

**CHALLENGES OF STRATEGY IMPLEMENTATION IN PUBLIC  
CORPORATIONS IN KENYA**

**BY**

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## DECLARATION

I declare that this research project is my original work and to the best of my knowledge it has not been submitted for the award of a degree in any other university.

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

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## **DEDICATION**

This project is dedicated to my Daughter Consolata Akinyi Magambo

## **ACKNOWLEDGEMENT**

First, I wish to sincerely express my gratitude and appreciation to my lovely family for their patience and support during the period of study.

Secondly, I would like to give a special thank to my supervisor, Prof. Martin Ogutu, for professional guidance during the time I worked on the project.

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## **ABSTRACT**

Many organizations face significant difficulties with regards to strategy implementation process as most strategies fail to produce superior performance for the firm due to poor implementation. The purpose of the study was to determine the challenges of strategy implementation in public corporations in Kenya. The objectives of the study were to establish the challenges in strategy implementation in public corporation and the possible solutions to the challenges. The study adopted a descriptive research design in which 189 respondents were sampled using census survey. The study targeted the personnel in charge of planning in the organizations. The data was collected using questionnaires which were self administered. The data was analysed using descriptive statistics such as frequencies, percentages, mean score and standard deviation. The study established that inadequate funding and untimely disbursement of resources was a hindrance to the effective implementation of strategies in public corporations. The study also established that staff resistance to change and lack of skills to some extent affected the implementation of strategies by the organizations. However, lack of top management commitment, organizational culture and structure were never in any way a challenge to the implementation of strategies in public corporations in Kenya. The study also established that inadequate staffing was never a challenge to the implementation of the strategies. The study established that according to respondents, the allocation of enough funds and timely distribution of resources would greatly enhance the implementation of strategies in the public corporations. The study also established that most respondents recommended that the managements' commitment to the implementation of strategies in the organizations would minimize the strategy implementation challenges experienced by the organizations. The practicing of proper change management in the organizations would minimize staff resistance to change according to respondents. Respondents indicated that sponsoring employees to further their education would improve their skills hence ensuring effective strategy implementation. The study recommended that first, the management of the state corporations should increase the allocation to the projects so as the ensure that adequate resources are allocated to each project. Secondly, the management should ensure that there is timely distribution of resources to various projects for timely implementation of projects in the organization. Third, the management of public corporations should steer clear from politics to avoid political interference in the implementation of strategies in the public corporations. Forth, the organizations should organize for seminars and workshops where the employees skill will be enhanced through training and finally, the study also recommends that the organizations should sponsor its staff to further education.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Organizations, both public and private exist in an environment of competition where they use a number of resources (physical, organizational and human) to compete with other organizations (Noe et al., 2006). To deal effectively with everything that affects the growth and profitability of a firm, the managers employ management processes that they feel position it optimally in its competitive environment by maximizing the anticipation of environmental changes and of unexpected internal and competitive demands (Pearce and Robinson, 2007). To remain competitive organizations therefore need perfect processes that respond to increases in the size and number of competing firms and demand for better service by their customers. Organizations have therefore resorted to using strategies in their planning and management processes to remain competitive (Pearce and Robinson, 2007).

Strategic management is defined as the set of decisions and actions that results in the formulation and implementation of plans designed (Pearce and Robinson, 2007). Strategic management according to Noe et al. (2006) is a process for analyzing an organization's competitive situation; develop strategic goals and devising a plan of action and allocation of resources that will increase the likelihood of achieving those goals. According to Dyer cited in Noe et al. (2006), strategic management is a process, an approach to address the competitive challenges an organization faces. It is managing the pattern or plan that integrates an organizations major goals, policies and action sequences into a cohesive whole (Quinn, 1980). The main functions of strategic management have been explained by Robbins



and Coulter (1996) as identifying the organization's current mission, objectives, and strategies, analyzing the environment, identifying the opportunities and threats, analyzing the organization's resources, identifying the strengths and weaknesses, formulating and implementing strategies, and evaluating results. According to Walker (1998), it is the business strategy which defines a company's plan for its future growth, development and profitability. Strategic management determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of functional areas in the organization, have direct influences on the administrative and operational activities, and are vitally important to long-term health of an organization (Shirley, 1982).

Implementing strategies successfully is therefore vital for any organization, either public or private. Without implementation, even the most superior strategy that seems straight forward may fail. However transforming strategies into action is a far more complex and difficult task. The implementation of strategies in organizations have therefore not been without challenges. Research has shown that more than 50% of the strategies fail at the implementation stage (Atkinson, 2006).

Strategy implementation will affect the organization, especially public corporations. Broadness of public corporations including individual and social services, professional and commercial and public increases the role and importance of successful strategy implementation in public corporate. In this research, the researcher investigated the challenges facing strategy implementation by the public corporation in Kenya with the aim of

identifying them to achieve an intended pattern that can increase the success of implementation of strategies by these organizations.

### **1.1.1 Concept of Strategy Implementation**

Strategic management is the set of managerial decision and action that determines the long-run performance of a corporation. It includes environmental scanning (both external and internal), strategy formulation (strategic or long range planning), strategy implementation, and evaluation and control. The study of strategic management therefore emphasizes the monitoring and evaluating of external opportunities and threats in lights of a corporation's strengths and weaknesses. Strategic management is the direct organizational application of the concepts of business strategies that have been developed in the academic realm. That is, strategic management entails that analysis of internal and external environments of the firm to minimize the utilization of resources in relation to objectives (Noe et al., 2006).

The major importance of strategic management is that it gives organizations a framework to develop abilities for anticipating and coping with change. It also helps develop this ability to deal with uncertain futures by defining a procedure for accomplishing goals. Strategic management has now evolved to the point that its primary value is to help the organization operate successfully in dynamic and complex environment. To be competitive in dynamic environment, corporations have to become less bureaucratic and more flexible. In stable environments such as those that have existed in the past, a competitive strategy simply involved defining a competitive position and then defending it. Because it takes less and less time for one product or technology to replace another, companies are finding that there are no such thing as competitive advantage (Pearce and Robinson, 2007).

The key concept in the strategic management process is the term strategy. A strategy according to Chandler (1996) is defined as the determination of basic long-term goals and objectives of an enterprise and the adoption of causes and actions and the allocation of resources necessary for carrying out these goals. Strategy is thus according to Ansoff (1965) a means of achieving goals. It specifies the competitive posture of the organization in the market place. Porter (1980) argued that strategy is the central vehicle for achieving competitive advantage in the market place. Hence, the aim of a strategy is to establish a sustainable and profitable position against the forces that determine industry competition. The process of planning and managing the resources using strategy is referred to as strategic management (Pearce and Robinson, 2007). A strategy is simply a plan. It is an executable plan of action that describes how an organization will achieve a stated mission. Organizations often formulate company strategies, product and service strategies, and strategies that drive operational, support and managerial processes

A number of scholars have described the strategic management process as consisting of several steps (Pearces and Robinson, 2007). Pearce and Robinson (2007) approach identifies two main steps, namely strategy formulation and implementation. Schermerhorn (1989) points out that strategy must be well formulated and implemented in order to attain organizational objectives. Strategy formulation which is also called strategy planning, is the process of choosing among the various strategies just discussed, and adapting them to fit the organization's actual circumstances. In other words, the essence of strategy formulation is to design a strategy that makes the most effective use of core resources and capabilities. Grant

(1991) claimed that these resources and capabilities played a pivotal role in the competitive strategy which the firm pursues and these are the firms' "crown jewels" and need to be protected. A good strategy requires proper prior planning based on valid and appropriate premises. Without strategic planning, an organization will fail to come up with an appropriate strategy, which may in turn lead to total failure. Pfeiffer (1994) found that human resource practices have stronger influence than financial endowment, technology and firm specific factors such as organizational culture or leadership styles.

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work by implementing it throughout the organization is even more difficult (Hrebiniak, 2006). It is thus obvious that strategy implementation is a key challenge for today's organizations. A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action.

Over the past decade, public administrators have been encouraged to be "effective strategists if their organizations are to fulfil their missions and satisfy their constituents" (Bryson, 1988). Despite the wisdom of these suggestions, it is argued that, for organizations in general, strategy and strategic planning have not lived up to their expectations (Mintzberg, 1994), and many organizations have failed to experience successful strategy implementation. This may be attributed partly to the fact that relatively few organizations make a link between realistic objectives and resource strategies, for example operations, technology and people. Furthermore, in government, it is argued that the actual implementation of strategic management processes has occurred relatively infrequently and the results achieved vary

widely (Vinzant and Vinzant, 1996). Given the change in ethos which has occurred in the public sector, it would seem fair to argue that culture change is fundamental to the achievement of successful strategic change.

A lack of real autonomy, highly publicized resource allocation and a critical political environment are considered to make the use of strategic management extremely challenging in public sector organizations. As Noble (1999) notes, most organizations' best-formulated strategies fail to produce superior performance for the firm due to poor implementation. Most strategic thinkers are of the view that formulated strategy is best implemented within an organization environment that is supportive of requirements of each strategy. Some of the elements accounting for this supportive environment have touched on leadership, organization structure, organization culture and provision of all other needed economic resources. The role of this climate in the success of strategy implementation is seen in a wide range of literature that advocates for development of organizational cultures and climate for facilitating strategy implementation through programs such as organization development and change, human resource management, organization learning and creating of learning organizations. Some empirical analysis relates the strategy implementation environment with the degree of success in strategy implementation. Some studies show that the failure rate in strategy implementation may go as high as above 70% due to lack of supportive organization environment (Kovacic and Bosilj-Vuksic, 2005; Martin, 1998). In spite of this reality most attention in strategic management has been given to strategy formulation process ignoring the role of implementation activities (Al-Ghamdi 1998).

### **1.1.2 Public Corporations in Kenya**

According to the report commissioned by His Excellency the President to study the public enterprises in Kenya in 1982 (commonly referred to as the “Ndegwa Report”), the establishment of public enterprises in Kenya was part of a deliberate government policy to participate directly in the productive activities of its economy in order to decolonise the latter and to promote development and regional economic balance in the country (Republic of Kenya, 1982). The purpose was also to increase the citizens’ participation in the economy and ensure greater public control of the economy. These objectives are stated in The Session Paper Number 10 of 1965 on African Socialism and its Application to Planning in Kenya and in several National Development Plans of the government (Republic of Kenya 1965, 1982).

The Kenyan government set out to strengthen the public enterprises inherited at the time of independence and also created new ones to perform specific functions in the economy. In some cases there were direct investments made in private companies in order to stimulate the diversification of economic activity in new fields (Republic of Kenya, 1982). The Report on the Evaluation of Performance of Public Agencies for the Financial Year 2006/2007 indicates that by 2007 there were 134 public enterprises established under specific Acts of Parliament and the State Corporation Act (Republic of Kenya, 2007). The report reveals that the performances of some of these public enterprises have been mixed. Some have been privatised while others are earmarked for privatisation.

In Kenya, the State Corporation Act, Chapter 446, defines a state corporation as a body corporate to perform the functions specified in the order (Republic of Kenya, 1987). This Act

specifies that the President of the Republic of Kenya has a mandate to establish a state corporation which will have perpetual succession; can sue and be sued; be capable of holding and alienating movable and immovable property; assign Ministerial responsibilities; and appoint a board of directors. Following the Kenyan example, a public corporation in the present study is defined as an enterprise with a business or social orientation established by the government; in which the government has direct majority control; and in which the government has the responsibility for appointing a board of directors.

## **1.2 Research Problem**

Many organizations face significant difficulties with regards to strategy implementation process (Hrebiniak, 2006). As Noble (1999) notes, most organizations' best-formulated strategies fail to produce superior performance for the firm due to poor implementation. Many valuable strategies are faced with problem and failure in the implementation stage. Basically, the main challenges in the strategic management lie in the implementing of the strategies rather than in developing stage. Brenz and Morikko, German, Molina (2008) and Ansoff (1987), believe impeters affecting the successful implementation of the strategy are as: top management commitment, availability of funds, organization structure, organization culture and organizational change.

In Kenya the trend is no different as strategy formulation and implementation is as old as the country's independence, yet the country has still lagged behind in various areas of development and service delivery (Opiyo, 2006). As a result the government in 2003 initiated reforms aimed at improving the performance of the public service by introduction of the strategic management which was based on government's development plan in Vision 2030

and Economic Recovery Strategy (ERS). Despite the effort by the government to transform the public sector, some of the public corporations such as the Kenya Pipeline Corporation have been found to be involved in major scandals like the Triton where the Government lost billions of shillings.

Several studies have been done on the implementation strategies in various organizations. A study by Ochieng (1998) on the factors that were considered important for the successful implementation of information systems as a strategy in commercial banks found that resource allocation was the main determinant. Oloko (1999) did a study to determine the obstacles in the implementation of total quality management (TQM) as a strategy in the banking sector. Nyandiere (2002) did a study on the challenges facing the Enterprise Resource Planning (ERP) systems implementation in Kenya where it was found that capabilities and skills was the major challenge to the successful implementation of ERP systems in Kenya. And Okuto (2002) studied the human factor in implementation of strategic change within large manufacturing firms in Nairobi. It is important to note that the above researches have provided various challenges to the implementation of strategy. However these studies were done on strategy implementation in other sectors and not in the public corporations hence a knowledge gap. Thus this research aims at covering this part of the gap of strategy implementation challenges by public corporations by providing answer to the following research question: What are the challenges facing strategy implementation by public corporations in Kenya?



### **1.3 Research Objectives**

The objectives of the study were:

- i. To determine strategy implementation challenges faced by public corporations in Kenya
- ii. To establish measures taken to deal with the challenges

### **1.4 Value of the Study**

The study will contribute new knowledge to the existing body of knowledge on strategy implementation challenges faced by public corporations in Kenya. Future scholars can use this research as a basis for further research in the area of adoption of strategy implementation.

Government policy makers will be able to get insights on areas that need more attention in terms of successful strategy implementation in the public corporations for enhancement of better service delivery in the public sector.

The study will be helpful in giving insights to the management of the various public corporations on the strategy implementation challenges and provide them with possible solution to these challenges. The knowledge gained will thus be useful in improving the performance of public corporations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this chapter literature related to strategy implementation challenges facing public corporations is reviewed. Reviewed literature include the concept of strategy, strategy implementation, challenges facing implementation and the measures taken to address these challenges.

#### **2.2 The Concept of Strategy**

According to Glueck (1984), strategy is the unified, comprehensive and integrated plan that relates the strategic advantage of the firm to the challenges of the environment and is designed to ensure that basic objectives of the enterprise are achieved through proper implementation process. The concept of strategy has grown in importance among management scholars and practitioners since 1950s. The importance of this concept has been underscored by various leading management scholars and practitioners such as Porter (1980), and Ansoff (1987).

However different authors have defined “strategy” in different ways. Some define the concept broadly to include both goals and means of achieving them. Chandler (1962) and Ansoff (1990), define strategy narrowly by including only the means to achieving the goals. The definitions suggest that the authors gave selective attention to aspects of strategy, which are all relevant to our understanding of the concept.

Chandler (1962) considered strategy as a means of establishing the purpose of a company by specifying its long-term goals and objectives, action plans and resource allocation patterns to achieve set goals and objectives. Andrews (1971) brought together the views of Drucker (1954) and Chandler (1962) in defining strategy. To him, strategy is the pattern of major objectives, purposes or goals and essential policies and plans for achieving these, stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be. In this definition, Andrews (1971) introduces an additional dimension that strategy deals with the definition of the competitive domain of the company.

Strategies go first through planning then implementation processes. Different writers have defined the concept of strategic planning from several points of view. Naylor (1970) defines strategic planning as a long range planning with time horizon of 3-5 years. Heifer (1976) on the other hand suggests that strategic planning is concerned with the development of a match between organizations' capabilities and the risks present in its environment. In their definition, Litschent and Nicholson (1968) view strategic planning as the highest level of decision making concerning a company's basic direction and purpose in order to assure long term health and vitality of the organization.

According to Steiner (1979), strategic plans are formulated either as master strategies or programme strategies. He defines master strategies as basic mission purposes, objectives and policies. On the other hand, he views programme strategies as being concerned with acquisition, use and disposition of resources for specific projects. Mintzberg (1994) observes that corporate strategic planning faces a number of challenges: cultural web, organizational

structure, uncertainty and learning organization, division of responsibility, the time challenge of implementation and the process itself.

### **2.3 Strategy Implementation**

Preparation of a solid strategic plan is no longer enough to ensure profitable success unless it links virtually every internal and external operations of an organization with a focus on customer needs. Successful strategy implementation is important to any organization. Woolridge and Floyd (1990) emphasized that the strategy implementation could be more difficult than thinking up a good strategy. Harrison and Pelletier (1998) explained that the real value of a decision surfaced only after the implementation of a decision. In other words, it will not be enough to select a good decision and effective results will not be attained unless the decision is adequately implemented.

There is no universally accepted definition of “strategy implementation”. Nevertheless, Tan (2004) has identified three distinct conceptions of the term: process, behavior and hybrid perspectives. Implementation is the process that turns plans into action assignments and ensures that such assignments are executed in a manner that accomplishes the plan’s stated objectives. Kotler (1984) cited in Noble (1999). Implementation was found to be a highly complex and interactive process with many variables impinging upon it more of a spring than a simple cascade.

Strategy is a series of decisions and resultant actions which commit resources to achieving intended outcomes (Wernham 1985). Implementation is a series of interventions concerning organizational structures, key personnel actions, and control systems designed to control

performance with respect to desired ends. Implementation designates the managerial interventions that align organizational action with strategic intention (Noble, 1999).

Implementation is defined as the sum total of the activities and choices required for the execution of a strategic plan the process by which strategies and policies are put into action (Smith and Kofron, 1996). In the instances where plans, strategies, technologies, or programs are markedly new to the firm, implementation appears to involve organizational design reconfiguration that is, a redesign of structure, systems, process, people, and rewards (Sashittal and Wilemon, 1996).

Wessel (1993) stated that there were mostly individual barriers to strategy implementation such as too many and conflicting priorities, insufficient top management commitment, organizational structure, inter-functional conflicts, poor vertical communication, and inadequate management development. Eisenstat (1993) pointed out that most organizations trying to develop new organization capacities failed to get over these organizational hurdle because of lack of competence, co-ordination, and commitment.

Sandelands (1994) indicated that there were difficulties to conjecture the commitment, time, emotion, and energy needed to translate plans into action. McGrath et al. (1994) explained that the political turbulence might be the most important issue facing any implementation process. Lingle and Schieman (1994) stated that market, people, finance, operation, adaptability, and environmental factors play a vital role to long-term successful strategy implementation.

Christensen and Donovan (1998) mentioned that intended strategies would be implemented as they have been envisioned if three conditions were met. First, those in the organization must understand each important detail in management's intended strategy. Second, if the organization is to take collective action, the strategy needs to make as much sense to each of the members in the organization as they view the world from their own context, as it does to top management. Finally, the collective intentions must be realized with little unanticipated influence from outside political, technological, or market forces.

Peng and Litteljohn (2001) noted two dimensions of strategy implementation: structural arrangements, and the selection and development of key roles. According to Govindarajan (1989), effective strategy implementation is affected by the quality of people involved in the process. Peng and Litteljohn (2001) claimed the quality of people as skills, attitudes, capabilities, experiences and other characteristics required by a specific task or position.

#### **2.4 Challenges of Strategy Implementation**

Strategy implementation is a process where managers diffuse a strategy into a user community (Kwon and Zmud, 1987). Top management commitment is believed to be essential for any strategy implementation success (Wixom and Watson, 2001). A plethora of studies have examined the impact of top management commitment on strategy implementation outcomes. It has been found that top management commitment significantly affects user beliefs (for instance perceived ease of use, perceived usefulness) (Lewis et al., 2003), organizational implementation success (Wixom and Watson, 2001), progressive use of systems, and organizational strategy adoption (Bruque-Cámara et al., 2004).

Among the issues pointed out by Hrebiniak (2006) as overreaching issues that impede strategy implementation is the organizational change. He notes that managers are often trained to plan and not to execute strategies; the top managers are therefore always reluctant to soil their hands in the messy tasks of implementation. Strategy implementation always creates the need to manage change in complex organizational contexts (Kazmi, 2008). Many of these areas of change are behavioral in nature and are therefore multifaceted and messy in nature. For instance, leadership style changes required to implement different kinds of strategies or the cultural changes to be brought about to facilitate new strategy implementation are intricate matters that call for careful handling (Kazmi, 2008).

In the organizational behavior literature, organizational culture has been defined in many ways by various authors and researchers. However, many would agree that organizational culture can be referred to as a set of values, beliefs, and behavior patterns that form the core identity of organizations and that help in shaping their employees' behavior (Rashid et al., 2003; Pool, 2000). Organizational culture is not just any thoughts, values, and actions, but rather the unifying patterns that are shared, learnt, aggregated at the group level, and internalized only by organizational members. Organizational culture can also be defined as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration (Schein, 1992). These values are then taught to new members in the organization as the correct way to think and feel in relation to those problems.

Since the classic statement by Chandler (1996) that “structure follows strategy,” there has been interest in the relationship between strategy and organizational dimensions such as structure. The relationship between the strategy and organizational dimensions has typically been explained in a sequential model where firms decide on a strategy and then put in place appropriate organizational choices such as structure, systems, rewards, and processes that support this strategy (Govindarajan, 1988).

The success of any strategy depends heavily on its fit with organizational structure (Chandler 1962; Paterson, 1988). There has been increased emphasis on the importance of organizational structure in ensuring successful strategy implementation. Change in strategy often requires changes in the way an organization is structured because structure dictates how objectives and policies will be established and how resources will be allocated (Sababu 2007) The identification of structures that support strategy implementation has, however, been a highly complicated issue. This complication may be due to lack of consensus on what strategy and sometimes to the confusion about which component of the strategy to focus on.

## **2.5 Dealing with Strategy Implementation Challenges**

Although predictions about evolving markets are notoriously unreliable, the management can take a few simple steps to prepare their companies for unanticipated market change. Organizations should take time to identify what market conditions have the greatest influence on their strategy. By understanding what factors have greatest impact on their strategy’s success, they can respond more quickly if they change.



The organizations need to recognize what they do not know, in the words of Rumsfeld cited in Starling (2002), identify “the known unknowns”. They can monitor those factors and even prepare contingencies for different scenarios related to the “known unknowns”. The origins of scenario based planning were in part driven by Royal Dutch Shell’s need to understand alternative futures driven by the “known unknown” of the future price of oil. Most importantly, the organizations need to prepare to change their strategy or supporting implementation tactics as the external environment changes and their organization is impacted by “unknown unknowns”. As an example, it will be interesting to watch what strategic changes “Big Three” auto manufacturers (Ford, General Motors and Chrysler) make to wide spread introduction of hybrid technology by Toyota and Honda (and by implication, Lexus and Acura) in their sport utility vehicles (Starling, 2002). While an unanticipated market change can upset a strategy, the failure to recognize and react is what significantly erodes business performance, not the change itself.

Fundamentally, strategy is about out-performing the competition but a strategy can be foiled by a highly effective response by a key competitor. For instance, Kmart’s cost cutting and price reduction strategy was quickly foiled by competitive responses by Wal-Mart (Starling, 2002). In fact, Wal-Mart was already the low cost retailer in the discount segment, so Kmart could have anticipated a swift and effective response from at least one competitor and possibly others. Ultimately, to effectively anticipate competitors’ reactions to a strategy, a company needs a solid competitive intelligence capability. This does not require one to conduct corporate espionage to access competitive secrets. Rather, it requires that companies understand competitors’ market positions, their relative competitive advantages and

disadvantages, their historical behavior *vis-a-vis* competitive strategy, and the general disposition of their respective management teams.

Frankly, some strategies fail because not enough resources were allocated to successfully implement them. Lack of resources is generally a bigger threat to capital intensive strategies. For instance, prior to Dense Wavelength Division Multiplexing (DWDM) dramatically eroding their underlying market assumptions, several telecommunications companies' simply ran out of capital before their networks could be completed and their strategy could be implemented. However, the problem can emerge just as readily in a middle market company or a service company that is simply short of people and time. Kubinski (2002) observed this failing in both "fast-growth, new companies that feel understaffed due to growth demands" and companies under heavy competitive pressure who felt they could not spare resources to drive strategic innovation.

Some strategies fail because there is insufficient buy-in or understanding of the strategy among those who need to implement it. A great deal of academic research has been devoted to studying the impact of employee buy-in and understanding of strategy. Giles (1991) demonstrated that strategy implementation fails when "implementers do not own the strategy". More recently, Guffey and Nienhaus (2002) found a strong link between organizational commitment (that is, strong belief in the organization's goals and values, willingness to exert effort on behalf of the organization, and strong desire to maintain membership in the organization) and employees' support of the organization's strategic plan.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter discusses the methodology that were applied in the overall process of the research. It elaborates on research design, population of study, sampling techniques, Research instruments, and data collection procedures used, data analysis and presentation of the findings.

#### **3.2 Research Design**

This study adopted a descriptive survey design. Cooper, (2000) states that a descriptive study is concerned with finding out who, what, where and how of a phenomenon which is the concern of this study. Descriptive designs are employed to facilitate description and inference building about population parameters and the relationship among two or more variables.

The purpose of descriptive research design is to describe the state of affairs as it is at present (Cooper and Schindler, 2001). It is used when the objective is to provide a systematic description that is as factual and accurate as possible and in the case of this study, it assesses the strategy implementation challenges facing the public corporations in Kenya. Descriptive designs only describe the phenomenon under study attempting to establish a relationship between factors. In this study the researcher attempted to establish how the allocation of resources, organizational structure, organizational culture and the top management commitment pose a challenge to the implementation of strategies by public corporations.

### **3.3 Population Size**

A population is the total collection of elements from which we wish to make some inference (Mugenda and Mugenda, 2003). It is the number of individuals which the researcher is interested in describing and making statistical inferences about.

The target population for the study was all the 189 public corporations in Kenya according to the information from The State Corporation Advisory Committee office in Nairobi. Due to the fact that the study targeted one employee in-charge of planning in the organizations, the study carried a census study due to manageability of the population size.

### **3.4 Data Collection**

Primary data for the study was collected by the use of questionnaire that uses a likert scale. The questionnaire was formulated with the aim to achieve the objectives of the study. The use of a questionnaire was selected because it is convenient in obtaining the answers from a large number of respondents. A questionnaire enables the researcher get first hand information about the work situation (Mugenda and Mugenda, 2003). It also provides an opportunity for anonymity to promote high response rate. The researcher self administered the questionnaires to the respondents.

Prior to actual data collection the researcher secured a letter of introduction from the University, which states the purpose of the study. The researcher then booked appointments with the management of the sampled corporations and notified them of the mission and purpose of the study. The researcher administered each of the instruments personally to the respondents for the purpose of collecting data. A drop and pick method was adopted.

Through use of telephone, the researcher was able to monitor progress until all the questionnaires are completed and returned within a period of two weeks.

### **3.5 Data Analysis**

The data collected from the field was first edited to identify and remove errors made by respondents. Edited data was then coded in order to translate responses into specific categories. Code numbers were assigned to each answer of survey question and from this a coding list or frame was obtained. Coding was expected to organize and reduce research data into manageable summaries.

Descriptive statistics such as means, percentages and frequency distributions were used to describe the responses as it is better method of presenting the findings of the study. Presentation of data was done on tables, pie charts and bar graphs.

## **CHAPTER FOUR**

### **DATA ANALYSIS RESULTS AND DISCUSSIONS**

#### **4.1 Introduction**

In this chapter data pertaining to the challenges in strategy implementation in public corporation and the possible solutions to the challenges is analysed and presented.

A total of 186 public corporations were sampled in which the planning officers were targeted. Every respondent was given a questionnaire out of which 131 responded by completing and returning the questionnaire. This gave a response rate of 69.3%. The collected data were edited and coded. Data analysis of the responses was done using frequency, percentages, mean score and standard deviation. Presentations is done in form of pie charts, bar graphs and tables.

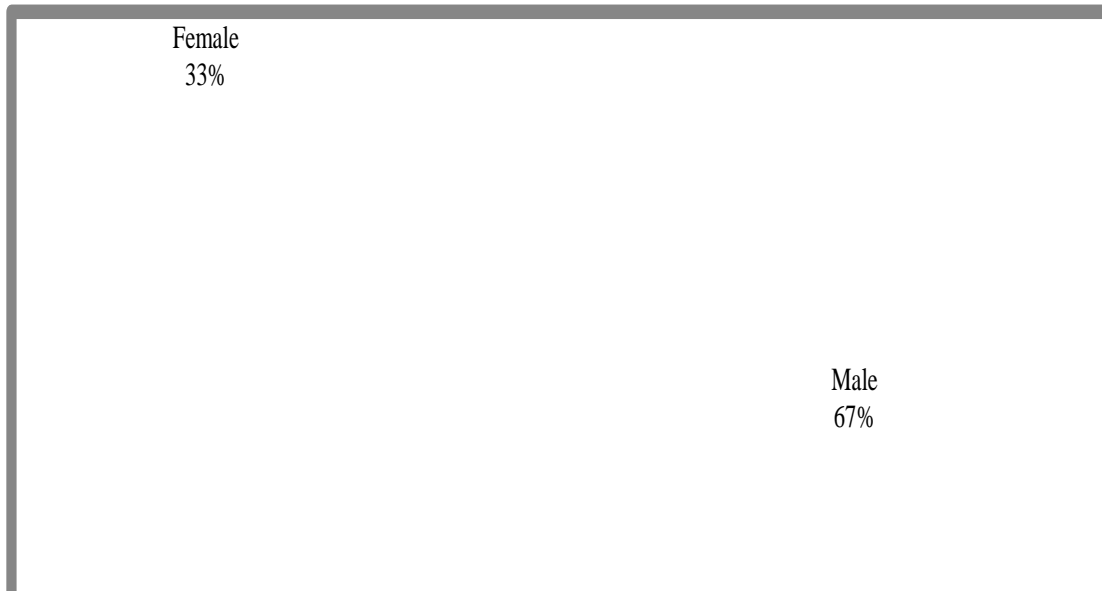
#### **4.2 Respondents General Information**

The study sought to determine the gender, age, level of education, years of service and the application of strategy by the management. The results of the study are presented in the sections below:

##### **4.2.1 Gender**

Respondents were asked to indicate their genders. According to the findings presented in Figure 4.1, 67% of the respondents were male while 33% were female. This may be interpreted to mean that male employees dominate the planning section of the public corporations.

**Figure 4.1: Distribution by Gender**

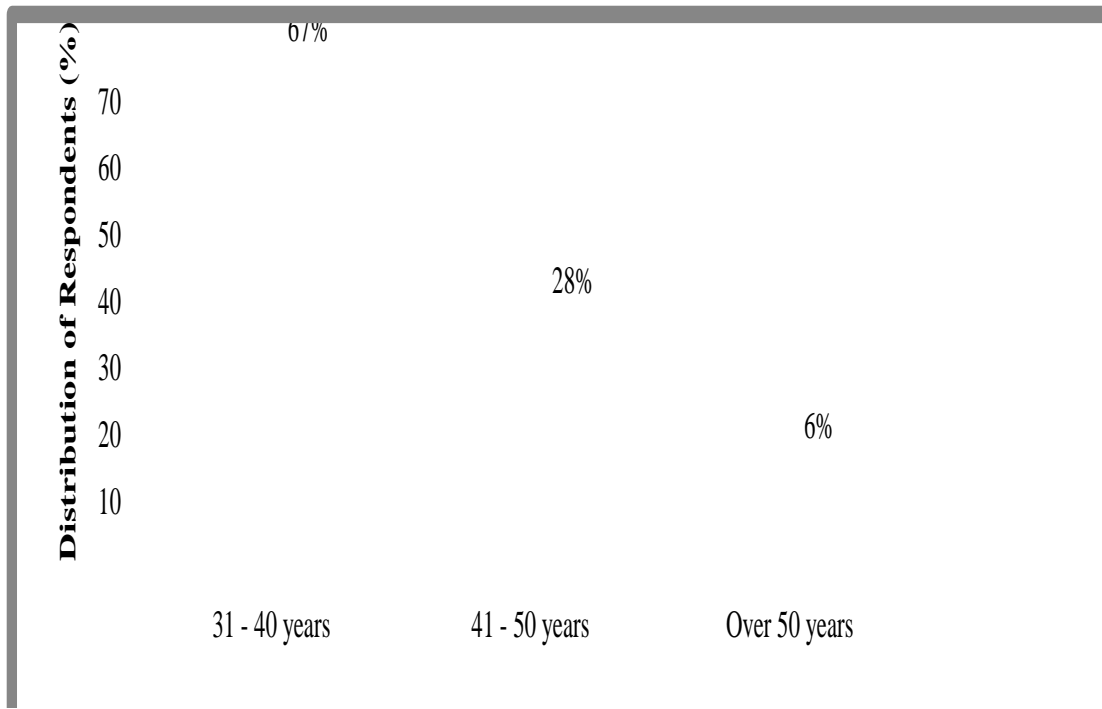


Source: Research Data (2012)

#### **4.2.2 Age**

The study sought to determine the ages of the respondents. The study results presented in Figure 4.2 show that majority of the respondents (67%) were aged between 31 and 40 years. The results further show that 28% of the respondents are aged between 41 and 50 years. This may be interpreted to mean that majority of the respondents are in their middle age. This is the age when the employees are at their career peak and therefore employees aged below 30 are not found here.

**Figure 4.2: Distribution by Age**



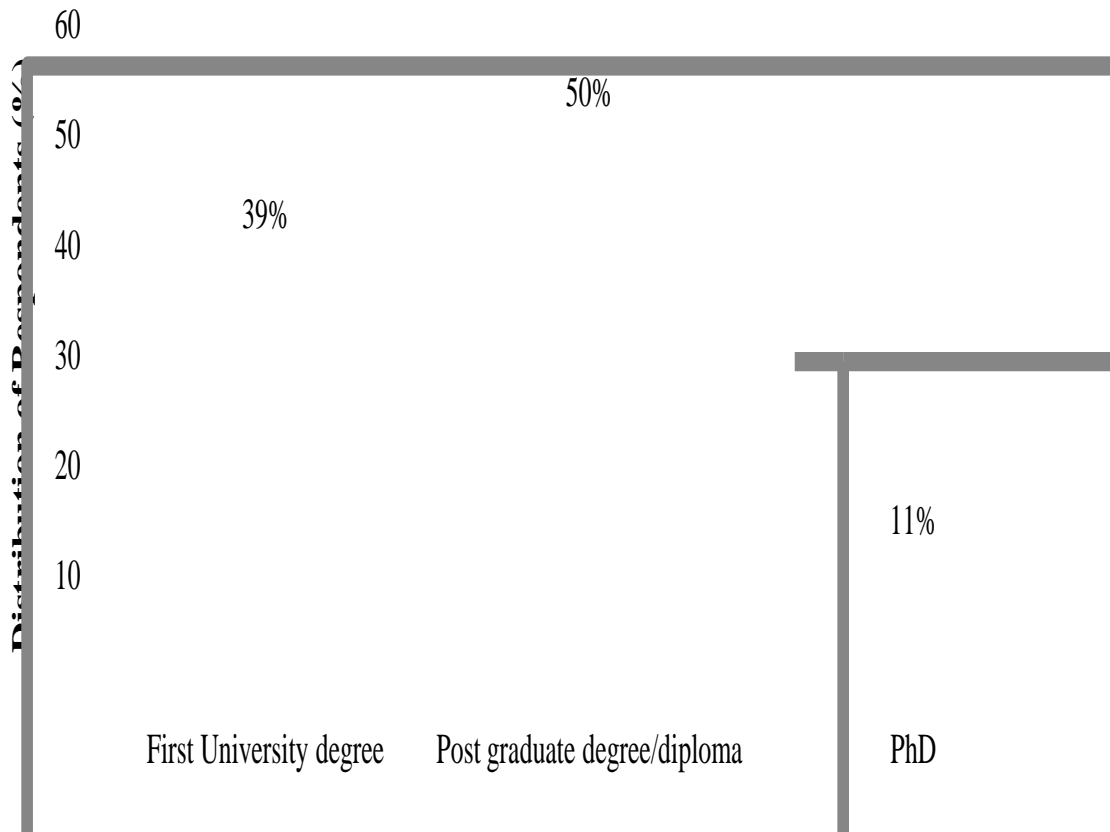
Source: Research Data (2012)

### **4.2.3 Level of Education**

The study sought to determine the level of education of the respondents. The findings of the study presented in Figure 4.3 show that most of the respondents (50%) have post graduate degrees and diplomas while 39% have bachelor's degrees. The results show that 11% of the respondents have PhD. The findings can be interpreted to mean that most of the respondents are highly educated and have the competency to handle the planning of the organization.



**Figure 4.3: Level of Education**

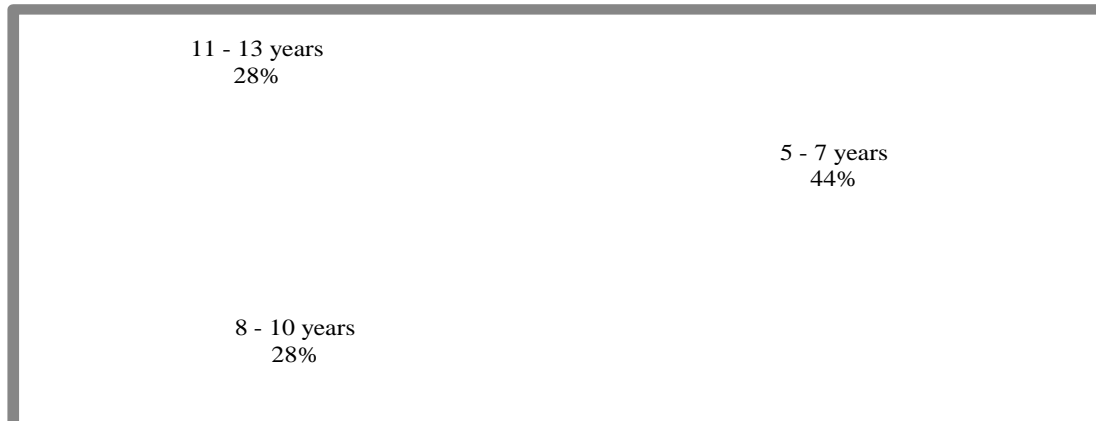


Source: Research Data (2012)

#### **4.2.4 Years in Current Position**

The respondents were asked to indicate the number of years they have been in their current positions. The results of the study presented in Figure 4.4 show that most of the respondents (44%) have been in their current positions for between five to seven years while 28% have been there for either eight to ten or 11 to 13 years.

**Figure 4.4: Years in Current Position**

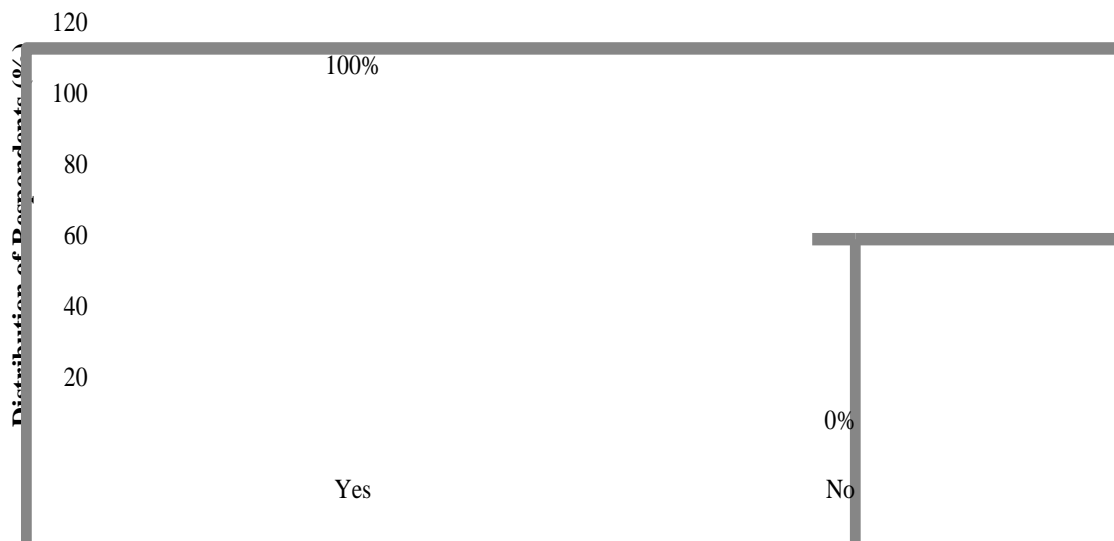


Source: Research Data (2012)

#### **4.2.5 Organization Apply Strategy in its Management**

Respondents were asked to indicate whether their organizations applied strategy in their management. The results show that all the respondents indicated that their organizations indeed applied strategies in their management.

**Figure 4.5: Organization Apply Strategy in its Management**



Source: Research Data (2012)

### **4.3 Strategy Implementation Challenges**

In this section the study sought to establish the challenges the public corporation in Kenya. This was tested on a five point scale of ‘not at all’, ‘little extent’, ‘moderate extent’, ‘great extent’ and ‘very great extent’. The results presented in Table 4.1 show that most of the respondents (58%, mean score 3.67) indicated that inadequate funds was a great challenge to the implementation strategies in the organizations. The results also show that 67% of the respondents (mean score 3.50) indicated that the untimely distribution of funds was a challenge to the implementation to a great extent. Also found to be a challenge according to 44% of the respondents (mean score 3.33) was the staff resistance to change and lack of skills (mean score 2.94). The study results also revealed that most of the respondents (55%, mean score 3.50) indicated that political interference greatly influenced strategy implementation in the organizations. The study results however revealed that according to 67% of the respondents (mean score 2.11), lack of top management commitment was never a challenge to the implementation of strategies in the organizations. The results also showed that 61% of the respondents (mean score 2.28) indicated that the organizational culture had no effect on the implementation of strategies in the organizations.

The findings showed that most of the respondents (55%, mean score 2.33) indicated that lack of enough staff was never a challenge to the implementation of strategies in the organizations same as poor communication (mean score 2.50). The study established that according to 50% of the respondents, lack of appropriate structure was not a challenge to the implementation of strategies in the public corporations. The study also established that according to 58% of the respondents (mean score 2.39) Insufficient buy-in or lack of understanding of strategy did not

affect the implementation of strategies in the organizations. The fact that the study found that the top management commitment did not have any influence on the implementation of strategy does not agree with Wixom and Watson (2001) Lewis *et al.* (2003) and Bruque-Camara *et al.* (2004) who argued that top management commitment was essential for any strategy implementation success. The study findings that culture had no influence of strategy implementation also contradict the views of Kazmi, (2008) who noted that organizational culture was another barrier to the strategy implementation in many organizations. The study established that the findings that the organizational structure did not influence the strategy implementation disagree with the views of Chandler (1996), Paterson (1988) and Govindarajan (1988) that success of any strategy depends heavily on its fit with organizational structure.

**Table 4.1: Strategy Implementation Challenges**

Strategy Implementation Challenges	Not at all	Little extent	Moderate extent	Great extent	Very great extent	Mean	Std. Deviation
Inadequate funding (n=131)	6	17	22	17	39	3.67	1.328
Untimely distribution of funds (n=131)	17	11	6	39	28	3.50	1.465
Lack of top management commitment (n=131)	39	28	17	17	0	2.11	1.132
Staff resistance to change (n=131)	6	22	28	22	22	3.33	1.237
Political interference/influence (n=131)	6	17	22	33	22	3.50	1.200
Culture/organizational culture (n=131)	39	22	17	17	6	2.28	1.320
Lack of skills (n=131)	17	28	11	33	11	2.94	1.349
Lack of enough staff (n=131)	22	33	33	11		2.33	.970
Lack of appropriate structure (n=131)	28	22	33	11	6	2.44	1.199
Poor communication (n=131)	22	33	28	6	11	2.50	1.249
Insufficient buy-in or lack of understanding of strategy (n=131)	28	28	28	11	6	2.39	1.195

Source: Research Data (2012)

#### **4.4 Measures taken to Deal with Challenges**

The study sought to determine the measure that if taken would minimize the challenges experienced by the public corporation in the implementation of strategies. This was tested on a five point scale of ‘not at all’, ‘little extent’, ‘moderate extent’, ‘great extent’ and ‘very great extent’. The results presented in Table 4.2 show that majority of the respondents (67%, mean score 4.17) indicated that allocation of enough funds will to a great extent address the challenge of inadequate funds to the implementation of strategy in the organizations. The results further show that 94% of the respondents (mean score 4.28) indicated that ensuring timely distribution of resources will to a great extent address the challenge of untimely distribution of funds. The results of the study show that 67% of the respondents (mean score 4.06) indicated that improving the top management commitment to strategy implementation would greatly influence the implementation of strategies in the organization. The same proportion of the respondents also indicated that managing staff resistance to change by practicing proper change management would greatly minimize the strategy implementation in the organizations. 66% of the respondents (mean score 4.00) indicated that recruitment of more staff whenever there is need would greatly ensure successful implementation of strategies in the organization.

According to 61% of the respondents (mean score 3.56), sponsoring employees to further education would ensure there are enough skills for the implementation of strategies in the organizations. The study results show that 77% of the respondents (mean score 4.17) indicated that enhancing organizational structure to suit strategy would ensure affective implementation in the organizations. Lastly, 94% of the respondents (mean score 4.78)

indicated that adoption of a top-down and horizontal communication by the management with staff would enhance communication in the organization and ensure effective implementation of strategies in the organization.

**Table 4.2: Measures taken to Deal with Challenges**

<b>Measures taken to Deal with Challenges</b>	<b>Not at all</b>	<b>Little extent</b>	<b>Moderate extent</b>	<b>Great extent</b>	<b>Very great extent</b>	<b>Mean</b>	<b>Std. Deviation</b>
Allocating enough resources (n=131)	0	0	33	17	50	4.17	.924
Ensuring timely distribution of resources (n=131)	0	0	6	61	33	4.28	.575
Improving top management commitment to strategy implementation (n=131)	0	17	17	11	56	4.06	1.211
Managing staff resistance to change by practicing proper change management (n=131)	0	0	33	17	50	4.17	.924
Recruitment of more staff whenever there is need (n=131)	0	0	33	33	33	4.00	.840
Organizing internal training of staff through workshops and seminars to change culture (n=131)	0	6	50	17	28	3.67	.970
Sponsoring employees to further education (n=131)	6	11	22	44	17	3.56	1.097
Enhancing organizational structure to suit strategy (n=131)	0	6	17	33	44	4.17	.924
Change organizational culture (n=131)		28	33	28	11	3.22	1.003
Avoid political influence in running organization (n=131)	17	11	22	33	17	3.22	1.353
Adopt a top-down and horizontal communication with staff (n=131)	0	0	6	11	83	4.78	.548

Source: Research Data (2012)

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

From the primary data collected and analyzed, the following summary of findings, conclusions, recommendations were made based on the objectives of the study which was to establish the challenges in strategy implementation in public corporation and the possible solutions to the challenges.

#### 5.2 Summary of Findings

The study established that according to most of the respondents (58%, mean score 3.67) indicated that inadequate funds was a great challenge to the implementation strategies in the organizations. The results of the study show that 67% of the respondents (mean score 3.50) indicated that the untimely distribution of funds was a challenge to the implementation to a great extent. Also found to be a challenge according to 44% of the respondents (mean score 3.33) was the staff resistance to change and lack of skills (mean score 2.94). The study results also revealed that most of the respondents (55%, mean score 3.50) indicated that political interference greatly influenced strategy implementation in the organizations.

The study results revealed that according to 67% of the respondents (mean score 2.11), lack of top management commitment was never a challenge to the implementation of strategies in the organizations same as organizational culture as was indicated by 61% of the respondents. 55% of the respondents indicated that lack of enough staff was never a challenge to the implementation of strategies in the organizations same as poor communication. Other factors

that were found not to affect the implementation of strategy included lack of appropriate structure (50%) and insufficient buy-in or lack of understanding of strategy (58%)

The results show that majority of the respondents (67%, mean score 4.17) indicated that allocation of enough funds will enhance the implementation of strategy in the organizations. The results further show that according to 94% of the respondents ensuring timely distribution of resources will to a great extent enhance the implementation of strategies. The results of the study show that 67% of the respondents (mean score 4.06) indicated that improving the top management commitment to strategy implementation would greatly influence the implementation of strategies in the organization. The same proportion of the respondents also indicated that managing staff resistance to change by practicing proper change management would greatly minimize the strategy implementation challenges in the organizations.

Majority of the respondents (66%, mean score 4.00) indicated that recruitment of more staff whenever there is need would greatly ensure successful implementation of strategies in the organization. According to 61% of the respondents, sponsoring employees to further education would ensure there are enough skills for the implementation of strategies in the organizations. The study results show that 77% of the respondents indicated that enhancing organizational structure to suit strategy would ensure affective implementation in the organizations. The study established that according to 94% of the respondents the adoption of a top-down and horizontal communication by the management with staff would enhance communication in the organization thereby ensuring effective implementation of strategies.



### **5.3 Conclusion**

The study established that inadequate funding and untimely disbursement of resources was a hindrance to the effective implementation of strategies in public corporations. The study also established that staff resistance to change and lack of skills to some extent affected the implementation of strategies by the organizations. However, lack of top management commitment, organizational culture and structure were never in any way a challenge to the implementation of strategies in public corporations in Kenya. The study also established that inadequate staffing was never a challenge to the implementation of the strategies.

The study established that according to respondents, the allocation of enough funds and timely distribution of resources would greatly enhance the implementation of strategies in the public corporations. The study also established that most respondents recommended that the managements' commitment to the implementation of strategies in the organizations would minimize the strategy implementation challenges experienced by the organizations. The practicing of proper change management in the organizations would minimize staff resistance to change according to respondents. Respondents indicated that sponsoring employees to further their education would improve their skills hence ensuring effective strategy implementation.

### **5.4 Recommendations**

The study established that inadequate funding was a challenge to the effective implementation of strategies in the organizations. The study recommends that the management of the state corporations should increase the allocation to the projects so as to ensure that adequate resources are allocated to each project.

The study also established that timely distribution of resources caused delays in the implementation of resources. The study recommends that the management should ensure that there is timely distribution of resources to various projects for timely implementation of projects in the organization.

The study further established that political interference posed a challenge to the implementation of strategies in the organizations. The study recommends that the management of public corporations should steer clear from politics to avoid political interference in the implementation of strategies in the public corporations.

The study established that to some extent, lack of skills affected the implementation of strategies in the organizations. The study recommends that the organizations should organize for seminars and workshops where the employees skill will be enhanced through training. The study also recommends that the organizations should sponsor its staff to further education.

### **5.5 Limitations of the Study**

The following were the limitations of the study:

The first limitation is that most of the respondents were very busy due to the fact that they were managers in charge of planning of the organizations and therefore may not have been in a position to provide all the necessary information. However after some follow-ups by the research, they were able to either complete the questionnaires or delegate it to their juniors who were able to provide the information.

The fact that the researcher was also in full time employment at the time of study made the data collection process much difficult as he had to balance between work and data collection.

### **5.6 Suggestions for Future Research**

This study was done of the challenges facing the implementation of strategies in the public corporations in Kenya only. The study therefore recommends that similar studies should be replicated in public organizations in the country to determine the challenges of strategy implementation.

### **5.7 Implications of the Study**

The policy makers will use the recommendations from the study in that they will be able to formulate policies that will enhance strategic management implementation in public corporations.

The management of the public corporations may put into use the recommendations by the researcher thereby enhance the implementation of strategic management in their respective corporations.

The study may highlight gaps which other researchers may use to carry out further research in the areas of strategic management in public corporations.

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## **APPENDICES**

### **Appendix I: Letter of Introduction**

August, 2012

Dear Respondent,

#### **REQUEST FOR RESEARCH DATA**

I am a Master of Business Administration (MBA) student at University of Nairobi. I am required to submit as part of my course work assessment, a research project report on **“strategy implementation challenges faced by public corporations in Kenya”**. I am kindly requesting you to assist me in this study by filling the attached questionnaire to the best of your ability as it applies to your organization.

Please be assured that the information you provide will be used solely for academic purposes and all responses will remain confidential.

Thank you very much for your time.

Donald Magambo,  
Student Researcher.

## Appendix II: Questionnaire

### SECTION 1: GENERAL INFORMATION

1. Name of the respondent (optional) \_\_\_\_\_
2. Gender      Male       Female
3. Age bracket    Below 25 years        
                    25 – 30 years        
                    31 – 40 years        
                    41 – 50 years        
                    Over 50 years
4. Level of Education  
                            First University degree        
                            Post graduate degree/diploma        
                            PhD        
                            Others specify \_\_\_\_\_
5. Designation \_\_\_\_\_
6. How long have you been in your current position?  
                            Less than 5 years        
                            5 – 7 years        
                            8 – 10 years        
                            11 – 13 years        
                            Over 13 years
7. Does the organization apply strategy in its management?    Yes        No

### SECTION 2: Challenges facing Strategy implementation

8. To what extent do you encounter each of the following challenges in your strategy implementation? Rate on a 5 – point scale, where  
1 = Not at all  
2 = Little extent  
3 = Moderate extent  
4 = Great extent  
5 = Very great extent

<b>Implementation challenges</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Inadequate funding					
Untimely distribution of funds					
Lack of top management commitment					
Staff resistance to change					
Political interference/influence					
Culture/organizational culture					
Lack of skills					
Lack of enough staff					
Lack of appropriate structure					
Poor communication					
Insufficient buy-in or lack of understanding of the strategy among those who need to implement it					

### **SECTION 3: MEASURES TAKEN TO ADDRESS THE CHALLENGES**

9. To what extent do you adopt the following measures to deal with the implementation challenges? Rate on a 5 – point scale, where

1 = Not at all

2 = Little extent

3 = Moderate extent

4 = Great extent

5 = Very great extent

<b>Measures to address challenges</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Allocating enough resources for each project					
Ensuring timely distribution of resources					
Improving top management commitment to strategy implementation					
Managing staff resistance to change by practicing proper change management					

Recruitment of more staff to the organization when there is need					
Organizing internal training of staff through workshops and seminars to change organisational culture					
Sponsoring employees to further their studies in related fields to enhance their skills					
Enhancing of organizational structure to suit the strategies					
Change organizational culture					
Management avoiding political influence in running of the organization					
Management adopting a top down and horizontal communication with other staff					

**Thank you, God Bless.**

### Appendix III: List of Existing State Corporations

<b>MINISTRY OF AGRICULTURE</b>	
1.	Agricultural Finance Corporation
2.	Agro-Xhemical and Food Company
3.	Chemelil Sugar Company
4.	Kenya Seed Company
5.	Muhoroni Sugar Company (In Receivership)
6.	Nzoia Sugar Company
7.	South Nyanza Sugar Company
8.	Gricultural Development Corporation
9.	National Cereals and Produce Board
10.	Coffee Board of Kenya
11.	Horticultural Crops Development Authority
12.	Kenya Coconut Development Authority
13.	Kenya Plant Health Inspectorate Services
14.	Kenya Sisal Board
15.	Kenya Sugar Board
16.	Nyayo Tea Zones Development Corporation
17.	Pyrethrum Board of Kenya
18.	Tea Board of Kenya
19.	Bukura Agricultural College
20.	Coffee Research Foundation
21.	Kenya Agricultural Research Institute
22.	Kenya Sugar Research Foundation
23.	Coffee Development Fund
24.	Cotton Development Authority
25.	Pest Control Products Board

26	Tea Research Foundation
	<b>MINISTRY FOR COOPERATIVE DEVELOPMENT AND MARKETING</b>
27	New KCC Limited
28	Cooperative College of Kenya
29	Sacco Society Regulatory Authority
	<b>MINISTRY OF STATE FOR DEFENCE</b>
30	Kenya Ordinance Factories Corporation
	<b>MINISTRY OF EDUCATION</b>
31	Jomo Kenyatta Foundation
32	Kenya Literature Bureau
33	School Equipment Production Unit
34	Kenya National Examination Council
35	Kenya Institute of Education
36	Kenya Education Staff Institute
	<b>MINISTRY OF ENERGY</b>
37	Kenya Electricity Generating Company
38	Kenya Pipeline Company
39	Kenya Power and Lighting Company
40	National Oil Corporation Of Kenya
41	Kenya Electricity Transmission Company
42	Geothermal Development Company
43	Energy ReQulatorv Commission
44	Rural Electrification Authority
	<b>MINISTRY FOR ENVIRONMENT AND MINERAL RESOURCES</b>
45	National Environmental ManaQement Authority
	<b>OFFICE OF THE DEPUTY PRIME MINISTER AND MINISTRY OF FINANCE</b>
46	Consolidated Bank

47	Deposits Protection Fund Board
48	Kenya National Assurance Co. (2001)
49	Kenya Post Office Savings Bank
50	Kenya Reinsurance Corporation
51	Capital Markets Authority
52	Insurance ReQulatory Authority
53	Public Procurement OversiQht Authority
54	Retirement Benefits Authority
55	Kenya Investment Authority
56	National Bank of Kenya Limited
57	Financial Reporting Center
58	Policy Holders Compensation Fund
59	Kenya Institute of Supplies Management
60	Kenya Accountants and Secretaries National Examination Board
61	Kenya Revenue Authority
62	Privatization Commission
63	Competition Authority of Kenya
64	Kenya Trade Network Agency
	<b>MINISTRY OF FISHERIES DEVELOPMENT</b>
65	Kenya Marine and Fisheries Research Institute
	<b>MINISTRY OF GENDER, CHILDREN AND SOCIAL DEVELOPMENT</b>
66	National Commission on Gender and Development
67	National Council for Persons with Disabilities 71. Women Enterprise Fund
	<b>MINISTRY OF HIGHER EDUCATION</b>
68	University of Nairobi Enterprises and Services Limited
69	Commission For Higher Education
70	Higher Education Loans Board

71	Egerton University
72	Jomo Kenyatta University of Agriculture and Technology
73	Kenyatta University
74	Maseno University
75	Masinde Muliro University of Technology
76	Moi University
77	University of Nairobi
78	Kenya Polytechnic University College
79	Mombasa Polytechnic University College
80	Kabianqa University College
81	Meru University College of Science and Technology
82	Kisii University College
83	Pwani University College
84	Narok University College
85	Kimathi University College of Science and Technology
86	South East University College
87	Chuka University College
88	Kenya Multimedia University College
89	Laikipia University College
90	Bondo University College
91	Chepkoilel University College
92	Karatina University College
93	National Biosafety Authority
94	MINISTRY FOR HOUSING
95	National Housing Corporation
	<b>MINISTRY FOR INDUSTRIALIZATION</b>
96	Numerical Machining Complex
97	East African Portland Cement



98	Industrial Development Bank
99	Kenya Industrial Estates
<b>MINISTRY OF FORESTRY AND WILDLIFE</b>	
100	Kenya Forest Service
101	Kenya Forestry Research Institute
102	Kenya Wildlife Service
<b>MINISTRY OF FISHERIES DEVELOPMENT</b>	
103	Kenya Industrial Research and Development Institute
104	Kenya Bureau of Standards
105	Kenya Industrial Property Institute
106	Anti Counterfeit Agency
<b>MINISTRY FOR INFORMATION AND COMMUNICATION</b>	
107	Kenya National Accreditation Services
108	Kenya Broadcasting Corporation
109	Postal Corporation of Kenya
110	Communications Commission of Kenya
111	Kenya Information Communication Technology Board
112	Kenya Film Commission
113	Brand Kenya Board
114	Kenya Year Book Editorial Board
<b>MINISTRY FOR JUSTICE, NATIONAL COHESION AND CONSTITUTIONAL AFFAIRS</b>	
115	Council for Legal Education
116	National Council for Law Reporting
117	Kenya Law Reform Commission
<b>MINISTRY FOR LIVESTOCK DEVELOPMENT</b>	
118	Kenya Meat Commission
119	Kenya Dairy Board

120	Kenya Animal Genetic Resources Centre
121	Kenya Leather Council
	<b>OFFICE OF THE DEPUTY PRIME MINISTER AND MINISTRY OF LOCAL GOVERNMENT</b>
122	Local Authorities Provident Fund
	<b>MINISTRY FOR LABOUR</b>
123	National Social Security Fund
	<b>MINISTRY OF MEDICAL SERVICES</b>
124	Kenya Medical Supplies Agency
125	Kenya Medical Training College
126	Kenyatta National Hospital
127	Moi Teaching and Referral Hospital
128	National Hospital Insurance Fund
129	Pharmacy and Poisons Board
	<b>OFFICE OF THE VICE PRESIDENT AND MINISTRY OF STATE FOR NATIONAL HERITAGE AND CULTURE</b>
130	NGO Coordination Bureau
131	Kenya National Library Service
132	National Museums of Kenya
	<b>OFFICE OF THE ATTORNEY GENERAL</b>
133	Kenya Copyright Board
134	National Crime Research Centre
135	Witness Protection Agency
	<b>OFFICE OF THE PRESIDENT AND PROVINCIAL ADMINISTRATION AND INTERNAL SECURITY</b>
136	National Campaign Against Drug Abuse Authority
	<b>MINISTRY OF STATE FOR PLANNING NATIONAL DEVELOPMENT AND VISION 2030</b>

137	Kenya Institute of Public Policy Research and Analysis
138	Kenya National Bureau of Statistics
139	National Coordinating Agency for Population and Development
140	Constituency Development Fund
141	National Drought Management Authority
	<b>MINISTRY OF STATE FOR PUBLIC SERVICE</b>
142	Kenya Institute of Administration
	<b>MINISTRY OF PUBLIC HEALTH' AND SANITATION</b>
143	Kenya Medical Research Institute
	<b>MINISTRY OF ROADS</b>
144	Kenya National Highways Authority
145	Kenya Rural Roads Authority
146	Kenya Urban Roads Authority
147	Kenya Roads Board
	<b>MINISTRY OF REGIONAL DEVELOPMENT AUTHORITIES</b>
148	Ewaso Ng'iro North Development Authority
149	Coast Development Authority
150	Ewaso Ng I iro South Development Authority
151	Kerio Valley Development Authority
152	Lake Basin Development Authority
153	Tana and Athi Rivers Development Authority
	<b>OFFICE OF THE PRESIDENT AND MINISTRY OF STATE FOR SPECIAL PROGRAMMES</b>
154	National Aids Control Council
	<b>MINISTRY OF TOURISM</b>
155	Kenya Safari Lodges and Hotels
156	Kenya Tourist Development Corporation
157	Kenyatta International Conference Center

158	Catering Training and Tourism Development Levy Trustees
159	Kenya Tourist Board
160	Bomas of Kenva
161	Kenya Utalii College
	<b>MINISTRY OF TRADE</b>
162	Industrial and Commercial Development Corporation
163	Kenya Wine Agencies Limited
164	Export Processing Zones Authority
165	Export Promotion Council
166	Kenya National Trading Corporation (KNTC)
	<b>MINISTRY OF TRANSPORT</b>
167	Kenya Airports Authority
168	Kenya Ports Authority
169	Kenya Railways Corporation
170	Kenya Civil Aviation Authority
171	Kenya Maritime Authority
172	Kenya Ferry Services
173	Kenya National Shipping Line
	<b>MINISTRY OF WATER AND IRRIGATION</b>
174	National Irrigation Board
175	Water Services ReQulatory Board
176	Athi Water Services Board
177	Coast Water Services Board
178	Lake Victoria North Water Services Board
179	Lake Victoria South Water Services Board
180	National Water Conservation And Pipeline Corporation
181	Northern Water Services Board
182	Rift Valley Water Services Board

183	Tana Water Services Board
184	Tanathi Water Services Board
185	Water Resources Management Authority
186	Kenya Water Institute
187	Water Services Trust Fund
	<b>MINISTRY OF YOUTH AND SPORTS</b>
188	National Sports Stadia Management Board
189	Youth Enterprise Development Fund

**Source: State Corporation Advisory Committee Office (2012)**