify the effect of practices of strategic management on performance of media council of Kenya. This research was a case study. The study employed primary method of data collection. An interview guide was used with open-ended questions to collect in depth information from the secretariat in the Media Council of Kenya. The interviewees shall be comprised of the Chief Executive Officer, the head of Programs, Human Resource manager, Finance officer, Communication officer and Accreditation officer, since they are instrumental in the formulation and adoption of strategies, meaning that they are more conversant with the practices and challenges facing the organization and to avoid an independent source bias. The researcher analyzed data using content analysis, an objective, detailed and systematic description of variables of the study. The study found that Media Council of Kenya have vision and mission statements, which are documented. The study further found that strategic objectives and operational units' functional objectives are set for the organization The preparation, development and analysis of strategic plans in Media Council of Kenya are done through a consultative process. Performance reward system should be established. Performance targets should be derived from the strategic management plans. The recommendations made in this study that will endeavor to improve the process of development of strategy and handle the problems arising in the process of development of strategies for regulatory bodies.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Institutions that take part in practices of strategic management post better performances than those that do not (House,1970). Once an organization becomes large, has layers of management or experiences substantial changes in its environment, it cannot afford to follow intuitive strategies (Pearce & Robinson, 2007). Strategic management practices identify possible environmental variables that are likely to affect performance and ensure that appropriate strategies and mitigating measures are formulated. Organizations that adopt strategic management practices position themselves competitively, since this process helps in evaluating performance, assessing competition and setting appropriate goals.

This study will be premised on Resource Based theory and Force Field Analysis theory. Resource Based theory fronted in 1984 by Wenefeldt, suggests that the competitive advantage of an organization is a combination of its capabilities, intangible elements, skills and assets. Force Field Analysis theory Lewin (1947) proposes that most challenges within organizations are held in equilibrium between the driving and restraining forces.

The theories will be significant in providing direction to the study objectives since they will be tested against relevant empirical data. The theories will expound on variables that will aid in understanding the concept of organizational performance, to assist the researcher in understanding the conceptual linkages of performance. The study will have a positivist approach in responding to the identified objectives and will inform and describe the phenomenon of performance and how it can be realized through managerial practices to ensure sustainability.

The aim of this study is to advocate for sustainable strategic management practices within the Media Council of Kenya by responding to the study objective. The researcher seeks to front strategic management approaches as a driving force to corporate agility within the public service. No form of business, public and private, can ignore change. The ability to survive and sustain superior performance within a dynamic setting relies on the strategic management practices that provide an edge to corporations that embrace its approaches.

Regulatory bodies in Kenya are either autonomous or semi-autonomous government agencies, constitutionally created to exercise oversight over various functions in the economy. The public and government are increasingly laying demands on regulatory bodies for improved oversight (Christou, 2015). Regulatory bodies must ensure that they maintain a balance between attaining and keeping public trust and remaining sensitive to the changing dynamics in the world, not stifling opportunities for growth and development within the sectors that they regulate and maintaining the integrity of the offices they hold. Since they are tasked with ensuring that legislation enacted for their sectors are fully complied with by the industry players, regulatory bodies need to embrace strategic management practices as a way of achieving their mandates.

The Media Council of Kenya, a body that regulates the practice of media in Kenya has enjoyed the goodwill of international bodies, the public, media and government in exercising its mandate. Lately however, the organization has come under scrutiny for not creating a proper balance between supporting government initiatives for the media while remaining independent of government interference. The Council is seen as not being vocal enough on matters that are deemed to gag the media and which affects freedom of expression and safety of journalists. As a result, funding for its core activities has experienced a downward trend, thereby affecting its performance.

This brings to the fore, the need to establish the effects of strategic management practices and performance of the Media Council of Kenya as a regulatory body.

1.1.1 Strategic Management Practices

Practices of strategic management are sets of decisions and actions that firms implement to realize their long term direction. These are the standards that organizations adopt to ensure effective implementation of various plans by monitoring, measuring and taking corrective actions in response to rapidly changing external contexts (Teece, 2017). Strategic management practices define the development and actualization of strategies to meet the set business objectives and hence create superior value for organizations relative to their rivals. This is vital to the survival and success of organizations because they operate in environments that constantly changes, resulting to external opportunities and threats that need to be capitalized on and dealt with to realize appropriate alertness, without which superior performance would be impossible.

Strategic management practices are significant in realizing better performance for firms that adopt them, in comparison to those that do not. Strategic management is crucial in developing capabilities that will enable firms to be adaptive to more volatile environments (Ansoff, 1965). The ability to be successful in constantly changing contexts depends on the influence of strategic management and the strategies involved, to enable organizations adapt to fast paced markets and give firms greater value to their customers relative to competitors. Strategic management practices establish long term direction for organizations and minimizes resistance to change, an integral part of superior performance. The practices promote efficiency within organizational units through coordination of organization, embracing diversification and adopting simple structural designs that will leverage on corporate agility (Samuel and Ogutu, 2012).

Strategic management practices involve determining the long term direction for organizations by establishing the vision and mission statements. These guiding statements are crucial in providing directions for the firms' activities, objectives, markets and products. The practice also includes scanning the external environment and assessment of the internal environment, to identify the opportunities, threats, strengths and weaknesses. The process involves the setting of strategic objectives, strategy development, implementation, evaluation and control (Koch, 2006).

1.1.2 Organizational Performance

Performance of organizations is the measure of the extent to which firms utilize their resources efficiently and effectively to realize the intended objectives after actualizing their plans (Kaplan & Norton, 1992). The ability to realize desirable output is considered as a positive organizational growth that provides a sense of direction to fulfilling stakeholder expectations. Firm performance defines the measure of sustainable growth over a period of time, through measuring the achieved output against the targeted outputs. It entails examining if the resources are used in the most ethical and appropriate manner to meet various objectives of firms by their managers. (Mugenda, 2003). It is critical to examine if firms are realizing their vision and meeting their operational obligations so that appropriate actions can be taken to effectively ensure that desirable performance is accomplished.

Organizational performance is significant because it defines the long term direction and obligations of the firms and confirming that they are met. The kind of performance firms achieve defines their level of efficiency and ability to offer superior value to their customers and stakeholders. Organizational performance is vital in attracting external competency for firms with desirable capabilities and add to their existing competencies to distinguish themselves in the marketplace (Johnson and Scholes, 2012).

It is also essential in defining firms' distinctive competence by identifying resources and capabilities that are key to distinguishing organizations in the marketplace. The ability to develop core competencies over time to outperform firms in the industry highly depends on firms' resources and capabilities and how they are used to register appropriate results that will strengthen their abilities over time. (Awino, Muturia and Oeba, 2012).

Researchers have claimed disenchantment with the exclusive use of one measure of performance over the other in measuring firm performance. Performance of organizations should be measured using both indicators of non-financial and financial indicators to reflect the overall accomplishment. The most cited financial measures are profitability, earning per share, return on assets and return on investments. The strategic measures of performance are customer satisfaction, market share, employee development and internal efficiencies. (Richard, 2009).

1.1.3 Regulatory Bodies in Kenya

The imperative focus of the regulatory bodies is to monitor, oversee and control the institutions, governed by the relevant provisions of their respective authorities. Regulatory bodies in Kenya are governed by Board of Directors, who are vested with fiduciary to supervise the activities of these bodies and ensuring that their functions are aligned with the Acts under which they are formed and mandated. The key regulatory bodies in Kenya include the Capital Markets Authority which was established in November 1989, through an Act of Parliament (Cap 485 A, Laws of Kenya). Its main function is to control the financial markets that provide capital for growth and sustainability in the economy and regulate corporations listed in the Nairobi Securities Exchange.

Insurance Regulatory Authority came into existence after the enactment of Insurance Act, Cap 487 in 1986. (Amendment 2006), Cap 486 of the Laws of Kenya. Its mandate is to offer regulation, supervisory, and developmental functions to the industry of insurance. Other regulatory bodies in Kenya include the Communication Authority of Kenya, Energy Regulatory Authority, Public Procurement Oversight Authority, and National Environment Management Authority. The various regulatory authorities stated above have been faced with various challenges that necessitate looking at strategic management practices and performance to identify relevant actions and decisions that will offer solutions. The public largely perceives them as hindrances to trade as they are seen to further government interests. As a result, they lack proper support and cooperation of the main stakeholders, the industry players.

Key among the challenges that face them is the rapid advancement in technology and innovation capacities that demand increased action in strengthening digital responses to operations, so as to reflect fair, justifiable and relevant activities that will eliminate inefficiencies within the environments. The political elements affects performance of the regulatory bodies because of their capacity to determine the leaders at the helm of these bodies. Other challenges emerge from the loop holes in the legislation, economic variability, growing population that demands increased accountability and lack of appropriate legislation to strengthen the mandates of various sectors.

1.1.4 Media Council of Kenya

The Media Council of Kenya was formed by media stakeholders in 2004 as a self-regulatory body, to regulate the media and prevent the government from creating another regulatory body (Amos, 2015). Consultations between the media stakeholders and the government resulted into the Media Act 2007 which converted the Media Council of Kenya to a statutory body.

A further review of this Act in 2013 led to the formal inclusion of the Media Council of Kenya as a regulatory body within the constitution of Kenya, mandated to ensure compliance with Article 34 (5) of this Constitution, that is regulation of the conduct of journalists and other media practitioners through the establishment of a code of conduct and a media curriculum. The Act also led to the establishment of a Complaints Commission to mediate or conciliate media related disputes between the government and the media, the public and the media and intra-media.

The Kenyan Media comprises of TV stations, FM stations, magazines, and newsprint. The predominant languages used in communication in the sector are English and Swahili. Broadcast media has equally embraced local indigenous languages (Wikipedia, 2017). The largest broadcasters in Kenya in terms of viewership and country coverage are Royal Media Services and Kenya Broadcasting Corporation (KBC). The most popular radio stations in customer base and coverage are owned by Royal Media Services, Nation Media Group and the Kenya Broadcasting Corporation. The print media has two large circulations, the Daily Nation and The Standard. Other local newspapers include the Star and Business Daily. The Internet and magazines also form part of the Kenya Media (Wikipedia, 2016)

The Chief Executive Officer, who leads the strategic team at the Council is tasked with enforcing the mandate of the Media Council of Kenya through various transformational programs. The Council, which is the steering organ is appointed by the Cabinet Secretary for Information, Communication and Technology (ICT). There are several challenges that negatively impact the Media Council of Kenya's ability to pursue its long term goals and which requires consideration of practices in strategic management.

These include rapid adjustments of technology, unfavorable legislation that impedes their mandate, political climate, and low remuneration of journalists and media disputes that have skewed public confidence (Osumbah, 2011)

1.2 Research Problem

Organizations are concerned with how they can improve their performance within their operational setup. According to Thompson and Strickland (2007) strategic management and strategic management practices make significant input in identifying and responding to changes in the market, new openings and threats and also provides the basis for management in examining conflicting requests for investment, new skills and capital, thereby giving an organization a proactive rather than reactive posture.

The Media Council of Kenya is an independent body that seeks to improve and protect the freedom and independence of the media in Kenya and provide appropriate standards that control and direct journalists, practitioners and media enterprises (Act 2013 of the Laws of Kenya). The authority has been operating under an environment that has had an adverse effect on its operations and corporate dexterity.

The challenges have been majorly driven by a decrease in funding for its core activities. Funding from the government continues to dwindle, since the focus has shifted to funding the big four agenda, a project that has seen an astronomical rise in national debt. Volatility within the stock market, increase in taxation, higher energy costs and political volatility have adversely affected exchequer allocations to the council. Funding from other stakeholders has equally decreased, resulting from the conflicting view that since the Media Council of Kenya is partly funded by the exchequer, there is need for more government involvement.

Further, the regulator is required to limit itself to the existing legislation which does not adequately address emerging risks such as safety of journalists, threats to freedom of expression and media related disputes that erodes confidence in the ability of the regulator. The Media Council of Kenya has also in the recent past experienced attrition of skilled personnel to other regulators who are effectively, their competitors.

Several empirical studies have been done locally and internationally on the influence of strategic management practices on organizational performance.

Globally, Bobek and Stojan (2012) did a cross sectional survey on the effects of strategic planning on performance in the Republic of Macedonia. The study results explained a significant statistical relationship between the concepts of interest. The current study will consider strategic management practices in totality in influencing organizational performance. The current study uses a case methodology to respond to the study objectives. The context of the study is also different from the current study environment and the results differ from those expected in the current study, due to the variation in the selected measures of performance.

Landi and Venturelli (2008) carried out a descriptive cross sectional survey on the effects of diversification strategy on performance of European banks. The study established a positive relationship between the variables of interest and concluded that organizational performance was highly correlated to the diversification strategy, in comparison to other elements of strategic management practices. The concept of diversification is neither considered in the current study as an influence on organizational performance nor as an operational variable. Rather, emphasis is placed on a holistic investigation of strategic management practices as a key study concept. The current study will also focus on a state corporation and not an open market environment, hence a difference in measures of organizational performance.

Owolabi and Makinde (2012) carried out a case study on the effects of strategic planning practices on corporate performance of Babcock University. The study focused on strategic planning as an independent variable and firm effects as a moderating variable of the relationship. This conceptual model differs from the current study, since it will be conducted within the Kenyan environment.

Schwenk and Shrader (1993) used a cross sectional survey design to examine the influence of strategic management practices and performance of commercial banks in Mauritius. The study found out that strategic management practices had a positive relationship on firm performance. The variables of organization performance concept are different from the current study since the study was in a commercial setting. The current study will use a case study design and will be premised within the communications and broadcasting sector.

In Kenya, Maroa and Muturi (2015) carried out a descriptive cross sectional survey on strategic management practices and performance of floriculture firms in Kenya. The current study will adopt a case design to respond to the study objectives and will be conducted in the public regulatory sector.

Paul and Omwenga (2015) did a descriptive census survey to establish the effects of strategic management practices on performance of private construction firms in Kenya. The study found out that strategic management practices had a significant influence on corporate performance. The current study however will be conducted in a different sector of the economy and will adopt a different methodological design to respond to the study objective.

Juma (2016) conducted a descriptive cross-sectional survey on the effects of strategic management practices on the performance of public health institutions in Kisii County, Kenya. Mucheke (2014) did a case study on the effects of strategic management practices on Yehu microfinance trust fund, Mombasa County. The findings revealed that strategic management practices were fairly adopted at Yehu Microfinance and that there was a close association between strategic management practices and performance. The current study will have a different population of interest and will be conducted within a different sector.

Based on the literature outlined above, it is evident that though several studies have been conducted on strategic management practices in various sectors, none is known to have precisely focused on strategic management practices and performance at the Media Council of Kenya. The study therefore sought to address the question, does strategic management practices influence performance at Media Council of Kenya?

1.3 Research Objective

To establish the influence of strategic management practices on performance of media council of Kenya.

1.4 Value of the Study

The study would significantly add value to the managerial practices at the Media Council of Kenya by contributing to and pointing out appropriate practices that would leverage on strategic actions in setting the Council's general direction. These actions would be formulated through the identified practices, by the establishment of standards necessary for controlling and facilitating managerial decision making, in line with the Council's long-term objectives. The practices would guide the organization in realizing superior performance by providing direction on adapting to the external environmental changes.

The study would be vital to the regulatory bodies and media sector as it would establish strategic management practices that are significant in reinventing and identifying the standards for sustaining success in the sector. The identified strategic actions would be vital to other players in responding to sectoral challenges. The industry players would be able to respond to the uncertainty that has been facing the industry relating to advancements in technology and partial application of legislation, through the adoption of appropriate strategies. The steering organs within the sector would be able to appreciate strategic management practices that would leverage performance of their organizations within the industry.

To the academicians, the study would add to the body of knowledge, a factor that would stimulate more research in this field. Scholars could also use findings from this study to further conduct similar studies by changing the variables. The academicians would not only understand from a generalized point of view on the variables of interest from other empirical studies but also from other perspectives on the relationship between strategic management practices on performance of media council of Kenya as a regulatory body.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter involved a comprehensive review of theoretical and empirical literature, which will comprise of the fundamental theories upon which the study will be premised and empirical literature on strategic management practices and performance. The essential concepts of the study to be addressed in the chapter will include strategic management practices and performance. Further, this chapter will seek to describe the relationship between these two concepts and predict their outcomes within the context.

Literature review will justify the theoretical foundation and describe the major concepts of the study, the empirical relationship between the concepts vis a vis previous research and the knowledge gaps that the study gaps will be emanate from. This chapter is valuable to the study as it will enable the researcher to identify the conceptual model that will provide direction aimed at realizing the study objective.

Literature review is a significant chapter of the study since the theories and gaps identified from empirical studies will guide the researcher in operationalizing the concepts for measurement purposes. The conceptual framework is imperative in the formulation of hypotheses which are critical to addressing the study objective. The theories will provide propositions that will be tested against the research results to respond scientifically to the study objective.

2.2 Theoretical Foundation

Organizations have to develop capabilities that will enhance corporate agility within the fast- paced, changing markets. The ability to understand and adapt a firm's resource base to respond to the radical external setting depends on the long term direction established for the firm and the commitment towards strategic management practices.

The theories discussed herein will provide useful insights on how superior firm performance is realized through the practice of strategic management.

The study will be hinged upon the Force Field Analysis and Resource Based view theories. These theories will provide significant direction on defining the operational indicators of the concepts and will be based on empirical, testable concepts, relevant to explaining performance within the current study context. The interventions of the theories will be tested to respond the study objective. The ability to establish the relationship between strategic management practices and performance will be based on the testing of these theories against the study objective.

2.2.1 Force Field Analysis Theory

Kurt Lewin (1951) brings forth the concept of change by proposing that change results from the impact of a set of driving forces upon restraining forces. For any given situation, there are certain forces that push for change as well as those that opposes it. If these forces counterpoise one another fully, they end up attaining an equilibrium.

The driving force may be internal or external and may likely have an economic impact such as high profits and increased sales. These forces can innovate competitive advantage techniques and improve production efficiencies. Restricting forces may include personnel who are obedient to the status quo and would not embrace new strategies. The major aim of this theory is to find methods which can be used to limit restraining forces and capitalize on the driving forces. This theory is a general purpose diagnostic and problem solving technique (Schwenk et al., 2008).

Force Field Analysis assumes that most problems or situations have multiple causes which are held in equilibrium between driving and restraining forces. It also assumes that there is the likelihood of accomplishing change if these forces are identified.

Change comes about when driving forces are maximized and restraining forces reduced. The driving and restraining forces should be categorized around common themes (Lewin, 1982).

2.2.2 Resource Based View Theory

Resource Based View theory was first established from the works of Penrose (1959). The researcher found that firm resources were the most significant source of organizational performance and competitive advantage. The Resource Based theory is a technique used to analyze and identify strategic advantages suitable for a given firm by examining their distinct capabilities, assets, skills and intangibles as a firm.

The theory opinions that in strategic management, core competencies are main driver of an organization's competitive advantage and competitive performance (Dagnino, King & Tienari, 2017).

These are the attributes of resources and capabilities used to determine the overall performance of a firm. Wernerfelt (2014) states that firms need to evaluate internal systems and find resources which contribute to the firm's competitive advantage instead of concentrating on the competitive environment. Resource based view is founded on the principle that successful firms will get their future competitive factor on the development of diverse and unique capabilities. It further assumes that these resources are heterogeneous and immobile.

According to Barnet (1991) resources can be classified into three groups; organizational capital, physical capital and human capital. Physical capital includes plant and equipment; human capital comprises of personnel experience and training and organizational capital is all about structure, formal and informal planning and control of the same.

Resources exclusively owned by an organization forms the basis of justifiable competitive advantage. Rothaermel (2012) created the competitive power test, VRIN framework which evaluates if resources are valuable, rare, high cost when imitated or are non-sustainable (Barnet, 1991)

2.3 Strategic Management Practices in Organizations

The concept of strategic management has found application in all fields of study. Strategic management is a process that is concerned with the overall organizational success by providing long term direction to firms, choosing appropriate strategies, effective implementation of the chosen strategies, consistent, rational evaluation and control of the implementation process (Thompson & Gamble, 2005). Strategic management is a means of responding to the external environmental challenges by adapting the internal firm factors reflected through the firm resources and capabilities, to ensure competitive positioning of organizations in their preferred markets, to create and sustain an advantage over rivals in the dynamic marketplace (Wernerfelt, 2014)

Strategic management is crucial in aligning the organization to its external environment by focusing on capabilities and external competencies, vital to surviving unforeseen market pressure and hence create and sustain superior value for the customers to achieve higher organizational performance relative competitors. (Lewin, 1947).

The essence of strategic management is to develop and sustain a competitive advantage that will realize higher organizational performance (Porter, 1985).

Vital to strategic management practices is developing the vision and mission statements. Vision is considered inspirational, motivational and provides a general, long term direction to the firm Drucker (2011).

Organizational success is realized through the application of appropriate strategies that will take into account the external and internal environmental factors to achieve competitiveness for firms. The strategic management practices involve decision making at the corporate, business and functional levels. Strategic management is also crucial to all organizations as it guides the development of strategies appropriate to the environment which organizations operate.

2.4 Organizational Performance Measurements

Baker (2009) explains that performance is the measure of the extent to which firms are effectively and efficiently directed through implementation of plans, to realize the desirable outputs. Performance is the assessment of the scope to which a firm's overall objectives are realized by utilization of their resources in effective and efficient ways. Several studies have considered performance as critical in keeping organizations aligned to their overall direction by measuring the actual output achieved against the intended outputs. Organizational performance is vital to meeting the various stakeholder needs by meeting the obligations of the firm through appropriate implementations of various plans.

Organizational performance should be given an inclusive approach through the incorporation of financial and strategic measures of performance. There has been a dissatisfaction on reliance on the use of specific measures of performance over others because it does not reflect an appropriate balance in realizing the firms overall potential. Some researchers hold the view that the entire organization direction cannot not be accounted effectively due to emphasis on precise indicators of performance from a financial perspective.

Performance measures define the standards for organizational strategic objectives by identifying the targets spanning from financial and non- financial long term objectives. These standards facilitate control to ensure the organizational intended outputs are accomplished as the firm strives to actualize its plans.

Performance measures describe the targets appropriate to evaluate actual outputs against intended goals and serve as benchmark in implementation of various strategies and plan to achieve organizations competitive advantage in the fast changing business environment (Westhead & Howorth, 1982). Measurement of firm performance is important in establishing long term direction for organizations by ensuring the corporate agility is achieved through implementation of appropriate control mechanisms.

2.5 Strategic Management Practices and Firm Performance

The concept of strategic management is essential in rapidly changing markets. Empirical evidence of performance and effects of strategic management practices have been examined by (Ansoff, 1991; Koch, 2006; Pearce, 2013). Literature relating to strategic management practices and firm performance have placed emphasis on various contexts from state to non-governmental organizations, commercial to non-profit firms.

Organizational performance is considered a significant function of strategic management under any external setting. Organizations that seek strategic management approaches have realized superior revenues and long term survival than their counterparts that developed resistance to strategic management practices (House et al, 1970). According to Chandler (1962), organizations are exposed to fast changing environments.

Success is realized by analyzing the current strategic situation of the firm and developing environmental forecasts to provide directions on the appropriate approaches to sustaining competitive advantage.

Strategic management practices include determining the vision of the long term goals of the organization, conducting a situational analysis of the corporation, developing strategic objectives based on the situational analysis, formulating strategies by analyzing strategic choices as guided by the strategic objectives, execution of the strategies and evaluating and controlling the implementation process. Ansoff (1965) views strategic management as a crucial tool for every manager in creating and sustaining superior advantage, through product and market scope analysis (Rotharmel, 2012).

2.6 Empirical Studies and Knowledge Gaps

Empirical literature seeking to examine the relationship between strategic management practices and performance have remained inconclusive, with some studies showing that strategic management practices do not account for absolute superior performance in firms. A review of literature suggests that organizational performance positively correlates with strategic management practices, with the average set at $R=.87$. These results however, are premised upon cross sectional studies and not case studies, the basis for the current study that intends to examine the two variables rather than describing their relationship.

Caeldries and Dirdonk (1988) used a cross sectional survey design to investigate the effects of strategy on corporate performance of large enterprises in Belgium. The study concluded there was a positive correlation between strategy and performance. However, the concept of concept of strategy is not investigated in the current study.

The current study emphasizes an investigation of strategic management practices as a key study concept and not as an operational variable. The current study will also focus on a state corporation hence differences in measures of organizational performance.

Schwenk and Shrader (1993) used a cross sectional survey design to examine the influence of strategic management practices and performance of European banks. The study found out that strategic management practices had a positive relationship on firm performance. The variables of organization performance concept are different from the current study since the study was in a commercial setting. The current study will use a case study design and will be premised within the communications and broadcasting sector.

Imoisili (1978) used a descriptive survey design to investigate the environmental analysis and management practices on performance of multinational corporations in Nigeria. The current strategy seeks to establish a direct relationship between strategic management practices and performance. The current study uses environmental analysis and will be premised upon the concept of strategic management practices, not as an independent variable. The current study will adopt a case study and not a cross sectional survey, with the unit of analysis being the Media Council of Kenya.

Bobek and Stojan (2012) did a cross sectional survey on the effects of strategic planning on performance in the Republic of Macedonia. The study considered strategic planning to influence performance and explained a significant relationship between the concepts of interest. The current study will consider strategic management practices in influencing organizational performance. The current study uses a case methodology to respond to the study objectives. The context of the study is different from the current study environment and the results differ from those expected in the current study.

In Kenya, Beatrice (2016) used a cross sectional design on strategic management practices among technical training institutions in Kenya with an objective of examining strategic management practices adopted by Technical Institutions in Nairobi. The findings of the study showed that strategic management practices were adopted by these institutions to direct their superior performance. However, majority of the firms didn't practice formal strategic planning. The study results were insignificant based on the variation in the indicators of measurement concept. The variables of strategic management practices were also different from the current study.

Maroa and Muturi (2015) carried out a descriptive cross sectional survey on strategic management practices and performance of floriculture firms in Kenya. The study was conducted in a different sector from the current study. The current study will adopt a case design to respond to the study objectives. Paul and Omwenga (2015) did a descriptive census survey to establish the effects of strategic management practices on performance of private construction firms in Kenya. The study found out that strategic management practices had a significant influence on corporate performance. The current study however will be conducted in a different sector of the economy and will adopt a different methodological design to respond to the study objective.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter seeks to provide descriptions on essential steps and methods in collecting relevant and useful data to meet study objectives. The methodology was defined by the research design, data collection and analysis. This chapter described how the researcher employed an appropriate research design to meet the study objectives. The chapter also provided research approaches for seeking the best data that responded to the research objective and question.

Instruments that was used for data collection was also addressed, as was the procedures that was followed in carrying carry out the study. This chapter further discussed methods to be used in analyzing the collected data. The purpose of the section was to aid the researcher in planning on how to test the empirical and theoretical interventions set for the study.

Cooper and Schindler (2006), describes a research method as the underlying assumption upon which research in the field of inquiry is based. The organization of interest in this study is single, therefore the researcher shall use qualitative data collected using interview guide administered to the secretariat of Media Council of Kenya.

3.2 Research Design

Kothari (2004) defines research design as the blue-print that gives details on how researcher collected data relevant to the research objective. A research design ensures that data collected answers the research questions as unambiguously as possible (Mugenda, 2003). A good research design needs to give maximum information and provide the opportunity to the researcher for having varied perspectives of the problem.

This research was a case study. This refers to an in-depth study of an institution, individual or an aspect (Mugenda & Mugenda, 2003). Case study research provides a systematic way of looking at events, collecting data, analyzing information, and reporting the results. Other studies such as (Christou, 2013; Birinci, 2013) have successfully adopted this research design.

A case study enabled the researcher comprehend well the effects of strategic management practices and performance of media council of Kenya as a regulatory body. It gave a holistic review on the topic under study as well as reduce bias as it was able to capture varied perspectives. A case study is stressed by Kothari (2004) who agrees that it is a powerful tool of qualitative analysis and involves complete observations of social units, no matter the classification of the unit being studied.

3.3 Data Collection

This study employed primary method of data collection. An interview guide was used with open-ended questions to collect in depth information from the secretariat in the Media Council of Kenya. This enabled oral administration of questions in a face to face meeting. There was in depth conversations between the researcher and the personnel.

Where unstructured questions were involved, the respondents provided feedback based on their insight, background to the issue, motivation, interests or resolve. Copper and Schindler (2006), emphasizes on the value of personal interview since it enables detailed information to be obtained.

The interviewees shall be comprised of the Chief Executive Officer, the head of Programs, Human Resource manager, Finance officer, Communication officer and Accreditation officer, since they are instrumental in the formulation and adoption of strategies.

This means that they are more conversant with the practices and challenges facing the organization and to avoid an independent source bias. An interview guide was used to this end, to ensure that data so obtained focuses on strategic management practices adopted by each unit and the organization as a whole.

3.4 Data Analysis

The researcher analyzed data using content analysis, an objective, detailed and systematic description of variables of the study. Content analysis provides a detailed description on items that constitute object of the study (Carely 2003; Hsien & Shannon, 2005). This technique of analysis was vital for the study because of its flexibility in allowing objective and quantitative description of the content of communication.

Content analysis is also known to be the best approach in analysing open-ended questions since it is flexible and allows objective, quantitative and systematic description of the variables under study (Cooper & Schindler, 2006). The data was analyzed in accordance to the study objectives. The focus was to examine the strategic management practices and performance at Media Council of Kenya as a regulatory body. Content analysis was an appropriate technique to establish an understanding of the specific, unique underlying issues at the institution.

Further, this was a significant analytical approach because the purpose of the study is to understand the phenomenon and not a generalization of concepts. This analysis relied on in depth data collected from the organization to develop detail description of the variables of interest. The primary data that the researcher collected from the respondents formed the basis of content analysis to respond to the study objectives used by (Mare, 2010).

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section shows the results from the analysis of the study following the goals and methodology of the research. The study focused on practices of strategic management and performance of Media Council of Kenya. The research study targeted interviewees shall be comprised of the Chief Executive Officer, the Head of Programs, Human Resource manager, Finance officer, Communications officer and Accreditation officer who availed themselves to be interviewed.

4.2 Background Information

Those interviewed gave their job titles as Chief Executive Officer, the head of Programs, Human Resource manager, Finance officer, Communication officer and Accreditation officer. Further on the period in which the interviewees had been members of the secretariat at the Media Council of Kenya, most of them said 5 years. The highest level of academic and or professional qualification of the interviewees was indicated to be Master's Degree, bachelors' degree and PhD.

4.3 Strategic Management Practices

The research aimed to identify the effect of practices of strategic management on performance of media council of Kenya. The research study focus was on the findings for formulation of strategy, implementation of strategy, evaluation of strategy, and organizational performance.

4.3.1 Strategy Formulation

The interviewees were asked questions concerning the formulation of the strategies. Their answers were analyzed and given in subsequent sub sections.

4.3.1.1 Mission, Vision and Objectives of the Media Council of Kenya

The interviewees were asked to indicate the mission, vision and objectives of the Media Council of Kenya. They said that their mission was to safeguard media freedom and enhance professionalism through setting media standards and ensuring compliance. Their vision was a professional, free and independent media, that practices public accountability.

4.3.1.2 Policy Documents for Strategy Formulation

The interviewees were asked to indicate policy documents for strategy formulation. They cited a number of policy documents, the main one being the Media Act 34 Cap 5 Laws of Kenya which specifies the Media Council of Kenya's mandate and functions. The other policy documents cited by the interviewees was the Kenya Government Vision 2030, which specifies the country's strategic agenda based on Economic, Social and Political pillars, Ministry of Information, Communications and Technology Strategic Plan and the Kenya National ICT Master plan.

4.3.1.3 Process of Developing the Vision and Mission Statements

The respondents were requested to explain the process of developing the statements of the vision and the mission. They reported that a select committee of strategic planning, having representatives drawn from all the operational units, develop the organization's vision and mission statements. With the help of a consultant and the senior management team, the select committee prepares the draft vision and mission statements for discussion. The drafts are then forwarded to the Media Council of Kenya board of Directors and the Complaints Commission for final consideration and approval.

4.3.1.4 Communication of Vision and Mission Statements

The interviewees were asked to describe how the statements of the mission and vision are communicated to the employees.

The interviewees reported that the statements of the mission and vision are communicated to staff through retreats and workshops, which are regularly convened to explain the organization's strategic plan. The statements are also communicated on the footers of official emails, promotional materials such as official business cards (the vision and mission statements are printed on the back of the staff business cards) and on their website. The vision and mission statements are also displayed on notice boards throughout the organization.

4.3.1.5 Media Council of Kenya Objectives

The interviewees were asked to cite whether there are objectives set at the Media Council of Kenya. They said that there are set objectives which include to: encourage and ensure media independence and freedom; to ensure the journalists, media firms and media practitioners standards are followed; protect journalist rights and protections while performing their obligations; encourage and ensure standards of media houses and journalists that follow ethics and professionalism; offer advice to the government and bodies responsible with regulation in regards to journalists' and media houses their education and training; develop standard to be followed in relation to offering professional education and training to students by training institutions; and set regulations with regards to standards of ethics and discipline to be followed by media houses and journalists; using the set standards and regulations in Kenya, accredit local and international journalists via certificates for their credibility and competence.

4.3.1.6 Process of Setting Objectives in Media Council of Kenya

The interviewees were asked to describe the process of setting objectives in media council of Kenya. They reported that the process of setting these objectives is similar to that of developing the vision and mission statements. A select committee, composed of representatives from various functional units, prepares draft objectives based on the vision and mission statements as well as information gathered from all operational units for discussion by the senior management team. The objectives are finally presented to the Media Council of Kenya board of Directors and the Complaints Commission for consideration and approval.

4.3.1.7 Communication of Objectives

The interviewees were asked to describe how the objectives are communicated to employees. The interviewees reported that once approved, the objectives are incorporated within the strategic plan and populated within the Performance Contracts. The functional heads are charged with ensuring compliance and monitoring results. Retreats and workshops are also organized to explain the overall organization's strategic plan to the all the employees.

4.3.1.8 Preparation of Document Strategic plans by Media Council of Kenya

The interviewees were asked to confirm whether the organization prepares and documents strategic plans. They affirmed that the organization prepares and documents its strategic plan. The first documented strategic plan for organization was for the period 2003 to 2007. The interviewees were thereafter asked to explain the process of developing the strategic plans. They were also asked to mention the tools and techniques used by the organization in carrying out situational analysis during the planning process.

The interviewees explained that the process of developing strategic plans involves preparation of a draft plan by the select committee after conducting a situational analysis of the entire organization and the relevant stakeholders. The interviewees cited SWOT, PESTEL and Stakeholder Analysis as some of the tools and techniques used in the situational analysis. The interviewees further explained that the draft strategic plan prepared by the select committee is discussed, with aid of a consultant as a moderator, by the senior management team before forwarding to the Media Council of Kenya board of Directors and the Complaints Commission for consideration and final approval.

4.3.1.9 Process of Developing Plans

The interviewees were asked to explain how strategies are communicated to employees and how they are empowered to implement chosen strategies. They explained that the strategies are communicated to the staff through the implementation matrix, annual Performance Contract with the line Ministry, as well as through work plans. The interviewees communicated that the strategies chosen could be implemented by the staff using a variety of methods namely; implementing the strategies by ensuring they are in the form of activities and action plans; ensuring the employees have adequate assets and resources to facilitate in the implementation of the strategies; training of the employees by the HR with respect to the needs in the institution; rewards based on performance; and clear and concise job descriptions.

4.3.1.10 Development of strategies for Operations

The interviewees were asked to explain how strategies for operations are developed in the organization. The interviewees reported that strategies for operations in Media Council of Kenya are developed at functional levels by the respective heads in consultation with the members of the function or business unit.

This is done through SWOT analysis and benchmarking with institutions offering similar services, taking into account the budget and the need to improve on service delivery to the public at an efficient cost.

4.3.1.11 Challenges facing Media Council of Kenya in Response to Changes within the Internal and External Environment

The interviewees were asked to cite challenges Media Council of Kenya faces from the internal environment and external environment when dealing with changes. Resistance from staff; challenges in staff recruitment emanating from conflicting interests among the key stakeholders; high staff turnover and skill obsolescence due to lack of upgrade in line with technological developments were named. Additional challenges cited by the interviewees were; political pressure; bureaucratic red tapes in getting necessary approvals from the parent ministries such as approval for additional staff and restructuring; lack of readymade replacements or skills in the market for Media Council of Kenya and inadequate financial resources.

4.3.2 Strategy Implementation

This section presents data analysis and findings on strategy management practices adopted by Media Council of Kenya in relation to strategy implementation. It also presents the challenges experienced by Media Council of Kenya during strategy implementation.

4.3.2.1 Process of Implementing Strategies at Media Council of Kenya

The interviewees were asked to explain the process of implementing strategies at Media Council of Kenya. The interviewees explained that strategy implementation at Media Council of Kenya involves the use of strategy implementation matrix.

This is prepared by the management and cascaded to all functions and operational units. The matrix gives strategic objectives, the corresponding strategies, the activities to be carried out by each function or unit and timelines for carrying out such activities within the five-year period of the strategic plan. In addition, Media Council of Kenya extracts its yearly performance contract parameters with the government from the implementation matrix. Thus, the Performance Contract acts as an aid in implementing the laid out strategies.

4.3.2.2 Communication of the Strategies to Employees

The interviewees were asked to explain how strategies are communicated to employees and how they are empowered to implement the chosen strategies. They explained that the strategies are communicated to the staff through the implementation matrix, annual performance contract with the Government of Kenya as well as through work plans. The interviewees explained that there are a number of ways in which the staff were empowered to ensure the implementation of the strategies namely; implementing the strategies by ensuring they are in the form of activities and action plans; ensuring the employees have adequate assets and resources to facilitate in the implementation of the strategies; training of the employees by the HR with respect to the needs in the institution; rewards based on performance; and clear and concise job descriptions.

4.3.2.3 Challenges Encountered in Implementation of Strategies at the Media Council of Kenya

The interviewees were asked to cite the challenges that have been experienced in strategies implementation at Media Council of Kenya.

They were also required to explain how such challenges have been dealt with. The interviewees cited a number of challenges, among them, employees' ignorance on the relationship between the chosen organizational strategies and the link to their daily activities. The interviewees reported that Media Council of Kenya is tackling this particular challenge through training of middle level managers and supervisory staff in strategic management. The interviewees also cited inadequate integration of various activities due to the multifaceted nature of the organization as another challenge. To counter this, the interviewees reported that the Media Act 34 Cap 5 Laws of Kenya, is being reviewed in line with international best practice, to create semi-autonomous units for better service delivery. The interviewees also cited resistance to change by employees who were hitherto not accustomed to performance based culture as another challenge encountered in strategy implementation. The interviewees reported that to make employees accountable for their work and reduce resistance, each employee now has an individual job descriptions specifying the tasks and deliverables. This will further be reinforced with the ongoing job evaluation exercise. The interviewees also cited inadequacy in human skills as a problem in the implementation of strategies at Media Council of Kenya. The interviewees noted that lack adequate human skills arose from the fact that most training undertaken by staff were geared towards personal goals or ambitions and not necessarily to mitigate organizational skill gaps. The interviewees noted that the Human Resource department has introduced training needs assessment matrix to guide future training programs.

4.3.3 Strategy Evaluation

4.3.3.1 How to monitor success of your institution's strategic plan

The interviewees said that they monitor success of the strategic plan of their institution through performance appraisals, monitoring of the parameters laid out within the performance contracts, ISO, benchmarking and use of customer feedback forms. There were formal and some informal ways of evaluating whether the goals of the strategic plan were being achieved. Moreover, adoption of these approaches by incorporating them into their strategy evaluation policy as they would ensure that their evaluation takes an all-round approach, both based on what other organizations do and financial and non-financial implications of performance was embraced.

The interviewees said that they monitored the financial performance which was the most commonly used method of strategy evaluation and control through financial indicators as variations between the recurrent and capital expenditure, against set targets and budget amounts.

4.3.3.2 Whether Media Council of Kenya is Involved in Continuous Review of its Strategic Plan

The interviewees said that the Media Council of Kenya is involved in continuous review of its strategic plan. They cited monthly, quarterly, annual and five year reviews.

4.3.3.3. Influences of Review of the Strategic Plan and its Frequency

The interviewees said that the strategic plan is influenced by factors that include resources, structure, organization culture, personnel attributes and board characteristics.

Moreover, interviewees said that there was an influence by the environment in which they operate. The interviewees explained that this is due to the changing stakeholder behavior, political environment, the volatile macro environment that has a direct effect on the economy and general international changes.

Monthly reviews are carried out so as to monitor performance as an ongoing process. This is followed by quarterly reviews which are carried out both at the operational and individual level. There are annual reviews by the Council and Commission. Reviews are also carried out on a five-year basis as a basis for evaluation and base for the formulation of the next strategic plan.

4.3.3.4 Whether Corrective Measures and Procedures in the Strategic Management Process are Institutionalized

The interviewees said yes and explained that this is done through evaluating whether the strategy is consistent with organizational objectives and the values of the management group, evaluating whether the strategy is consistent with the goals and policies, evaluating feasibility of strategy in light of the available physical resources, evaluating feasibility of strategy in light of the available human and financial resources. The interviewees said that evaluation is also done to establish whether the strategy provides creation and maintenance of competitive advantage in the selected areas of operation.

4.3.3.5 Whether Employees are Empowered to Take Corrective Actions

The interviewees said that employees are empowered to take corrective actions. The interviewees said that there is staff involvement in strategy evaluation. All employee input is considered when making the organizational strategic evaluation plans.

The interviewees however said that unsupportive organization culture and resistance to change should be eliminated as much as possible as these negate strategy evaluation and adopt policies that foster flexibility, thus, eliminate resistance to change. In addition, the interviewees said that since staff members are core assets in an institution, strategies implemented by institutions ought to be flexible in regards to the employees to ensure that operations are not be disrupted.

4.3.3.6 Those Involved in Strategy Evaluation

The interviewees said that the following are involved in strategy evaluation; Donors, Chief Executive Officer, the Council, Commission, Managers, Media Institutions, Media houses, Consultants and General Staff.

4.3.3.7 Challenges Faced During Strategy Evaluation

The interviewees said that challenges faced during strategy evaluation include failure to incorporate all employees in strategy evaluation, lack of financial resources, key staff leaving the organization, lack of a tool to measure both qualitative and quantitative outcomes of the strategies, unsupportive organizational culture, resistance to change and lack of understanding of the importance of the strategic evaluation and control. Moreover, the interviewees said inadequate skills in the area of assessment and evaluation meant that some of the procedures were not well aligned to the goals of the strategic plan.

4.4 Organizational Performance

4.4.1 The present performance situation at the Media Council

Most of the interviewees said that they were satisfied with the present performance situation at the Media Council while others were unsatisfied with the present performance situation at the Media Council.

4.4.2 Performance Rating for the Last Five Years

Many of the interviewees said that the performance situation at the Media Council had greatly improved over the last five years. Some said it was constant while others indicated that the performance situation had not improved at all.

4.4.3 Link Between Strategic Management and institutional success

The interviewees said that when the management team goes through a leadership training program annually, they develop skills that have a positive impact on their managerial roles. They take responsibility for the organization's strategic management and culture planning. In addition, the interviewees said that members of staff are briefed and taken through the strategic management plan before implementation with a mission and a vision that guides the leadership team when they were developing their strategic plans. The interviewees said that the Human Resource department had invested in their employees and they ensured that they were motivated to be at their best when performing their duties. Interviewees said that high performance was encouraged through annual bonus schemes and also salary increments pegged on individual performance. Employees who lived and demonstrated the values were rewarded on an annual basis.

4.4.4 State of the current Operational Strategy

Most of the interviewee said that current operational strategy is reasonable while others had complaints that the current operational strategy is unreasonable.

4.4.5 Anything that Needs to be Improved

The interviewees indicated that the following should be done; the management needs to fine tune its functions to plan, control, staff, organize, and lead so as to make decisions according to the organizational objectives. Additionally, the organization should automate most of its operations to cuts costs, increases efficiency and interconnectivity with customers and partners.

The interviewees said that the organizational strategic plan should guide them fully when operationalized and institutionalized, so as to make implementation flawless. Additionally, for successful implementation of the strategy, culture must be enabling better institutional performance. The respondents said that when such strategic management practices, such as determining the vision and mission, scanning the environment, goal formulations, implementation of strategies and strategy monitoring and evaluation are formalized and integrated into the managerial practices, there will be a demonstrable improvement of performance.

4.4.6 Other Factors Affecting Performance of the Media Council of Kenya

The interviewees revealed other factors that influence performance of the Media Council of Kenya such as the political problems experienced during the practices of strategic management implementation are seen from the external perspective especially now that the Kenyan Government has implemented devolution. Inadequate resource allocation was also said to affect the performance of the Media Council of Kenya.

Without adequate resource allocation, implementation of the strategic plan would be impossible, delayed or ineffective.

4.5 Discussions

The impact of practices of strategic management and performance of companies has long been an important research concern for management scholars. This research therefore sought to establish the impacts of practices of strategic management and performance of media council of Kenya.

4.5.1 Comparison with Theory

From the findings, Media Council of Kenya has vision and mission statements, strategies and objectives that are documented and which have been communicated to members of staff and other stakeholders in both verbal and written form. However, the need to maintain the status quo by some quarters has led to resistance in embracing the strategic plan.

This is supported by the Force Field Analysis Theory where Schwenk et al. (2008) noted that for any given situation, there are certain forces that push for change as well as those that opposes it. If these forces counterpoise one another fully, they end up attaining an equilibrium. The driving force may be internal or external and may likely have an economic impact such as high profits and increased sales. These forces can innovate competitive advantage techniques and improve production efficiencies. Restricting forces may include personnel who are obedient to the status quo and would not embrace new strategies. The major aim of this theory is to find methods which can be used to limit restraining forces and capitalize on the driving forces.

From the findings, strategy implementation at Media Council of Kenya involves the use of strategy implementation matrix prepared by the management and cascaded to all functions or business units. The matrix gives strategic objectives, the corresponding strategies, the activities to be carried out by each function and the timelines for carrying out such activities.

The Resource Based theory which is a technique used to analyze and identify strategic advantages suitable for a given firm by examining their distinct capabilities, assets, skills and intangibles as a firm is applicable to the findings of the Media Council of Kenya. The theory opinions that in strategic management, core competencies are main driver of an organization's competitive advantage and competitive performance (Dagnino, King & Tienari, 2017). These are the attributes of resources and capabilities used to determine the overall performance of a firm. Wernerfelt (2014) states that firms need to evaluate internal systems and find resources which contribute to the firm's competitive advantage instead of concentrating on the competitive environment. Resource based view is founded on the principle that successful firms will get their future competitive factor on the development of diverse and unique capabilities. It further assumes that these resources are heterogeneous and immobile.

The Media Council of Kenya has the backing of the legislation as a unique resource. Its competency also lies in the uniqueness of its mandate. Adoption of strategic management practices gives it a competitive edge, since it has the backing of its major stakeholder in laying down strategies to achieve its mandate.

4.5.2 Comparison with Other Studies

The process of developing vision and mission statements in Media Council of Kenya involves strategic planning committee having representatives drawn from all the business units. The select committee prepares draft vision and mission statements for discussion by the senior management team. The same approach applies for formulation of the overall strategic plan for the organization.

These findings are in line with Wernerfelt (2014) who noted that strategic management is vital in aligning an institution to its external environment by focusing on capabilities and external competencies, vital to surviving unforeseen market pressure and hence create and sustain superior value for the customers to achieve higher organizational performance relative competitors

In strategy evaluation, the interviewees reported that the success of Media Council of Kenya strategic plan is monitored through annual review of performance based on the Performance Contract with the Government. The interviewees also confirmed that Media Council of Kenya strategic plan is reviewed annually to monitor progress and at the end of the five-year period to evaluate fulfillment of the plan. This is in support of Hill and Jones (2005) who explained that evaluation of strategy covers performance, measures of performance and strategy adjustments with respect to the experience and the external environment that is changing rapidly since strategy is not static but a process that is continuing.

However, it was identified that tools of monitoring and assessment is a problem to strategy evaluation at Media Council of Kenya. From the findings, a number of challenges relating to various strategic management practices were reported.

The budgetary constraints, inadequate knowledge of strategy amongst staff and instability due to frequent changes at the top level of the organization were reported as some of the factors negatively influencing strategy formulation at Media Council of Kenya. This agrees with the findings of a study of Telkom Kenya Limited by Rotharmel (2012) which established that lack of finances and management empowerment hinders change in strategy even when such changes may have been necessitated by change in competitive environment.

The interviewees cited challenges in implementation of strategies at Media Council of Kenya, among them, employees' ignorance of the relationship between chosen organizational strategies and their day-to-day activities or duties. This agrees with Drucker (2011) who posited that implementation of strategies challenges are behavioral and cultural in nature, including the impact of poor integration of activities, lack of strategy understanding and diminished commitment and ownership feelings.

The interviewees reported that Media Council of Kenya is tackling these challenges through training of middle managers and supervisory staff in strategic management. By training staff, Media Council of Kenya is improving skills of its staff for better strategy implementation in the end. The adoption of balance scorecard will also institutionalize strategy evaluation and ensure involvement of all employees in strategy implementation. This agrees with Wernerfelt (2014) who argued that the creativity, experience, intellect, skills, and commitment of people are crucial towards successful implementation of strategy. Organizational success is realized through the application of appropriate strategies that will take into account the external and internal environmental factors to achieve competitiveness for firms. The strategic management practices involve decision making at the corporate, business and functional levels.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The summary, conclusions and recommendations of the research study are addressed in this section. The study aim was to identify the influence of strategic management practices on performance of media council of Kenya and to determine challenges relating to various strategic management practices.

5.2 Summary of Findings

The study revealed that Media Council of Kenya have vision and mission statements, which are documented. The Kenya Government Vision 2030, which specifies the country's strategic agenda based on Economic, Social and Political pillars, Ministry of Information, Communications and Technology Strategic Plan and the Kenya National ICT Master plan are other documents that aid strategy formulation. The study also found that the development of the vision and mission statements, which is done alongside the strategic plan, is developed after extensive consultations by the management through a select strategic planning committee having representatives drawn from all the operational units. The drafts are then forwarded to the Media Council of Kenya board of Directors and the Complaints Commission for consideration and final approval. Strategy formulation is therefore a participative, formal, highly ordered and neatly integrated process.

The study further found that strategic objectives and functional strategic objectives are set for the organization. The preparation, development and analysis of strategic plans at the Media Council of Kenya is also done through a consultative process. The findings indicated that the Media Council of Kenya conducts situational analysis during the planning process using SWOT, PESTEL and stakeholder analysis techniques.

The study established that the success of Media Council of Kenya's strategic plan is monitored through annual review of Media Council of Kenya performance based on the performance contract with the government. In addition, corrective measures and procedures in the strategic management process are institutionalized within the organization. The Monitoring and Evaluation division in Media Council of Kenya is in charge of strategy implementation and evaluation.

5.3 Conclusion of the Study

This study aimed to determine the impact of practices of strategic management on performance of media council of Kenya. First, the study established that Media Council of Kenya has a vision and mission statements that communicates the aspirations of management to stakeholders and aids to direct the organizational personnel in a direction that is common. However, the study established that Media Council of Kenya vision and mission statements are not well understood by external stakeholders. This was evidenced by misunderstanding of Media Council of Kenya's role by various external stakeholders.

The study also established that Media Council of Kenya strategic stance and actions, just like any other public sector organization, are greatly influenced by policies and regulatory frameworks put in place by the government. This was evidenced by the heavy reliance on policy documents such as the Kenya government vision 2030 and Media Act 34 Cap 5 laws of Kenya.

The study established that strategy implementation needs an environment for efficient development. As was noted at the Media Council of Kenya, an efficient environment gives strategic objectives, the corresponding strategies, the activities to be carried out and timelines for carrying out those activities within the life of the strategic plan.

This also goes hand in hand with efficient communication to the staff through the implementation matrix, annual performance contract with the government of Kenya as well as the work plans.

The study also established that success of Media Council of Kenya's strategic plan is examined through yearly review of performance based on the performance contract with the government. In addition, corrective measures and procedures in the strategic management process are institutionalized.

Finally, the study established that Media Council of Kenya is faced with a number of challenges relating to the strategic management it has adopted: inadequate knowledge of strategy amongst staff; instability due to frequent changes at the top level of the organization; staff resistance; external political pressure; inadequate resources due to budgetary constraints and lastly poor monitoring and evaluation tool.

5.4 Limitations of the Study

The limitations in the research study sprout from procedural undertakings involved. The study required numerous approvals. The interviewees also had demanding schedules thus challenging the exercise of collecting data. This was particularly in light of the fact that the essential way of data accumulation was through open ended interviews thus the need to continue changing dates of the interview.

Due to the variation of the reactions from interviews, content analysis was utilized in the analysis of the data, this technique was tedious. However, the researcher looked out for contraindications in the data given and no irregularities were found.

5.5 Recommendations for Policy and Practice

Performance reward system should be established. Performance targets should be derived from the strategic management plans. The strategies should be flexible in order to allow reviews based on opportunities and threats arising in the environment.

The policies on resource assignment should be reviewed in line the with strategies to ensure effective implementation of strategic management practices in the local authorities.

This investigation makes proposals that will enhance the process of development of strategy and counter the difficulties emerging in the process for state organizations. State organizations ought to participate in purposeful and often scanning of the environment to mitigate the dangers related with natural vulnerability. It ought to be a benchmark for performance and area of priority for state organizations to have environmental analysis reports and audits with an end goal to moderate the dangers related with turbulence of the environment.

With the end goal to prevent unproductive government impact challenges, state organizations ought to guarantee that they work on performance contract needed quickly with clear reviews of time and deliverables. This will give no place for any moves that were not planned and will demoralize the deep rooted inclination of impedance through the parent ministry.

Media Council of Kenya ought to guarantee that they devote sufficient assets to the procedure of development of strategies. The assets here don't simply allude to money related assets only. It likewise incorporates staff with the correct aptitudes and states of mind and offered scope to convey on their work.

Alternate assets that ought to be profited incorporate the devices important for accomplishment of the different objectives and targets.

The study also recommends that the following challenges need to be addressed by Media Council of Kenya and the government: inadequate knowledge of strategy amongst staff; instability due to frequent changes at the top level of the organization; staff resistance; external political pressure; inadequate resources due to budgetary constraints and communication with external stakeholders. These challenges are likely to slow efforts of achieving Media Council of Kenya strategy.

This study recommends that top management for all the Media Council of Kenya and other organizations to endeavor to make the vital administration process as comprehensive as conceivable from the lower level representatives to senior administration. This makes a feeling of proprietorship and to guarantee that workers feel some portion of the whole procedure since they are the ones to execute the strategy. Further the investigation prescribes that top administration to consistently assess the advancement of different strategies and take remedial measures on basis of time.

The investigation prescribes that administration to take measures to guarantee that they embrace strategies that are superior. This should be possible via completing detailed and precise situational investigation, association of experts and all representatives in formulation of strategies, guaranteeing strategy implementation is participatory and continuously looking into the implemented strategies by Media Council of Kenya.

5.6 Suggestions for Further Research

The study focused on influence of strategic management practices on performance of Media Council of Kenya.

The study recommends more research on factors affecting strategic management at Media Council of Kenya. This will permit detection of critical success factors that can aid in enhancing strategic management in the organization.

The study also did not look into the how the strategic management practices adopted by Media Council of Kenya have contributed to the overall employee performance and customer satisfaction. Further research is therefore recommended on how strategic management practices adopted by Media Council of Kenya have contributed to employee performance and customer satisfaction.

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Appendix: Interview Guide

Background Information

1. What is your job title?
2. For how long have you been a member of the secretariat at the Media Council of Kenya?
3. What is your highest level of academic and or professional qualification?

Strategy formulation

1. What are the mission, vision and objectives of the Media Council of Kenya?
2. What are the policy documents for strategy formulation?
3. Describe the process of developing the vision and mission statements.
4. How is the vision and mission statements communicated to the staff?
5. Are there objectives set at the Media Council of Kenya?
6. Describe the process of setting objectives in Media Council of Kenya?
7. How do you communicate these objectives?
8. Does Media Council of Kenya prepare and document strategic plans?
9. What is the process of developing these plans?
10. Is Strategic Management Practice a top priority activity at the Media Council of Kenya?

11. Do you carry out situational analysis during the planning process? If yes, which tool and techniques do you use?
12. How do you develop strategies for operations? What tools and techniques do you use?
13. What challenges does the Media Council of Kenya face while responding to changes within the internal and external environment?

Strategy Implementation

1. What is the process of implementing strategies at Media Council of Kenya?
2. How are the strategies communicated to employees?
3. In which ways are the employees empowered to implement the chosen strategies?
4. What challenges have been encountered in implementation of strategies at the Media Council of Kenya and how have they been dealt with?

Strategy Evaluation

1. How do you monitor success of your institution's strategic plan?
2. Is the Media Council of Kenya involved in continuous review of its strategic plan?
3. What influences review of the strategic plan and how often do you review the plan?
4. Are corrective measures and procedures in the strategic management process institutionalized? If yes, which measures and procedures are in place?
5. Are employees empowered to take corrective actions?

6. Who is involved in strategy evaluation?
7. What are the challenges facing strategy evaluation?

Organizational Performance

1. Are you satisfied with the present performance situation at the Media Council?
How can you rate your performance for the last five years?
2. As a manager, do you think there is any relationship between the accurate strategic management and the success of your institution?
3. Do you think your current operational strategy is reasonable? Is there anything that needs to be improved?
4. Apart from strategic issues, what other factors affect the performance of the Media Council of Kenya?

Thank you