STRATEGIC MANAGEMENT PRACTICES AND EMERGENCY RESPONSES BY KENYA RED CROSS

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DECLARATION

This research project is my work and it has not been submitted in any university for an award of merit.

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This research project has been submitted with my approval as the university supervisor.

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DEDICATION

My Dedication goes to my family who have assisted me morally and financially to ensure that I acquired quality education and good upbringing and also to my true friends and colleagues. I thank you all for your encouragement, support and continuous inspiration throughout my life. May Almighty God bless you!

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ABBREVIATIONS AND ACRONYMS

CBHA Consortium of British Humanitarian Agencies

DHL Dalsey, Hillblom and Lynn

IFRC International Federation of Red Cross

IT Institutional Theory

OST Open Systems Theory

RCS Red Crescent Societies

RDT Resource Dependency Theory

ABSTRACT

The environment where organisations operate is increasingly evolving, and this is forcing organisations to find coping strategies in order to survive and realise their vision and mission. Strategic management practices help organisations to manage people and resources towards achieving set goals and objectives. This objective of this study was determining the effect of strategic management practices on emergency responses by Kenya Red Cross. To achieve this objective, the study adopted a case study research design in enabling the researcher to conduct an in-depth investigation of Kenya Red Cross (KRC), through establishing the effect of strategic management practices on emergency responses. An interview guide was applied to collect primary data through interviewing 5 Heads of Departments: Finance and Accounts, Planning, Monitoring, Evaluation, Accountability, Human Resource, Disaster Risk Management and Disaster Management. Primary data was collected with help of interview guide and analysis was done using content analysis. It was found that the commonly used strategic management practices by KRC were strategy formulation, strategic leadership, environmental scanning, monitoring and evaluation and strategy implementation. It was further discovered that effective use of strategic management practices by KRC enhanced efficiency towards responding to emergencies. The organisation was able to match employees' skills and competencies to their tasks, share knowledge, organise resources, improve communication, forecasting eventualities and risks, this enabled KRC to respond efficiently to emergencies. The study proposes the need for KRC to allocate more resources and funds to invest in sophisticated technologies such as satellite images to detect changes in weather and identify areas that pose risks of emergencies. This will prompt preparedness, deployment of resources and personnel, communication and coordination of activities and people towards responding to emergencies. KRC should also engage its employees to a continuous training and development program to sharpen their skills and knowledge in responding to emergencies. Because of the limitation of time and resources, the researcher was forced to do a case study of KRC and thus, the findings obtained in this study are strictly limited to KRC, and cannot be applied directly or indirectly to generalize humanitarian sector in Kenya. It is necessary for future researchers to consider conducting a replica of this study to include all humanitarian organisations in Kenya, this will allow researchers to compare findings then a plausible conclusion will be drawn.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Under this chapter is a detailed background on the study concepts that covered strategic management practices and their effect on emergency responses, a brief overview of theories guiding the study, and a situational analysis of Kenya's humanitarian sector with a specific focus on KRC. The concepts discussed were strategic management, strategic management practices and emergency responses; a definition of the concept, explanation of the concepts and measurement indicators were discussed to broaden the reader's understanding. A thorough analysis of humanitarian sector and KRC was given, including research objective and value of the study.

Strategic management practices provide firms with ways and tools to cope and survive in the business environment to sustain competition and the changing needs of the customers (Pearce & Robinson, 2007). The use strategic management enables firms to define their strategy which gives a central purpose and direction to an organization. Strategic planning is one of the strategic management practices that enable firms to integrate their efforts and resources on their key success factors and nurture a culture of being proactive (Porter, 2008).

The theories that guided this study include OST, RDT and IT. Open Systems Theory holds that the organisation is an open system that allows input from the environment and then produces output to the same environment. Pfeffer and Salancik (2003) posit that in order to survive firms must engage in transactions and relate with elements in the environment. The premise underlying Institutional theory is that it helps in establishing associations between the environment and the firm whereby norms and values acts as sources of organisational pressures (Grant, 2000).

The motivation for this study was because the environment where organisations do business is becoming increasingly unpredictable, characterized by risks. These have forced Kenya Red Cross adopt strategic management practices so as to respond efficiently and effectively to emergency cases. Humanitarian organisations face various challenges that have forced them to look for coping strategies in order to continue providing emergency services. Currently, Kenya Red Cross is considering devising coping strategies to survive and continuously provide emergency response services. Kamau (2015) indicates that use of strategic management helps the organisation to build its capability and enhance its efficiency in responding to emergency cases.

1.1.1 Strategic Management Practices

Ingram and Silverman (2012) define strategic management practices entail processes where managers with the long-term direction of an organization, set specific objectives, and develop strategies for achieving those objectives while taking into consideration the critical internal and external factors. Use of strategic management practices is critical in enabling an organisation to cope and survive in the environment (Johnson & Whittington, 2012). Some of the strategic management practices that will be discussed under this study include environmental scanning, strategic leadership, strategic formulation, strategic implementation and strategic monitoring and evaluation.

Environmental Scanning relates to a system that surveys and interprets relevant information in a systematic manner to help in identifying external threats and opportunities (Guerras-Martin & Ronda-Pupo, 2013). While scanning the environment, a firm gathers information regarding the external world, itself, and that of competitors. Strategic Leadership involves the potential of a manager to express an organization's strategic vision and motivate and persuade others towards achieving that vision (Frigo, 2015).

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Strategic formulation is the process by which a firm takes the most appropriate course of action in achieving the set goals (Lawal, Omone & Oludayo, 2012). Strategic implementation entails a process where the set strategies and plans are turned into actions to enhance in accomplishing the strategic goals and objectives. Implementation of a strategic plan is imperative as it serves in ensuring organizational success and continuity. Strategic monitoring and evaluation involves the process of monitoring a strategy periodically towards ensuring validity and the right implementation. This may happen on a quarterly, biannual, or on a yearly basis.

1.1.2 Emergency Responses

Emergency response can be defined as those actions taken to respond to sudden and unsafe incidences in an effort to reduce its effect on people and the environment (Perry, 2013). Emergency situations range from natural calamities to perilous materials problems including incidences that relate to transportation (McEntire, 2012). Organisations sustain losses through destruction of property and lives when a natural disaster strikes. The premise that underly emergency response agency is responding swiftly to mitigate the loss of life and property as a result of an emergency. Emergencies occur unexpectedly, and they can threaten life. Emergencies occur in different forms such as accident, earthquakes and fire (Alexander, 2013).

The work of responding to emergencies include non-routine tasks like handling risky material tumbles and release of toxic gas, rescuing people or items trapped in a building as well as recovering property damages. Emergencies lead to loss of lives and property. According to Pons and Markovchick (2012) successful response to emergency highly depends on how well the management of an emergency allocates resources, personnel and systems to facilitate emergency response. Resources are needed during planning, response and recovery stages, and they are identified based on the responding agency and the kind of emergencies faced (Altintas & Bilir, 2011).

Personnel for emergency response acts as a link amidst systems and resources since they undergo training on how to use resources and implement systems depending on the nature of emergency cases. Thus, in cases of emergencies, the trained personnel are deployed on the site to handle matters at hand. Examples of these trained personnel include ambulance personnel and fire fighters. The systems identify the functions and roles of every responding agency towards responding to emergency cases (Pons & Markovchick, 2012).

1.1.3 Humanitarian Sector in Kenya

Since the 1980s, other than environmental instability, Kenya has equally suffered from a situation of unpredictable aid. The establishment of the Kenya Humanitarian Partnership Team in early 90s has improved humanitarian aid; this institution is tasked with the responsibility to support and coordinate both national and local authorities. This body which is under the Humanitarian Coordinator (KHPT), works towards ensuring that humanitarian action within the nation is principled, effective, efficient, timely and concerted while at the same time contributing to long-term recovery (Maria et al., 2018).

Donor funds provided by development partners, volunteers, and governments serve in funding humanitarian organizations. At some contexts, humanitarian organizations gain reference to as relief organizations or Non-Governmental Organizations (NGOs). The current study will apply these terms interchangeably to refer to the same thing. As not-for-profit organizations, humanitarian bodies have primary objectives that comprise of value for money, ensuring efficiency and effectiveness, transparency, ethics, and adhering to responsibility and accountability (Mackintosh, 2010).

Recently, humanitarians have faced significant pressure from donors who pledge millions in cash and products in the quest to ensure that they meet the set objectives in an efficient and effective manner. As donors become more involved in respect to expenses, this has subjected humanitarian organizations to greater scrutiny in monitoring the impact of aid as opposed to only focusing on input and output (Maria et al., 2018). This has as a result forced humanitarian organizations to be more accountable, transparent, and result-oriented in everything they undertake.

1.1.4 Kenya Red Cross

Kenya Red Cross Society (KRCS) was established in 1965, through an Act of Parliament, Cap 256 Laws of Kenya, on 21st December, 1965 as a humanitarian aid and relief organisation (Kenya Constitution, 2010). The organisation was initially a division of the British Red Cross between 1939 and 1965. KRCS is basically a volunteer organisation consisting of a network of 8 regions and 64 localized branches country.

This organisation got its first recognition by International Committee of Red Cross (ICRC) in 1966 having been a member of International Federation Red Cross and Red Crescent Societies (IFRC) ever since 1967. IFRC is one of the largest humanitarian movements which is represented in 183 countries worldwide (IFRC, 2017). KRCS did restructuring to accommodate the operational regulations by the new constitution that recognizes this organisation as voluntary in serving both National and County governments on managing disaster and humanitarian assistance (Constitution of Kenya, 2010).

KRCS is involved in humanitarian several humanitarian projects and creating awareness to Kenyan public regarding recent matters or problems that might affect them. It has integrated its communication channels with emergency response team to respond to emergencies efficiently (Red Crescent Societies, 2017). The organisation, with the support of top management plans how to respond to emergencies by identifying prone areas, planning and determining the most convenient way to respond to emergencies. All the stakeholders are involved in key decisions to ensure full participation in responding emergencies (Indiaka, 2009).

1.2 Research Problem

Strategic management practices play an important role in shaping the vision and mission of an organization. However, failure to adopt strategic management practices has been found as a key impediment towards having a clear road map on how an organisation should achieve its set goals and objectives. Pearce and Robison (2007) maintain that strategic management practices act as a guide on how the organization should plan its future, allocate resources and people in the same direction to achieve organisational goals. Though this is not easily achievable, it highly depends on how well the organisation can cope with the environment, exploits its resources and opportunities to realize set goals (Thompson & Strickland, 2012).

Kenya Red Cross is humanitarian organisation that creates awareness to the Kenyan public regarding current matters or problems that might affect them (Indiaka, 2009). The organisation seeks to continue offering humanitarian services by responding to emergencies in a more efficient and effective manner depending on the nature of these emergencies. However, this is not achievable without effective the adoption of strategic management practices to enable the organisation to effectively respond to different emergencies in different situations.

Goldschmidt and Kumar (2016) delved the challenges that faced humanitarian firms in Asia in responding to emergency cases, an explanatory research design was employed in a population of 80 humanitarian firms, primary data was collected using questionnaires and analysis was done using a regression analysis and the findings showed that failure to implement strategic management practices hindered humanitarian organisations from successfully responding to emergencies.

Richard (2013) explored the relationship between strategic management practices and performance of humanitarian firms in Rome, a cross-sectional design was used in a population of 20 humanitarian firms. Both primary and secondary data sources were used and analysis was done using a regression analysis. The findings showed that strategic management practices were positively related to performance. David (2012) examined the link between strategic management practices on organizational performance of Norwegian banks. An explanatory design was employed in a sample of 20 banks.

Panel data was utilized and analysis was done using ordinary least square method and a positive link between strategic management and organizational performance; Altintas and Bilir (2011) explored the relationship between strategic management practices and performance of manufacturing firms in Europe. Longitudinal design was applied in a population of 200 manufacturing firms. Panel data was used and analysis was done using correlation and regression analysis and it was discovered that strategic management practices contributed to improved performance of manufacturing firms.

Muhammad (2010) tested the link between strategic management practices and disaster response in construction firms in Indonesia. A cross-sectional survey was applied in a sample of 30 firms. Questionnaires were used to collect primary data and analysis was done using descriptive statistics and chi square. The results showed that strategy formulation, environmental scanning and strategic leadership popular strategic management practices utilized by construction firms. Local researches: Mwangi (2015) explored the effectiveness of strategic management in disaster response in humanitarian organisations in Kenya using a descriptive survey design in a sample of 20 international humanitarian organisations.

Questionnaires were used to collected data analysis was done using regression. A significant link was found between strategic management and disaster response. Kithanze (2015) did an assessment on strategic management practices that face humanitarian organisations in Kenya, a descriptive survey was used and semi-structured questionnaires were utilized to collect data. Analysis was done using descriptive statistic and the results established that most humanitarian organisations practiced environmental scanning, strategy formulation and utilized strategic leadership. Onyango (2014) studied the challenges that faced humanitarian organisations in strategy implementation. A descriptive survey was used in a population of 80 global humanitarian firms, data was collected using questionnaires and analysis was done using descriptive statistics and correlation analysis. The results revealed that the most common challenges were inadequate top management support, inadequate training and development and lack of community involvement.

Global studies (Goldschmidt & Kumar, 2016; Richard, 2013) have given much focus on the challenges that face implementation of strategic management practices as well as the link between strategic management practices and organisational performance. Secondly, these studies have employed either a descriptive or cross-sectional survey. Other global studies (David, 2012; Altintas & Bilir, 2011; Muhammad, 2010) have

restricted themselves to banks, manufacturing sector and construction industry. All these studies have been done in a global setting that is different from the local setting. Local studies (Mwangi, 2015; Kithanze, 2015; Onyango, 2014) have restricted themselves to strategic management practices without linking these practices to emergency response.

Secondly, the studies utilized descriptive surveys research design and questionnaires for data collection. However, this study investigated how strategic management practices affect emergency responses using a case study research design. Therefore, it was critical for further empirical investigation to be conducted with the goal of filling this gap and clarify findings in this field. The study therefore sought to find an answer to the following research question: What is the effect of strategic management practices on emergency response agencies of Kenya Red Cross?

1.3 Research Objective

To objective of this study was to determine the effect of strategic management practices on emergency responses by Kenya Red Cross.

1.4 Value of the Study

Scholars may find this study useful especially the theories supporting this study. Moreover, they will widen their understanding on their application and relevance in this study. Researchers, who are curious about this field of study, can utilize the study findings as a basis for future research on the challenges that face humanitarian organisations when adopting strategic management practices to respond to emergencies.

The outcome of this research may be beneficial to policy makers. This includes Non-Governmental Organizations Co-ordination Board, in setting policies that allow the management of humanitarian organisations to adopt strategic management practices in order to bolster emergency response. This will enable humanitarian organisations to cope with changes in the environment and respond effectively towards emergencies.

The management of Kenya Red Cross and other humanitarian organisations may find this study to be of great value. It will inform them on some of the most effective strategic management practices to adopt to respond to emergencies efficiently. Thus, Kenya Red Cross will improve on its efficiency in responding to emergencies through successful adoption of strategic management practices.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature gives a background on the key study constructs under this study with supportive investigation of the research question proposed in chapter one. With the increasing literature, it is clear that much of the focus in strategic management practices and emergency responses has been directed to make meaning in improving efficiency and effectiveness when dealing with emergencies.

As highlighted in chapter one, the underlying objective of this research is to find out how strategic management practices contribute to emergency response of KRCS. Thus, it is necessary to understand strategic management practices and emergency response in the concept strategic management. This broadens the readers understanding of how an organisation can effectively respond to emergencies upon implementation of strategic management practices.

The literature also gives the reader a deeper understanding of environmental uncertainty and how this has forced firms to devise coping mechanisms. Scholars have concluded that use of strategic management practices as an effective and convenient way of enabling firms to respond to emergencies by accommodating environment changes and survival tactics. This has been discussed through empirical studies conducted globally, within the region and locally. The chapter also covers research gap(s) and a summary.

2.2 Theoretical Foundation

The theoretical basis is crucial since it acts as a lens through which a researcher can assess his or her research problem and research question. Theoretical basis is instrumental for quantitative research since the researcher is able to relate empirical studies and theories anchoring the study. The theories chosen for a study must therefore be relevant and applicable.

The information contained in the theories should have authors and relevant details about the original study such as the population, objective and findings. This information assists the researcher to draw why the chosen theory is applicable and relevant to the study and thus making it easier for the researcher to explain the critics, proponents and how that theory relates to the study.

This section provides a detailed coverage of the theories guiding this study. These theories are Open Systems Theory, Resource Dependency Theory and Institutional Theory. These theories base their foundation on the environment where an organisation operates, how the organisation depends on resources in the environment and the need for the organisation to get legitimacy. A proposition of the theories has been given, theoretical developments, assumptions, critics and relevance to this study. Below is the discussion:

2.2.1 Open Systems Theory

Ludwig von Bertalanffy a biologist was the first to develop the open systems theory that later adopted in all disciplines. According to Boje and Gephert (1997), interface and interactions are experienced between a system and its environment through receipt of inputs and delivery of outputs to the outside that is referred to as an open system.

Cherrington (1994) asserts that this reveals that systems have a permeable boundary that allows these interactions that helps in the absorption of new ideas or information that allows the incorporation as well as diffusion of viable new information. As a result, this may help in adapting changes very quickly within the external environment where systems operate. Because the system is influenced by the environment, it equally influences the environment (Galbraith & Jay, 1994).

By allowing an open system, it eventually sustains growth while at the same time serving the environment, which translates to increased survival probability (Gortner, Julianne & Bell, 2013). According to Pfeffer (1997), the political or legal environment effectively enables in allocating power within a society as well as in the enforcement of laws. The political and legal systems where an open system operates play a major role in impacting the security and long-term stability of the organization (Gortner et al., 2013).

According to Hatch and Mary (2014), the systems are critical in ensuring that regulations relating to taxation and operation are observed. Additionally, the quality of education is a crucial factor in high technology as well as other industries whose success depends on an educated workforce. Organizations will manage to fill such positions in situations where they operate in geographic regions with strong education systems.

This theory is relevant because the organisation gets resources from the environment and produces its results to the same environment. The organisation is presumed to be receptive such that it is able to adopt strategic management practices. Implementation of these practices will enable the organisation to quickly adapt to external changes in the environment. This way, the organisation will effectively to respond to emergency cases efficiently and counter environmental challenges.

2.2.2 Resource Dependence Theory

This theory was postulated by Jeffrey Pfeffer (1978) and Gerald Salancik (1978), Americans business theorist and organisational theorist respectively. This concept was first explained in the book "The External Control of Organizations: A Resource Dependence Perspective" written by these two authors. How organisations behaviour is influenced by external resources utilized by the organisation for example information communication technology. Resource dependent theory is built from the works of previous scholars such as Emerson (1962). RDT is premised on the idea that resources are critical in achieving organizational success and that access and control over resources is basis of power (Lamb & Boyden, 2011).

The basic argument of resource dependence theory is that firms depend on resources; these resources originate from the environment where other organisations are found. The resources that a firm requires are thus often in the hand of other firms. The environment is perceived as the source of scarce resources that are essential for the survival of the firm. Lack of control of these critical resources is the major cause of environmental uncertainty (Nienhüser, 2008).

Resource dependence theorists maintain that in order to minimize the impact of environmental uncertainty, it is worthwhile for the firms to develop and sustain effective relationships with the external environment (Pfeffer & Salancik, 2003). RDT has been scrutinized in several review and meta-analytic studies. Drees and Heugens (2013); Sharif and Yeoh (2014) who supported the importance of the firm taking actions such as forming strategic alliances, strategic mergers and acquisitions to counter dependencies and improve organisational autonomy and legitimacy.

The relevance of this theory is that the organisation largely depends on resources in the environment in order to realise its goals (efficient response to emergencies). The organisation can adopt strategic management practices to develop capabilities that enable organisations to accommodate environmental changes and make maximum use of available resources. This will enable the organisation to respond to emergency cases efficiently.

2.2.3 Institutional Theory

This theory was put forth by Meyer and Rowan (1977) who indicated that institutionalized symbols define a cultural validation; they include values, meanings and rules among others (DiMaggio & Powell, 1983). Cognitive firms derive their authority from a shared conception of social reality for fear of sanctions. Scott (2002) posits that normative roles are rules of facts about a society, assumptions and natural ways of doing business or activities. Goodstein (1994) maintains that institutional development is envisaged when rules and beliefs are accepted but remain unseen to the actors and firms which they influence.

Meyer and Scott (2011) emphasize that firms must comply with pressures from the environment to survive. Pressures in this case involve the environmental challenges that inhibit the survival of firms. In line with this study, it is appropriate for firms to response to environmental challenges to gain a competitive advantage against competitors and prosper. Scott (2002) insists that when the organization has not otherwise other than to conform to institutional pressures, it is forced to adopt and implement institutional norms and values when carrying out business (DiMaggio & Powell, 1983).

This legitimizes the actions of the firm and integrates these practices into the firm's strategic goals and objectives. The arguments are consistent to Goodstein (2010) who insists on the importance of the firm to abide with the societal norms and beliefs that are incorporated into the firm's strategic goals. This makes it easier for the firm to execute its business in accordance with the set rules and regulations and thus save a lot of costs associated with violating institutional norms. The significance of this theory to the study is that environment compels to develop formal structures which in this case entail adoption of strategic management practices. In turn, strategic management practices will enable an organisation to effectively respond to emergencies and thus become legitimized.

2.3 Empirical Studies and Knowledge Gaps

Ozerdem and Kapucu (2014) tested the effectiveness of leadership on emergency response in humanitarian organisations in Turkey. The study employed a descriptive survey in a population of five humanitarian organisations. It was further argued that the skill applied by a leader, his character and actions towards responding to disaster phase was significantly linked to the magnitude of a disaster.

Bayode and Adebola (2010) tested the link between environment scanning and disaster response of humanitarian organisations in Lagos, Nigeria. It was concluded that environmental forces (opportunities and threats) enabled project implementers to respond to disasters efficiently. These studies did not zero-in on the effect of strategic management practices on emergency responses. Wheelen and Hunger (2014) tested the link between strategy formulation and emergency response in United Kingdom involving 15 humanitarian organisations, a survey was employed and both primary and secondary sources of data were utilized. It was found that formulation of strategy enabled firms to define their vision and develop strategies to set policy guidelines.

The results found that the procedure for formulation of strategy was carried out in three levels which were corporate, business and functional level. This study was done in a global setting whose situations are different from the local setting. Ahmed (2015) did an investigation regarding the determinants of strategy implementation and emergency response agency of United Nations Humanitarian air services Somalia. A descriptive survey and it was found that organisation was able to effectively communicate and align organisational resources towards responding to emergencies. Top management support was found to be instrumental in resource allocation. This study ignored strategic management practices completely and instead focused on the determinants of strategy implementation. Mekumani (2013) explored the effectiveness of strategic control towards responding to emergencies amongst humanitarian organisations in Kampala, Uganda. A descriptive survey was employed in a population of 38 humanitarian organisations.

Primary data was employed and analysis was done using descriptive statistics and the findings showed that through strategic evaluation and control, all changes and impeding problems were detected in early stages of project implementation. Kithanze (2016) did assessment involving the effectiveness of monitoring and evaluation among non-governmental organisation in Kenya, the study applied a descriptive design in a sample of 80 international non-governmental organisations. Primary and secondary sources of data were used and analysis was done using descriptive statistics. The findings discovered that processes of monitoring and evaluation were carried out by donor together with an independent branch involved in implementation. These studies have investigated individual strategic management practices; strategic control and monitoring and evaluation, and ignored the other strategic management practices such as environmental scanning, leadership and strategic formulation among others.

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Wanjala (2016) delved the factors that influenced implementation of relief projects in humanitarian non-governmental organisations in Nairobi County. The study employed a descriptive survey in a population of 190 humanitarian organisations that operated within Nairobi County. The findings showed that through strategy implementation, humanitarian organisations crafted strategic plans that enabled them coordinate human resources, disaster recovery activities when responding to emergencies. This study explicitly focused on factors that drove implementation of relief projects and ignored the concept of strategic management practices.

2.4 Strategic Management Practices

Strategic management practices are processes employed by managers to set objectives and targets and influence employees towards realizing those goals. A consideration of internal and external factors is critical in ensuring strategic management practices are successfully implemented. Strategic management practices used in this study include environmental scanning, strategic leadership, strategic formulation, strategic implementation and strategic monitoring and evaluation. Environmental scanning is described as a system that examines and interprets essential information in a manner that is systematic so as to identify opportunities and threats in the environment (Guerras-Martin &Ronda-Pupo, 2013).

Strategic leadership practice is a practice used by managers to provide direction and guidance to the employees in achieving set goals. Strategic leaders achieve this by aligning their employees and organisational resources in the same direction and motivating them to achieve set goals and targets (Frigo, 2015). Strategic formulation is a process by which the firm considers a suitable course of action to achieve set goals (Lawal, Omone & Oludayo, 2012).

Strategic implementation is described as a process by which managers convert plans and set targets into actions through effective leadership and influencing employees to participate in strategy implementation. Strategy monitoring and evaluation ensures that a strategy meets the criteria for implementation. This might take place monthly, yearly or quarterly depending on the nature of the project under implementation.

2.5 Strategic Management Practices Used by other Organisations

Various strategic management practices are used by organisations depending on how these organisations respond to environmental changes and set goals. These strategic management practices include communication approach, rewards and recognition and organisational resources. Communication approach is a strategic management practice; the kind of communication employed by the top management impacts on the success in strategy implementation Evaluation (Wheleen & Hunger, 2014).

An organisation that uses a two-way communication approach faces minimal or no resistance at all during strategy implementation, this is because top management engages all employees in key decisions. Top management should use rewards and recognition so as to motivate employees to work harder and commit themselves in change implementation. By rewarding and recognizing employees, other employees are more encouraged to work harder. This develops a culture of hard work and these impacts positively on strategy implementation.

Organisational resources play a critical role in providing favourable environment for the employees to effectively participate in strategy implementation. Employees that are adequately provided with resources and facilities enjoy working since these creates a comfortable environment for them to perform their duties. It also improves employees' efficiency and motivation to work (Veenema, 2012).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This methodology gives a description of the actions that are taken to explore a research problem and the justification to apply specific methods or procedures utilized for identifying, selection, processing and analyzing information. This enables the researcher to understand the problem of research, and thus allowing the reader to critically examine the overall validity and reliability. The chapter sought to answer two fundamental questions: how was information gathered (generated)? And, how was the analysis carried out?

Choice of methodology is critical because it defines how the objective is achieved, and the quality of findings obtained. It was therefore important for the researcher to select the methodology that was relevant and useful to this study. The researcher explored the literature review for guidance on the most suitable methodology to adopt. Methodology adopted by the researcher was useful in enabling him to realise the research objective.

This chapter outlined the methodology that was applied to realize the research objective. Research methodology is an approach that is used to identify research design and the method of collecting and analysis data with the objective of addressing the research question. The sections discussed in this chapter include research design, data collection and data analysis.

3.2 Research Design

A case study research design was adopted in this research. This type of research design enabled the researcher to do an in-depth investigation on the object that was being studied. Maxwell (2007) indicates that a case study focuses on a single unit of analysis; which in this case was KRC. Yin (2005) further argues that a case study involves investigating a problem or an event; it involves an actual or a hypothetical situation.

The researcher utilized a case study design to find out the effect that strategic management practices had on emergency response agencies of Kenya Red Cross. With the help of this design, the researcher sought evidence from interviewees with a deeper understanding of issues (strategic management practices and disaster response) being investigated. The reason why the investigator chose this design was because it was the most appropriate in collecting raw data (first-hand information) that was considered more reliable and relevant. Yin (2005) avows that with the help of a case study, the investigator can get data using different sets of methods that includes observation, interviews, video data an audio. The merit of this form of design is that it applied prior developments of hypothesis as a guide in data collection and analysis.

3.3 Data Collection

An interview guide was utilized to collect data. The data was collected through interviews with five heads of departments. These include Head of Disaster Management, Head of Finance and Accounts, Head of Department Planning Monitoring Evaluation and Accountability, Head of Disaster Risk Management and Head of Human Resources.

These group of interviewees was believed to be knowledgeable and experienced on matters relating to strategic management practices and emergency responses since they were involved in key decisions regarding strategic formulation and implementation for corporate and departments. Interview guide questions and their formulation was guided by the research objective which was determining the effect that strategic management practices had on emergency response agencies of Kenya Red Cross. The interview guide covered three parts: Part A elicited general information regarding the organisation and the interviewees and Part B elicited information regarding strategic management practices utilized by Kenya Red Cross and Part C elicited information on the effect of strategic management practices on emergency response of Kenya Red Cross.

Interviews were carried out on a one-on-one basis with the aforementioned departmental heads. All the necessary arrangements about interviews were made to ensure that interviews were conducted at convenient time so as to allocate sufficient time for carrying out interviews to allow interviewees to respond to all the questions asked by the interviewer. Published data was also used; it was obtained from KRC repository and weekly bulletins and annual handbooks.

3.4 Data Analysis

Data was analysed with the help of content analysis. Creswell (1994) notes that content analysis involves an empirical scientific method which is applied to draw a conclusion about content in different forms of communication for instance observation protocols. Content analysis is also referred to as text analysis approach used in qualitative social researches. Reading of texts is qualitative even when an individual converts such content into numbers by the way of counting.

Textual data was presented in an essay form, different responses from secondary sources and primary data was discussed in line with research objectives. Presentation of data analysis was achieved by making inference to the literature review with the goal of addressing the research question through determining whether the findings collaborated or contradicted with empirical literature.

The researcher achieved this by identifying patterns and themes. Important questions were raised to find out if the findings realized conformed to theories and empirical findings. Examination was done based on analysis of frequency. Validity was conducted by the researcher to detect whether there were any traces of contrary evidence and divergent cases. The researcher paid much attention to key counterarguments and limited attention to debatable issues, key issues were identified and elaborated and weak areas were give more attention. However, the researcher opted to view these matters shallowly to avoid demeaning supporting examples and evidence. The researcher did a comparison of findings from all interviewees, and then a conclusion was drawn on account of consistency of responses and similarity of thoughts.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The chapter gives a summary of findings that have been achieved using content analysis. The underlying objective of this study was to establish the effect that strategic management practices have on emergency response of KRC. The sections that have been discussed in this chapter include, background information, strategic management practices used by KRC and how these practices affect emergency responses.

4.2 Demographic Information

The interviewees were requested to indicate their management position, it was established that two of the interviewees were assistant managers in Disaster Management and Human Resource. Three of the interviewees were Heads of Planning Monitoring Evaluation & Accountability, Finance and Disaster Risk Management. Choice of this category of interviewees was because were directly involved in implementation of strategic management practices. With regard to the highest level of education that the interviewees had achieved, the findings revealed that that three of the interviewees' were holders of first degree while the other two were masters' graduate. It is evident that all the interviewees had the first degree. This was an indication that the interviewees were in a better position to understand the questions and provide accurate and reliable responses.

The interviewees were requested to indicate the duration which they had served in KRC. One of the managers had worked for 16 years, the three managers were in their 13th year and the other two were clocking their 12th and 11th years. The remaining one had worked in KRC for 15 years. These implied that the interviewees garnered a relevant experience on implementation of strategic management practices and thus had acquired a deeper understanding of how these practices enhanced firm performance. The interviewees were asked to indicate the period that they had served in their present capacity. The findings revealed that two of the interviewees were in their 8th year, the other three were in their 7th year and the last one was in the 6th year. Thus, interviewees were presumed to have a deeper understanding of strategic management practice and emergency response.

4.3 Strategic Management Practices

Regarding the most popularly used strategic management practices by Kenya Red Cross, all the five interviewees universally agreed that environmental scanning, strategic leadership, strategic formulation, strategic implementation and monitoring and evaluation were the most popularly used strategic management practices. The interviewees indicated that through environmental scanning, KRC was able to prepare for disaster management. This aided the top management executives to get environmental intelligence that was useful in enabling top management to predict environment changes and make strategic moves. These findings are consistent to Goldschmidt and Kumar (2016), who found that organisations that did environmental scanning recorded few cases of emergencies unlike those organisations that failed to scan the environment.

The second popular strategic management practice was strategic leadership. The interviewees noted that through strategic leadership, KRS was able to set strategies and goals and achieve them efficiently. Strategic leadership played an instrumental role in managing people and mobilizing resources during emergencies. This enabled the KRS to successfully implement strategies and deal with different situations. The role of strategic leadership in responding to emergencies is evident in a study carried out by Demiroz and Kapucu (2012), who established that strategic leadership played an instrumental role in decision making and setting direction. The study established that strategic leadership aided in mobilisation of resources and people in responding to emergencies.

The third population strategic management practice as pointed out by the interviewees was strategic formulation; the interviewees reported that through strategic formulation, KRS was able to choose an appropriate course of action to realize set goals and targets. KRS was able to set corporate goals; this entailed long-term goals of the organisation. Interviewees further reported that the organisation scanned the environment to find out possible threats and opportunities in the environment.

Further, KRS was able to set targets for all the departments and assess whether the targets have been realized by comparing actual and expected results. The interviewees also pointed out that strategy formulated enabled the organisation to forecast on the expected outcomes. These findings are supported by Bakar et al, (2011) who opine that a sound strategy formulation enabled organisation in taking the right step towards realizing set goals and targets. A two-way communication approach is adopted to ensure that employees are clear about the vision and the objectives of the organisation. Thus, employees are aware of what is expected of them and encouraged to work towards achieving set goals and objectives.

The fourth strategic management practice utilized by KRS was strategy implementation. The interviewees were in agreement that strategic implementation aided KRC to accomplish the set goals and objectives. The interviewees pointed out that this was the most challenging stage, however with support from top management and an enabling environment, strategy implementation was a success. These findings are in line with the views of Demiroz and Kapucu (2012), who established that successful strategy implementation led to the realization of set goals and targets. Monitoring and evaluation was a popular strategic management practice (5) used by management in KRC. The interviewees were in a consensus that monitoring and evaluation helped the organisation to ascertain whether it was heading in the right direction. Monitoring and evaluation enabled top management to set short-term and long-term goals to respond to cases of emergencies and identify weak areas that needed improvement.

These results are in harmony with the suggestions of Kithanze (2016), found that organisations that practiced monitoring and evaluation were able to detect areas that were prone to emergencies and thus they were efficient in response to emergencies. Concerning the most effective strategic management practice utilized by KRC, the interviewees indicated that the best strategic management practice utilized by KRC was innovation, strategic leadership, planning and monitoring and evaluation.

The interviewees generally concurred that strategic leadership was crucial in KRC as it enabled leaders to influence organizational members towards achieving organizational goals. This was primarily associated with the ability of a strategic leader to communicate organization's vision effectively and influence others towards realizing that vision. Planning serves as the second best strategic management practice in KRC identified by the interviewees.

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It was further established that planning was a critical management practice adopted by KRC because it helped in providing direction. Members of an organization mostly face challenges of lack of knowing how to proceed especially during emergencies. During the planning phase, the management determines the things to be done in respect to different situations. The importance of planning as a strategic management practice in providing direction to organizational members is supported by findings from a previous study by Bayode and Adebola (2010). In their findings, the researchers revealed that planning played a critical role in providing direction to members of humanitarian organizations when responding to disaster. When given directions, members are equally made aware of their respective responsibilities in disaster response leading to positive outcomes.

Monitoring and evaluation was identified by the interviewees as the third (3) most effective strategic management practices at KRC. The interviewees generally agreed that monitoring and evaluation helped to identify changes and possible challenges early before much damage is experienced. This was based on the ability to compare the set standards and the actual performance while providing humanitarian services. Similar findings were revealed in a study conducted by Mekumani (2013) where the researcher evaluated the effectiveness of strategic control while responding to emergencies among humanitarian firms in Kampala, Uganda.

Among all the 38 humanitarian organizations involved in the study, the researcher found out that strategic evaluation as well as control helped in detecting possible problems and changes in early stages of project implementation. This as a result helped the management to make the right adjustments.

Monitoring and evaluation were equally found to improve efficiency in project implementation leading to end-user satisfaction. As pointed out by the interviewees, the least effective strategic management practice adopted by KRS was strategy formulation. The interviewees were on the view that as KRC is involved in providing humanitarian services, there it is challenging as the nature of humanitarian services required is uncertain. Effective strategy formulation requires adequate availability of information, as some information is not collected in most instances; it makes strategy formulation a less effective strategic management practice in KRC.

In a study conducted by Wheelen and Hunger (2008), the researchers concur with the interviewees about strategic formulation where they revealed that strategic formulation is best achieved while information and resources are available. Without adequate information, the researchers found out that organizations fail to effectively formulate thus being a less effective management practice for organizations responding to emergencies. Interviewees were requested to indicate how modern technology was utilized to improve strategic management practices by KRS, the interviewees unanimously agreed that the organisation exploited technology and innovation to find create sustainable solutions to problems that threatened dignity and humanity in an increasingly changing environment.

Some of the interviewees pointed out that KRS had invested on a relief program that dealt with cash transactions explain in details for example to compensate families that had been struck by disasters and calamities. Secondly, through the use of technology KRC invested on technology to predict weather changes. Online messages considered the first important aspect in predicting weather changes in areas where the organization intends to provide humanitarian services.

The interviewees pointed out that online messages were crucial for KRC when predicting weather changes specifically because online forums are accessible for twenty-four hours a day and allows the community to provide feedback. This makes it easier to understand weather changes in respective regions and thus allow members of the organization to strategize on how to effectively provide humanitarian services without being limited by the weather changes.

In a study conducted by Taiwo and Idunnu (2011), the researchers revealed the importance of using online messages to understand weather changes as it leads to better planning. Satellite images were also pointed out by the interviewees as an important technology applied by KRC to predict weather changes. The interviewees concurred that KRC generally relied on satellite images to determine weather changes and as a result identify possible humanitarian needs that emanate from the consequent weather changes across Kenya. This helps not only in preparing to respond with humanitarian services, but also in creating awareness among populations in such regions.

According to Taiwo and Idunnu (2011), satellites work for twenty-four hours in a day and thus help to keep different regions connected to each other. By collecting satellite images, firms offering humanitarian services make better plans. When asked how the adoption of strategic management practices had enabled employees to respond to different emergency cases, the interviewees indicated through strategic management practices, KRS had efficient processes and procedures as well as structured responses to effectively respond to emergencies. The interviewees claimed that KRC constantly faces emergency calls and manages to facilitate rapid responses because of maintaining a well-streamlined emergencies practice.

As a result, the organisation responded efficiently to emergencies. The need to have structured processes of responding to emergencies is emphasized by Bakar et al, (2011), who found that use of a structured response to emergency improved the organisation's level of preparedness and speed to respond to emergencies.

Regarding well-streamlined structured responses, the interviewees concurred that this strategic management practice helped KRC to gain real-time information for emergency response operations. For an emergency humanitarian need, it comprises of a phase between when the emergency is initiated to the time when the activities of providing humanitarian aid are complete. These views are supported by findings from a previous study conducted by Wanjala (2016). The researcher revealed that humanitarian organizations crafted structured responses that helped them in coordinating human resources, communication channels, and disaster recovery activities when responding to emergencies.

Use of efficient processes and procedures was noted by the interviewees as the third most important strategic management practice that helped KRC employees to respond to emergency cases. The interviewees claimed that efficient processes and procedures enhanced efficiency in responding to emergencies which resulted positively in a reduction to cases of causalities and a significant reduction in property destruction. Adoption of well-structured and efficient processes is supported by Mwangi (2015), who established that efficiency was vital in enabling humanitarian organisations to respond to disaster and use of the correct equipment.

The interviewees also indicated that KRC efficiently managed data and utilized it to execute several tasks with ease for example keeping records of the number of emergencies and approach utilized to respond to such emergencies. The interviewees agreed that KRC maintains a database management system for storing, organising and managing data huge amounts of data. This information was vital in supporting employees to deal with different cases of emergencies. During emergencies, KRC provided relevant datasets for decision making and corrective action. This view is supported by Mwangi (2015), who emphasized the need for humanitarian organisations to maintain a database to aid in decision making and corrective actions.

Long-term planning was further pointed out as a strategic management practice that guided employees in responding to different cases of emergencies in KRC. Three of the interviewees asserted that long-term planning directed organisational efforts and preparation and actions in responding to emergency cases. Through long-term planning, KRC was able to anticipate risks and unexpected eventualities from risks of emergencies, this informed prior preparations and arrangements to mitigate losses from unexpected emergencies. The remaining two of the interviewees thought that long-term planning was essential. This view is well aligned to the thoughts of Goldschmidt and Kumar (2016), who emphasized on the effectiveness of long-term planning among humanitarian organisations in responding to emergencies.

4.4 Strategic Management Practices and Emergency Responses

On whether the use of strategic management practices by KRS improved their efficiency in responding to emergencies, interviewees agreed that use of strategic management practices improved efficiency in emergency response. Use of strategic management practices enabled employees to share similar goals and values, and to

build strong bonds, this motivated employees from different departments to work together and distribution of resources. This also improved communication and the level of interaction between employees and the top management.

Four of the interviewees indicated that through strategic management practices, KRC was able to build capacity, establish an effective system of coordination and communication between departments, set strategies and systems standardize practices and realize effective management. One of the remaining interviewee pointed out that use of strategic management practices enabled KRS to do; environmental scanning and have a better understanding of the environment, distribute resources, establish connection with relevant personnel and stakeholders involved in disaster response and continuous improvement.

These findings are consistent to a study by Guerras-Martin and Ronda-Pupo (2013); found that effective communication channels played an important role in mobilization of resources and coordination of activities during emergencies. These minimized delays and enhanced efficiency in responding to emergencies. On whether the use of strategic management practices improved personnel deployed when responding to emergencies, the interviewees were in agreement that use of strategic management practices enhanced efficiency in personnel deployed during emergencies. This also created awareness and the need to train deployed personnel. Three of the interviewees observed that KRS devised efficient coordination mechanisms in deploying personnel. Two others noted that use of strategic management practices enabled KRS to match employees' duties with their knowledge and skills and thus the organisation was able to deploy the right personnel, at the right place and time.

These results are consistent to the views by Ozerdem and Kapucu (2014), who found that environment scanning, aided humanitarian organisations to plan and deploy personnel and resources on time when an emergency took place. Whether use of strategic management practices enabled KRS to mitigate loss of property and life as a result of emergency, the interviewees agreed that use of strategic management practices enabled the organisation to deal more efficiently with emergencies, manage resources efficiently, and minimize costs, wastage and value for money. Three of the interviewees also agreed that use of strategic management practices enabled KRS to set its strategic direction in working towards its mission and vision. These findings are in harmony with the observations of Wanjala (2016), who established that humanitarian organisations that implemented strategic management practices were able to respond efficiently to emergencies. Whether use of strategic management practices enabled KRS to improve its effectiveness in management of emergencies, the interviewees were of the opinion that strategic management practices enabled KRS to enhance its effectiveness in managing emergencies.

The interviewees observed that use of strategic management practices guided the organisation on the number of employees to deploy, tasks to be performed by each group of employees and set goals and targets for each group. In view of this are the observations of Mekumani (2013) who argued that humanitarian organisations that embraced strategies devised clear plans and actions that were aimed at responding to emergencies. They organised employees, deployed emergency personnel, distributed resources and coordinated departments to ensure that emergencies were handled more efficiently.

4.5 Discussion of Findings

In this section, the study gives a broad discussion of findings on the strategic management practices commonly applied by KRC, when and how these practices are applied. These findings are aligned to studies that either collaborate or contradict to these findings including theories. Additionally, findings on the link between strategic management practices and emergency responses have also been discussed in light with studies that support or object the findings.

4.5.1 Strategic Management Practices by Kenya Red Cross

All the interviewees were of the opinion that KRC had put in place five strategic management practices. Among them was strategic leadership, which according to Demiroz and Kapucu (2012) has an enviable impact on the quality of decisions made by executive management in an organisation and, success in strategy implementation and deployment of disaster recovery team and coordination of activities during emergencies.

Secondly, environmental scanning is another strategic management practiced used by KRC. The interviewees confirmed the observations of Goldschmidt and Kumar (2016) that having a better understanding of the environment, the risks and opportunities available helps the organisation to take the necessary steps to mitigate or prevent calamities. It is judicious to note that prediction of any change in the environment is important in determining the urgency of the need for evacuation of disaster victims as well as the skills and knowledge of the personnel sent into the location.

Additionally, interviewees insisted on the need for an organisation to plan and allocate adequate resources to respond to emergencies including deploying disaster response personnel and fire fighters. The interviewees reported that strategic formulation was consequential in efficient delivery of disaster management services. As pointed out by the interviewees unanimously, use of strategy formulation helped KRC to take an appropriate course of action in responding to emergencies.

This opinion is supported by Bakar et al. (2011), asserted on the need to formulate strategies to guide on the corrective action. Interviewees acclaimed that there was need for effective communication between the top management and the employees. They further suggested that a two-way communication approach was useful in ensuring that employees were involved in key decision making. The interviewees pointed out that a participative kind of decision making was appropriate especially in involving employees in key decisions. These allowed employees to easily share ideas and knowledge particularly when handling emergencies cases; when deciding on the best strategy to respond to an emergency. These views are consistent to Demiroz and Kapucu (201) who insisted on the importance of communication for purposes of exchanging knowledge and ideas.

The interviewees confirmed that due to support from top management, the strategy put in place was achieved, in spite of various challenges. In other words, top management played a significant role in ensuring the realization of the goals of the organization was considered by every member of the various teams. Finally, there would be no success without proper monitoring and evaluation. It should be remembered that timely response is usually preceded by early detection and preparation for an emergency (Kithanze, 2016). This means that close monitoring and evaluation of the situation is important. At the same time, organizations have to

constantly determine their success by closely looking into areas that pose the greatest threats to their goals with the aim of rectifying any mistakes and strengthening promising areas. This improves the organisational level of preparedness and timely response.

Leadership is arguably the most important strategic management practice adopted by KRC. The people participating in the study were of the view that the organization is, first and foremost, held together by the people at the top. In an effort to ensure that proper response is afforded for emergency situations, the leaders gathered together all employees and stakeholders around the organization's goals. The interviewees indicated that through planning, KRC defined its strategy, set the direction and made decisions to allocate resources to pursue its strategy. These findings are supported by the observations of Bayode and Adebola (2010) who found that humanitarian organisations that planned for emergencies were able to respond to emergencies efficiently. The interviewees further indicated that the major challenge that faced KRC was shortage of resources.

This translates to inability to get the right information at the right time. Considering the opinion of Whelen and Hunger (2008) in such cases, strategy formulation was likely to suffer. The inevitable consequence is failure to fully realize the set goals and objectives. The interviewees confirmed that KRS took advantage of technological innovations to respond to emergencies. An example is the use of online messaging, which according to Taiwo and Idunnur (2011) was one of the best tools used to transmit data on changes in weather disposition. Furthermore, the organization frequently used money transfer services in an effort to compensate victims of disaster.

KRC exploited satellite technology to get images in disaster prone areas with the intention of providing quick and informed support as well as warn susceptible communities of impending danger. Use of strategic management practices enabled employees to respond to emergency cases efficiently. KRC was able to assess their current situation, formulate strategies and evaluate the effectiveness of implemented strategies. The interviewees were in a consensus that strategic management was needed to bolster efficiency in mitigating loss of lives and property when an emergency occurred. With the implementation of strategic management practices, departments were able to communicate easily, set goals, share resources and skills and work as a team during emergencies (Mwangi, 2015).

4.5.2 Strategic Management Practices and Emergency Responses by KRC

Going by the views of interviewees, strategic management practices are effective in enhancing KRC's disaster preparedness and response. As agreed by the interviewees, there is need to inspire employees to pursue the vision and mission of the organisation by recognizing, respecting and setting out to achieve the set out goals and objectives. Strategic management brings employees together, by sharing ideas and working towards set goals and objectives. In view of this, Guerras-Martin and Ronda-Pupo (2013), found that effective us of strategic management practices enabled the organisation to plan. In the same breath, Mekumani (2013) insists on the importance of strategic management practices in planning on the number, character and abilities of the people sent out to handle emergency situations. Finally, Ozerdem and Kapucu (2014) lay claim to the opinion that when knowledge and skills are matched to their respective tasks, efficiency is achieved. This more than proves that strategic management should continue to claim a great part of such disaster management and recovery organizations as KRC.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

Under this chapter, the study provides a summary of findings in line with the objective of this study which was determining the effect that strategic management practices have on emergency responses by KRC. The summary is supported by interpretation of findings in view of empirical studies. The sec1tions discussed in this study include summary of findings, conclusion, recommendations, limitations and areas for further research.

5.2 Summary of Findings

This section gives a comprehensive summary of findings concerning some of the commonly applied strategic management practices by KRC, the processes involved, and how the practices are applied to effectively achieve efficiency in emergency responses. To enhance the strength and improve quality of findings on strategic management practices, empirical studies that either support or contradict these findings have been used alongside the theories. The summary also covers a review of how strategic management practices influence emergency responses, and how various factors enhance or inhibit the success of the relationship between these variables.

5.2.1 Strategic Management Practices by Kenya Red Cross

The interviewees affirmed that the popular strategic management practices used by Kenya Red Cross included strategic formulation, implementation and leadership. In addition, environmental scanning and evaluation and monitoring was further reported as popular strategic management practices utilized by KRC in its functions. The interviewees further indicated that use of environmental scanning by KRC enhanced

the organisation's level of preparedness in the event of disaster. Further, the management was credited for use of information through environmental scanning to plan and make necessary strategic measures.

Information obtained through environmental scanning was utilized in detecting opportunities and potential threats. These views abide by Goldschmidt and Kumar (2016), who established that organisations that conducted environmental scanning recorded fewer emergency cases as opposed to organisations that failed to scan the environment. Interviewees indicated that strategic leadership was instrumental in resource mobilizing and management of employees during emergencies. The interviewees further argued that decision making was largely attributable to the quality of strategic leadership. These suggestions are in harmony with the views of Demiroz and Kapucu (2012), who found that through strategic leadership, the organisation was able to set strategic goals and objectives efficiently and make accurate and reliable decisions.

As reported by interviewees, strategy formulation contributed positively towards making the making the right choices especially on achieving set goals and targets. Use of strategy formulation the organisation was able to make predictions. These findings conform to the views of Bakar et al, (2011) on the importance of proper strategic formulation in guiding organizations towards accomplishing goals and targets. Additionally, use of a two-way communication approach enabled the organisation to share information and direct the efforts of the employees towards achieving set goals and objectives.

Another crucial aspect of the strategic management adopted by KRS was strategic implementation. The interviewees held the conviction that the realization of set goals and targets was largely attributed to successful strategy implementation. These findings are in tandem with the observations of Demiroz and Kapucu (2012), who established that strategy implementation, was indispensable if organizations' goals and objectives were to be accomplished. He pointed out that strategy implementation was a difficult task but it was critical in successful strategy implementation.

Evaluation and monitoring was also pointed out as a key pillar of strategic management by KRC. The interviewees universally agreed that monitoring and evaluation was specifically used as a tool for measuring organisational performance by comparing actual results and expected results. Additionally, KRC came up with short-term goals and focusing on weak areas with the hope of improving on those areas. This confirmed the opinion by Kithanze (2016), who found that evaluation and monitoring humanitarian firms were able to identify weak areas and make the necessary preparations prior to an emergency.

The interviewees agreed that the best strategic management practice adopted by KRS was strategic leadership. As indicated by the interviewees, adoption of strategic leadership practice enabled strategic leaders plan, control and direct employees towards achieving set goals and objectives. This kind of leadership style enabled strategic leaders to effectively communicate organisational goals and influence employees towards realizing organisational vision and mission.

Strategic planning was also considered as an instrumental strategic management practices, as pointed out by the interviewees, through strategic planning, KRC was able to give the right direction especially in responding to emergencies. Through

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planning, KRC was able to assign tasks and responsibilities to the employees in responding to emergencies. Monitoring and evaluation was also deemed to be an effective strategic management practice, the interviewees agreed that through evaluation and monitoring the organisation was able to detect weak areas during early stages and this prompted ways to deal with such kind of situations to mitigate cases risks of eventualities. This is supported by Mekumani (2013), who argued that monitoring and evaluation, the organisation was able to plan and identify possible barriers towards effective disaster management and mitigation of losses.

The least effective practice implemented by KRS in its strategic management practice was strategy formulation. This is mainly because there was no adequate information on the exact kind of the needed of humanitarian services. Enough information and resources are key factors in determining the success of strategic formulation. In their absence, the organization might fail in taking appropriate action; this view is supported by Wheelen and Hunger (2008). As pointed by the interviewees, KRC invested in modern technologies in executing its roles.

The findings established that KRC utilized satellite to detect and view areas that were faced by calamities and emergencies. Compensation to victims was conducted using cash transaction technology to enhance efficiency and good record keeping. The findings also discovered that KRC exploited technological resources to forecast weather behaviour. One piece of technology was used in messages services to transmit information for forecasting weather changes. These results are in line with the suggestions of Taiwo and Idunnur (2011), who concluded that online messaging went a long way in aiding humanitarian organisations to place for weather dynamics. As a consequent, this improved the organization's planning and preparedness.

Similar benefits were gained from satellite images which were received every hour of the day, thus enabling quick response and reliable communication in different parts of the country. Satellite enabled KRS to create awareness in areas susceptible to climatic disaster. Strategic management practices have had a great impact on how emergency response is handled by organisation. Four qualities were considered. They included responding to emergencies in an organised fashion without errors and delays especially in cases of emergencies.

The interviewees indicated that as a result of successful adoption of strategic management practices, KRC was able to institute efficient processes and procedures that enabled KRC to respond to emergencies more efficiently. KRC was able to gather and get information timely and this helped to mitigate the magnitude of loss of property and lives. It also enabled KRC to respond much faster when emergency struck. According to Wanjala (2016), structured responses aided organizations in coming up with a better coordination in relation to communication, mobilization of human resources and recovery from disaster.

The same opinion is shared by Mwangi (2015) who posits that humanitarian organizations require efficiency in regard to provision of human and other resources is of great importance if their efforts are to produce the desired results. Further, with regard to long-term planning, the interviewees indicated that organisations that practiced long-term planning were able to respond efficiently during emergencies. The interviewees were of the opinion that long-term planning allowed forecasting and preparedness of disastrous situations.

5.2.2 Strategic Management Practices and Emergency Response by KRC

The interviewees agreed that strategic management practices improved their efforts towards responding to emergency. They noted that through strategic management practices, KRC was able to rally employees and inculcate values and goals. This increased interaction amongst employees and created strong bonds among them. This also enabled the organisation to set its direction and directing employees' efforts towards realizing set goals. As such, the organisation was able respond to emergencies. Close interactions between employees enhanced ease of communication and distribution of resources through-out the organization.

As pointed out by Guerras-Martin and Ronda-Pupo (2013), through effective use of strategic management practices, the organisation was able to distribute resources properly and cultivate unity and a working culture in the organisation. This improved the efficiency of the personnel in emergency response deployment. This made it easier to identify talents and to match employees' skills and knowledge to the assigned tasks. The findings are similar to Ozerdem and Kapucu (2014), who concluded indicated that through strategic management practices an organisation can easily be able to identify talented employees and match their skills to their duties and responsibilities.

The interviewees were of the opinion that strategic management practices enabled KRC to reduce the loss of life and property resulting from disaster. This was especially achieved through improved efficiency in management of resources, minimizing of costs and recognizing the value of financial resources. Further, the participants agreed that the organizations goals and set targets were realised through successful strategy implementation. In line with this is a study by Wanjala (2016), who found that successful strategy implementation was positively associated towards realization of set goals and objectives.

Finally, strategic management practices utilized by KRS were was found to be effective planning, managing resources and people and responding efficiently towards emergency cases. Consistent to these findings is the observation by Mekumani (2013), who found that humanitarian organisations that embraced implementation of strategic management practices in responding to emergencies were able to plan properly, distribute resources and manage people including deploying fire fighters efficiently during emergency cases. Moreover, use of strategic management practices helped to guide the management in taking the right action towards achieving set goals.

5.3 Conclusion

The study found that the most popularly utilized strategic management practices by KRC included strategy formulation, environmental scanning, strategic leadership, monitoring and evaluation and strategy implementation. Through strategy formulation, KRC was able to take the necessary steps to mitigate cases of emergencies. Use of strategy formulation enabled KRC to choose the most convenience and approach strategy that matched the nature of an emergency. By scanning the environment, KRC was able to get reliable information about areas that were prone to emergencies and anticipated risks. This aided the management in taking corrective actions to contain the situation and long-term sustainability of decisions made.

Top management at KRC embraced the principles of strategic leadership in managing employees and resources and influencing employees towards achieving set goals and objectives. They acted as vision carriers and were instrumental in uniting the departments, directing employee efforts, explaining to them concerning the vision and the mission of KRC. To examine whether the organisation achieved its set goals and

targets, monitoring and evaluation was conducted to compare actual and expected results, weak areas were spotted and appropriate actions were taken during early stages. This enhanced strategy implementation since the top management was able to turn around on the weak areas and devise effective ways of achieving set goals and targets. Strategy implementation was pointed out as an important step in realizing set goals.

The study further concluded use of strategic management practices by KRC improved efficiency in responding to emergency cases. Use of strategic management practices assisted KRC to match employees' skills and competencies to the assigned tasks and involve all departments in key decision making. This also encouraged sharing of ideas and sharing knowledge on the most appropriate way to deal with emergencies. KRC was able to devise strategy, communicate across the departments, coordinate activities, distribute resources, deploy emergency personnel and fire fighters more efficiently and in a more organised fashion. This resulted positively towards a reduction in loss of lives and destruction of property.

5.4 Recommendations

Kenya Red Cross needs to pool more resources and finances to invest in modern technologies such as information communication technology and innovation so as to boost efficiency in responding emergencies. Adoption and use of modern technologies will boost sharing of information and efficiency in coordination of humanitarian activities and creation of awareness. This will enable the organisation to save more lives and property and effectively cope with the evolving dynamics and nature of emergencies.

It would be important for KRC to sponsor its employees to continuous training and development programs so as expose them to technical skills and knowledge in emergency response. This will motivate employees to perform their roles and improve their productivity. This will bolster their efficiency responding to emergencies and more lives and property will be saved. Top management should offer support in terms of providing enough resources and facilities to the employees at the work place. This will create a comfortable and enabling environment for employees to execute their tasks effectively. This will enable the organisation to effectively manage an emergency, distribute resources, personnel and systems to enable response to emergencies.

5.5 Limitations for the Study

The researcher had no control over data collection process. Two of the target interviewees delegated the interview to their assistants citing busy work schedules as the main reason. It is worthwhile to note that heads of departments at KRC form part of the top management team and that are directly involved in formulation and implementation of strategic management practices; they are well grounded on issues of strategic management practices and emergency responses unlike their assistants.

This study was limited to a case study design; a descriptive research design could have enabled the researcher to conduct a factor analysis and establish the main strategic management practices utilized by KRS. This would be useful in determining the strategies that are not effectively utilized and those that are not useful in enabling the organisation to respond to emergencies.

Moreover, this design could have enabled the researcher to conduct inferential statistics for example regression analysis, Chic Square or correlation analysis to establish existing relationship between strategic management practices and emergency response. This research was limited to open-ended questions only. A combination of open and closed questions could have enabled the researcher to get more detailed information and result to more reliable and accurate findings. This could have enabled the researcher to carry-out different types of analysis such as descriptive statistics and thus improve on the quality of findings.

5.6 Suggested Areas for Further Research

The environment keeps on evolving and the nature of emergencies: natural calamities will also change. Additionally, the kind of technology and innovations used by KRS to respond to emergencies will also change. It would be appropriate to replicate this study after a period of like 5 years to establish if the findings obtained in this study will hold. Then, findings can then be compared after which a plausible conclusion is drawn.

Researchers should do a replica of this study involving all humanitarian organisations in Kenya. Thus, the researcher can compare and establish some of the best strategic management practices adopted by humanitarian organisations. This will give a detailed review regarding the nature of the relationship established in a study. Moreover, this will give the researcher

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APPENDICES

Appendix I: Introduction Letter

UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity'" Nairobi
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P.O. Box 30197
Nairobi, KENYA

25 October 2018

Secretary General,
Kenya Red Cross,
South C, Red Cross Road,
Off Pop Road
P.O Box 40712-00100
Nairobi.

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
NJAU SARAH WANJIRU – REGISTRATION NO.D61/72552/2014

This is to confirm that the above named is a bona fide student in the Master of Business Administration (MBA) option degree program in this University. She is conducting research on *"Strategic Management Practices and Emergency Responses by Kenya Red Cross".*

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you.

Jane Muturi
For: MBA Co-Ordinator,
School of Business
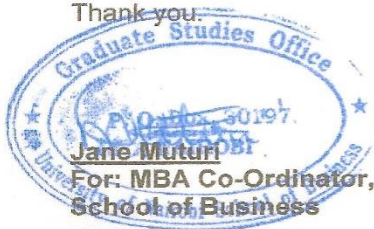
GW/jkm

Appendix II: Interview Guide

Section A: Background Information

1.   Name of the Department.

2.   What managerial position do you hold?

3.   How long have you been working for Kenya Red Cross?

4.   How long have you been working in your present capacity?

Section B: Strategic Management Practices

  i.   In your view, what are some of the most popular strategic management practices adopted by your organisation?

 ii.   In your view, what is the best strategic management practice adopted by your organisation?

iii.   In your view, which is the least effective strategic management practice adopted by your organisation? Please explain in details.

 iv.   Please explain how modern technology has been applied to improve strategic management practices by your organisation?

  v.   In your opinion, explain how the adoption of strategic management practices has enabled employees to respond to different emergency cases?

Section C: Strategic Management Practices and Emergency Response

  i.   Please explain whether the adoption of strategic management practices by your organisation has improved efficiency in responding to emergencies?

 ii.   Please explain how the adoption of strategic management practices by your organisation has improved personnel deployed when responding to emergencies?

iii.   Please explain whether the adoption of strategic management practices by your organisation has minimized loss of life and property as a result of an emergency? Yes or No

       b). If yes, please in details

 iv.   In your view, has the adoption of strategic management practices by your organisation improved effectiveness in the management (ambulance personnel and fire fighters) of emergency responses in different situations?