CHALLENGES OF STRATEGY IMPLEMENTATION AT TUSKY'S SUPERMARKET INCORPORATED IN KENYA

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DECLARATION

This research project is my original work and has not been submitted for examination to any other university or institution.

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D61/88174/2016

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

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DEDICATION

I dedicate this project to God Almighty; my strong pillar, my source of inspiration, wisdom, Knowledge and understanding. He has been my source of strength throughout this program. I also dedicate this work tomy family and friends for their immense support both spiritually and morally. They were a great source of encouragement.

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I take this opportunity to thank God Almighty for his grace, strength, favor and protection throughout this program.

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ABSTRACT

The aim of strategic management is to formulate a vision and goals, determining the best strategy for delivering the goals, formulating a strategic plan of action, and implementing the plan. A strategic plan helps an organization to narrow down on things that are essential to success of the company and dedicate resources toward them. The purpose of this study was to identify the challenges of strategy implementation at Tuskys Supermarket incorporated in Kenya. Strategy Implementation is done to help the supermarket achieve its objective and goals.Tuskys Supermarket (k) limited has 55 branches in Kenya making it the leading Supermarket in the Country therefore for it achieve the objective there was need for it to do Strategy implementation. This study was based on McKinsey 7-S Framework, Institutional and Stakeholder Theory. The study employed case study research design where Tuskys supermarket was used as a case study. The study utilized an interview guide to collect data from senior managers of Tuskys supermarket limited.Data collected during the interview was analyzed using content analysis. It was found out that that in order to gain competitive advantage, the company needed to effective tackle the challenges it gets during strategy implementation. The study recommended that the supermarket consider effectively tackling the challenges it experiences in the strategy implementation process. The study focused mainly on challenges of strategy implementation and the findings from the study will be of great benefit to various stakeholders. The limitations of the study was that the time available for the research and data collection was limited and that also accessing the senior management during the time of study was not easy.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

For a company to grow and develop, it needs a strategic approach. The strategy concept entails preparing for the future by planning through prudential long-termed periods (Dulmaz&Dusun, 2016). The term strategy refers to means and techniques for achieving the organization intended goal. The aim of strategic management is to formulate a vision and goals, determining the best strategy for delivering the goals, formulating a strategic plan of action, and implementing the plan. A strategic plan helps an organization to narrow down on things that essential to success of the company and dedicate resources toward them. A business that does not have a strategy lacks direction. Strategic management also helps to align the business with its internal and external business environment (Persaud, Woodhouse, &Scriven, 2016). It enables the organizations to capitalize on its strengths, addressing its weaknesses, taking advantage of opportunities, and mitigating threats.

The basic idea behind the concept of strategic management is that firms needs to match their capabilities to the ever-changing business environment in order to achieve superior performance (Hussler, Penin, Dietrich, &Helmchen, 2012). Strategic management requires both the organization to formulate a strategy and the strategy to be implemented.The ability to formulate and execute effective business strategies is becoming a vital ingredient of organization success. Strategic management is a complex process that requires strong efforts, skills in various areas such as planning and forecasting, and strong team effort (Petkovic, Jasinkas, &Ufartiene, 2016). It also requires an organization to learn continuously by gathering knowledge about its environment, examined progress on its strategies, and evaluate their economic situation.

This study was anchored on three theoretical aspects; McKinsey 7-s framework theory, Institutional theory and Stakeholder theory. McKinsey 7-s framework theory analyzes the organizational design of the firm by examining 7 key internal elements:

strategy, structure, systems, shared values, style, staff and skills to determine whether they are effectively aligned and enable the organization to achieve its objectives. The model is a useful way of visualizing the key components managers must consider when disseminating a strategy throughout their organizations (DeKluyver, 2000; Pearce & Robinson, 1997; Wheelen& Hunger, 1995). The model can be used to help identify the elements that need to be realigned improve the supermarket performance.

Stakeholder Theory emphasizes the relationships between an organization and its clients, suppliers, staff, shareholders, corporations and other stakeholders. The principle suggests that a company should create value for all stakeholders, not just investors. The theory of shareholders suggests that an organization is effective only if it offers value to its stakeholders, and these values can go beyond financial benefits in many ways.

Institutional theorists argue that the institutional environment can have a major influence on the development of formal organizational structures, often deeper than market pressures. The theory suggests that internal and external forces form the actions of organizations. The Stresses are classified into three types: coercive, mimetic and normative (katopol, 2013). The theory helps our understanding of institutions pressures to become more similar, diminishing institutional diversity.

Kenya's retail industry has experienced a major shake-up and radical change in product and consumer loyalty that has caused severe competition on the market. Tuskys supermarket (k) limited has achieved sustained competitive advantage through strategic implementation. This research studies the challenges of strategic implementation at tuskys supermarket (k) limited

1.1.1 Concept of Strategy Implementation

Strategy implementation is a component of strategic management processes that entails putting into actions the activities and directions detailed in the organization's strategic plan (Misankova&Kocisova, 2013). Strategy implementation comes after the strategy formulation process. Chrisman (2015) stressed that formulating a strategic plan is just the beginning, implementing the plan is where the 'the rubber meets the road." Many large companies formulate good strategies but fail to operationalize them. Carucci (2017) found that 67% of well formulated strategies fail at the implementation stage. A well implemented average strategic plan is better than a poorly implemented excellent strategic plan (Sterling, 2003). A good strategic plan becomes useless if it is not effectively well implemented.

The action phase of the strategic management process is strategy implementation. Implementing a strategy is more complex than crafting strategy because a wide range of managerial activities have to be addressed (Shimechero, 2010). A new strategy must be institutionalized by aligning it with the organization leadership style, structure, systems, staff, resources, and culture for it to be implemented effectively. It must also be operationalized by developing short-term tactics, allocating resources towards implementation activities, and empowering staff who will undertake the strategic activities.

1.1.2 Challenges of Strategy Implementation

Strategic planning implementation is often considered the most difficult stage in strategic management. But that does not have to be the case. Knowing the challenges of implementation will allow managers to avoid them and execute strategies successfully. There are many organizational features that act as challenges to the implementation of strategy, such as culture, structures, leadership, policies, reward and ownership of the strategy (Burns, 2000). These strategies are both institutional and operational in nature. (Pearce and Robinson, 1988) within the organizational mechanisms for organizational action are persons, groups and units and the efficacy of this action is a major determinant of successful implementation. Strategy implementation is likely to be successful when congruence is achieved between several elements, of particular importance are; the organizational structure, culture, resource allocation, systems, and leadership (Aosa, 1992).

Strategy implementation is critical to its success. It is apparent that making strategy to work is more difficult than strategy formulation (Hrebiniak, 2005). A strategy no matter how strong and catchy if not implemented is of no use. (Deresky's, 2008) growth strategies remain oral or written abstract ideas that have no impact whatsoever. Since implementation is so important, why so many organizations are struggling, why it is an uphill task and what are the obstacles.

To maximize the successful execution, it is important for managers to consider and recognize the pitfalls and difficulties that may arise during the process. Learning what risks could arise might help prevent them and could lead to a more proactive approach.

1.1.3 Retail Sector in Kenya

The retail sector was identified as one the six priority sector envisioned to contribute the largest portion of Kenya's Gross Domestic Product (GDP) in the country economic blueprint, Vision 2030 (Kimotho, 2017). The sector was projected to account for 50% of all formal employment. The sector has experienced remarkable growth in the last 10 years. In 2016, the Kenyan retail sector reached an all-time spending of Kshs. 1.8 trillion. The growth of the retail sector has largely been driven by growth in population, the increasing purchasing power of the middle-class, urbanization, entry of a host of foreign retailers, a bulge in construction of high-end malls, and entry of more producers and brands into the market (Cytonn Research Team, 2018).

Despite the growth trends recorded in the retail sector, various players have been struggling. Uchumi Supermarket, which is the only listed supermarket in the country, has been undergoing financial turmoil since 2015 (Kondo, 2018). It made a loss of Kshs. 3.3 billion and Kshs. 7.3 billion in the years ending June 2016 and 2017 respectively. The supermarkets closed most of its branches and had accrued a debt of kshs. 3.6 billion by December 2018. Nakumatt Holdings that was once one of the largest retail chains in East and Central Africa operating 66 branches across the region is also experiencing financial difficulties (Cytonn Research Team, 2018). The retailers operations have been strained by huge debts forcing it to close a number of its branches.

The woes being experienced by the two large retailers have largely been attributed to weak management that has exposed these organizations to unwarranted losses(Kimotho, 2017). The organizations poor strategic decisions have subjected the retailers to excessive debts and internal losses. The fall of the two giant retailers has also been attributed to poor growth strategies that saw them implement overly ambitious and aggressive plans of expansion at the expense of their shareholders and suppliers (Cytonn Research Team, 2018).

1.1.4 Tuskys Supermarket (K) Limited

Tuskys Supermarket (k) limited is one of the leading players in the Kenyan retail supermarket industry. It is a family-owned business founded by the late JoramKamau in 1985 where he first opened the first store named Magic in the small town of Rongai near Nakuru (Tuskys Supermarket, 2018). In the 1990s, Joram's sons joined the business and embarked on an ambitious expansion strategy. The supermarket was rebranded into Tusker Mattresses and later into Tuskys Supermarket. The expansion of the business to major bus stations, street corners and peri-urban areas proved to be very popular with the general public.Tuskys was truly on its way to becoming a regional brand.Thefounder,MzeeJoramKamau, through his visionary leadership would see supermarket evolve from its humble beginnings as a small retail shop to the established brand it is today. He passed on in 2002 leaving the business in the control of his sons.

Tuskys Supermarket has since grown into one of the largest retailer in East and Central Africa operating 55 branches in Kenya and 7 branches in Uganda (Tuskys Supermarket, 2018). It also run an ecommerce platform that support online sales. The supermarket serves an estimated 10 million customers each month and has provided direct employment to over 6,000 people working as staff at various positions. It also provided indirect employment by supporting a pool of over 3,000 suppliers. Tuskys Supermarket epitomizes the value that family-owned businesses bring to the Kenyan economy by creating jobs, providing market outlet for local produce, delivering essential product to consumers, and paying revenues to the government.

Examining the strategy implementation process in this organization will highlight strength and weakness thus improving the strategy implementation process and providing lesson for other family-owned businesses.

1.2 Research Problem

The concept of strategic management has gained popularity throughout the business world. Today, many businesses appreciate the value of strategic management in building and sustaining a competitive edge within the market. However, many of the businesses fail to implement the formulated strategic plans. Aguilar (2013) noted that in most companies a strategic plan is no sooner developed than it begins to lose steam. There are often no mechanisms for cascading and installing the strategy throughout the organization and ensuring actual implementation. Studies such as Carucci (2017) suggest that 67% of businesses formulate good strategies but fail at the implementation stage. Other such Speculand (2012) suggest strategy implementation failure rate of as high as 90% of all business that formulate strategic plans.

According to Nyambura T.F (2018) deficiencies in strategy implementation are evident in the Kenyan retail sector. Ordinarily, effective implementation of strategic plan would lead to improved business performance marked by indicators such as increased sales and profits, expanded market share, operation efficiency, enhanced customer service, improved satisfaction, and faster growth (Carucci, 2017). In the Kenyan retail sector, a number of large retailers most notably Uchumi Supermarket and Nakumatt Holdings are struggling despite the growth opportunities presented by the industry. The afflictions of these companies cannot be attributed to strategic planning failure as the two organizations had elaborate strategic plan (Cytonn Research Team, 2018). Their woes are largely attributed to defective implementation of their strategic plans. PWC (2016) found that the gap between strategy formulation and implementation is one of the central factors that limit survival and growth of most organizations in Kenya. The failure of such large organizations has a significant impact on the economy as they are an important source of employment, trade, and revenue for the government. The struggling supermarkets also owe suppliers billion of shillings further putting a strain on the operations of the suppliers. Therefore, failure of these businesses is a major loss to the economy.

There are various studies studies that have examined the strategyimplementation and factors that influence its effectiveness. The study by Koech and Were (2016) assessed factors that affect the strategy implementation at the Kenya National Treasury. It utilized the descriptive survey design where data was obtained from a sample of 63 staff working at the National Treasury headquarters using semi-structured questionnaires. Results revealed that organizational culture and organization structure were the two main factors affecting strategy execution at the organization. The focus on National Treasury, which is a public sector organization, in the study by Koech and Were (2016) makes the findings less applicable to the commercial retail sector in Kenya. This is because commercial organizations differ from public organizations in many aspects including priorities, culture, and structure.

Nabwire (2014) examined factors affecting implementation of strategies at the Barclays Bank of Kenya. The study employed a descriptive case study design where collected data was from 69 staffs of Barclays Bank, Nairobi branches using semi-structured questionnaires. Results showed that strategy implementation at the bank was influenced by resource allocation, information systems, and quality of supervision, were among the factors that had a major influence of the implementation of the strategy process. Although the study by Nabwire (2014) was conducted in the private commercial sector, it focused on the banking industry that differ from the retail industries in various aspects including product offered, typology of customers, characteristic of human resource, and regulation levels among others.

Few studies have paid little attention to the strategic management process in the Kenyan retail sector. In addition, most of these researches in strategy implementation were carried out in the Western countries. Lu *et al.* (2013) acknowledges the importance of contextual factors in strategy research. They noted that the strategy formation and execution processes are shaped largely by a society's institutional arrangements and macroeconomic environment. Hourani (2017) also explained that since each firm is unique with regard to product, target markets, among other things resources, capabilities, structure, processes and leadership style, the challenges encountered in strategy implementation are bound to vary from one firm to the next. Tuskys supermarket (k) Limited is a unique organization and different organizations experience different challenges in strategy implementation. What are the challenges of strategy implementation at Tuskys supermarket (k) limited?

1.3 Research Objectives

To establish the challenges of strategy implementation at Tuskys Supermarket incorporated in Kenya.

1.4 Value of the Study

The proposed study will be of benefits to various stakeholders. The first group of stakeholders that are bound to benefit from this study is management of Tuskys supermarket. The study will highlight the effectiveness of the supermarket's strategy implementation process and the associated factors. The study might point out gaps in the supermarket strategic implementation process and recommend areas for improvement.

Second, the study will also be of value to other family-owned businesses in Kenya. This study will showcase the strategy implementation process bringing out best practices and gaps. Other family-owned businesses will get to learn from the strategy implementation practices of Tuskys as well as pick the recommendations made.
Third, the study will be of benefits to Kenya as a country as it might lead to improvement in the strategy implementation process of family-owned businesses and

consequently lead to growth of these businesses. The growth would translate to more jobs for Kenyans, high revenues for government, and increased competitiveness of the county.

The final stakeholder group that will benefit from the study are business students and scholars particularly those in the strategic management specialization. The proposed study will add to the existing theories and body of knowledge relating to the subject of strategy implementation. It will also advance research on this subject by recommending further research in other areas.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The literature review chapter presents the theoretical foundation of the study. The chapter also examines the concept of strategy implementation, implementation of strategy practices in family-owned businesses, and factors affecting the efficiency of the strategy implementation process. The chapter also identifies gaps that exist within the current body of literature.

2.2 Theoretical Foundation of the Study

A theory is a framework or model for explaining phenomena that occur around us (Bryman, 2016). It shapes how we see and understand things. Theories are useful in research as it allows researchers to organize ideas, shape how he or she thinks regarding the research phenomenon, know what to look at when examining the phenomenon of interest, develop relevant questions, and make sense of research data (Grant &Osanloo, 2014). Three theories will guide this research: McKinsey 7-S Framework, Institutional Theory and Stakeholder Theory

2.2.1 McKinsey 7-S Framework

McKinsey is a management model that was developed by consultants at the McKinsey & Company (Cawsey, Deszca, &Ingols, 2011). The 7-S framework provides a critical way of visualizing key factors that are essential in the implementation of strategies. The structure of Mckinsey 7-S proposes seven factors important for the efficient execution of the policy. These variables include: strategy, structure, systems, staff, skills, style/culture and shared values. Strategy refers to the actions and positioning selected by an organization in pursuant of its goals. For a strategy to be implemented effectively, the strategy itself must be sound, realistic, and appropriate.

Structure refers to the arrangement used to allocate tasks, responsibility, and authority in order to ensure proper coordination (Kaplan, 2005). The organization structure defines relationships between members of the organization. Systems are the formal and the informal procedures that are used to manage the organization. Examples of the systems include reward systems, performance management systems, accounting system, and information systems. Staffs are the people who work for the organization. For strategies to be implemented successfully, the organization must have staffs who understand the strategy, who are committed to its implementation, and who have the skill to execute the actions needed to achieve objectives (Cawsey*et al.,* 2011). Employees need to be empowered through provision of information, training, resources required to execute their tasks, and decision-making autonomy.

Skills are the distinct competences possessed by the organization. It refers to areas that the organization has excelled in such as customer relationship, logistics, technology, manufacturing, supplier management, and marketing among others (Cawsey*et al.*, 2011). The strategy must be aligned to the skills of the organization for the implementation process to be successful. Style is the approach of leadership used by the organization's leaders. The leadership style used at the organization must be able to rally all members behind the company's vision and goals. The leadership must also inspire and motivate other members of the organization into performing tasks that are needed to realize the strategic goals (Tacey& Blood, 2012). Shared values are the set of values that are widely accepted in the organization and act as principles for guiding the conduct of members. Strategy implementation can only be successful when all members of the organization have a common stand regarding things that are important to the organization. Shared values bring about synergy and cooperation that increase the probability of strategy implementation success.

The 7-S model suggests that organizations become successful when they align and integrate all the seven components. It stresses the interconnectedness between strategy and the other six organizational components (Cawsey*et al.*, 2011). It also emphasizes the need to take a multi-dimensional approach that encompasses all major aspects of the organization during strategy implementation. It has been applied by various authors to assess strategy implementation in different settings. Gokdeniz, Kartal, and Komurcu (2017) used the 7-S framework to assess the effectiveness of businesses in realizing their goals. It was observed that the model provided an integrated approach for assessing business performance. In Kenya, Maru (2015) used the 7-S model to assess strategy implementation at the Kenya Revenue Authority.

2.2.2 Institutional Theory

The institution theory was formally documented by John Meyer and Brian Rowan in 1977 to explain the behavior of social systems such as organizations (Mate &Kaluyu, 2018). It was reformulated by Paul Dimaggio and Walter Powell in 1983. The theory contends that the behaviors of organizations are shaped internal and external pressures. It categorized these pressures into three types: coercive, mimetic, and normative pressure (Katopol, 2013).

Coercive pressure refers to pressure exerted by the powerful bodies such as government or traditions (Katopol, 2013).Coercive pressure achieves compliance through force. Organizations are compelled to comply because they would like to avoid the cost of noncompliance. In the context of strategy implementation, an organization may be pressured by bodies such as financiers to implement a strategic plan (Mate &Kaluyu, 2018). A listed organization may also be pressured by regulator to implement a sound strategic plan with the view of protecting the interest of investors.

Mimetic pressure is pressure that comes from the need to imitate what others are doing. Institutional theory posits that it is common for organizations to imitate other organizations due to uncertainty (Magnus, Anders, & Leonard, 2006). In the context of strategy implementation, an organization may feel compelled to implement a strategic plan because similar organizations are doing it. An organization may feel that failure to adopt this practice would lead to it being left behind (Katopol, 2013). The organization also fill pressured to adopt the practice in order to fit-in.

Normative pressure refers to the pressure exerted by communal expectations. Normative pressure may originate from the expectations of clients served by the organization, local leaders, professional body, industry association, and colleagues and networks (Mate &Kaluyu, 2018).For instance, organizations are more likely to implement a strategic plan when stakeholders strongly expect the organization to do so. However, if the culture of the organization has normalized the absence of strategy implementation or deficiencies in the implementation process, the same practice is bound to persist.

2.2.3 Stakeholder Theory

Stakeholder theory was developed by Dr. Edward Freeman in 1984 with a view of changing the management perspective of the business (Nwanji& Howell, 2015). The theory indicates that the organization's success is to satisfy all its stakeholders. It defines a stakeholder as any person or institution that has invested in, is involved in, or is affected by the activities of the organization (Ali &Abdelfettah, 2016). They include the management, staff, shareholders, clients, suppliers, financial institutions, local communities, government agencies/ regulatory bodies, and environmentalists among others. The theory challenges the traditional management approach that interpreted business success to the organization ability to satisfy only its shareholders. Stakeholder theory contends that considering the interest of all key stakeholders leads to a better and stronger organization (Harrison, Freeman, & Abreu, 2015). This is because each of these groups has the potential of affecting the operations of the business. For instance, suppliers can affect the realization of business group due to the fact that they provide the inputs that the organization needs to generate outputs (products or services). Similarly, the organization needs employees to convert the inputs into outputs, and it also needs customers to purchase the outputs (Harrison *et al.,* 2015). The success of the organization is interconnected with all these stakeholder groups.

Stakeholder theory has found application in the area of strategy implementation. There is increased recognition of the importance of giving attention to stakeholders when it comes to strategy formulation and implementation. Afandi, Anwar, and Ahmad (2018) argue that involving stakeholders in strategy formulation and implementation increases the probability of success as it creates psychological ownership of the strategic vision, cultivates trust, and develop support for the implementation process. It is also enrichesthe implementation processes by incorporating the views and ideas of the different stakeholders (Afandi*et al.*, 2018). It also creates synergy that propels the organization towards success.

2.3 Strategy Implementation in Organizations

Strategy implementation is a phase in the strategic management process that entails executing the plans and strategies to achieve the organization's long-term goals (Cristiana &Anca, 2013).Chrisman (2015) defined the implementation of strategy as the sum of all the activities and choices needed to implement a strategic plan. It is "where the rubber meets the road." According to Brinkschrider (2014), there is a big difference between having a strategic plan in place and executing it. Many strategic plans never make it into the actual business operations. The entire strategy implementation fails if the formulated strategy is not effectively implemented. According to Alharthy, Rashid, Pagliari, and Khan (2017), it is better to implement a second-class strategy effectively than to have first-class strategy that is not executed effectively.

High levels of strategy implementation failure have been documented in a number of studies. In a survey involving 1532 practitioners from companies in 15 different countries spread across 21 different industries, Jogensen*et al.* (2008) found that 59% of the organizations failed to fully meet their objectives. About 44% of the surveyed organizations missed at least one objective while 15% missed all the objectives or the strategy implementation process was terminated. Another study by McKinsey (2008) surveyed 3199 executives from different industries and regions and found that 67% of the organization failed to implement their strategies successfully. In their survey with executive from different companies, Carucci (2017) also found that 67% of strategic plans have failed owing to bad implementation.

According to Radomska (2015), strategic implementation effectiveness comprises of both the level to which the objectives detailed in the strategic plan are realized and organizational outcomes. The outcomes may include improvement in company results, increase in market share, and greater employee performance among others. Gonzalez, Jimenez, and Lorente (2015) argue that the leading objective of implementing a plan is to increase the competitive advantage of the firm, and thus competitive advantage should be a primary indicator when assessing strategy implementation effectiveness.

2.4 Strategy Implementation Process

Strategic implementation is a continuous and systemic process that follows a number of steps. Different authors have proposed various series of steps that an organization should follow in order to implement its strategy effectively. Five main steps have been frequently suggests namely: strategy articulation, strategy validation, strategy communication, strategy monitoring, and strategy engagement (Hrebinak& Joyce, 1984; Reed & Buckley, 1988). Strategy articulation entails develop consensus within the strategy implementation team regarding the outcomes that the organization should pursue (Mirabeau & Maguire, 2013). It entails making the implementation team understand the strategic vision and agree on the objectives that will lead to the desired future state. The strategy implementation team must also agree on operational objectives and measures and indicators that will be used to assess progress.

Strategy validation entails engaging key stakeholders to confirm whether the outcomes agreed upon by the strategy implementation team are acceptable (Reed & Buckley, 1998). The management team has to ensure that all key stakeholders understand the strategic vision and objectives. Strong understanding and acceptance of the strategic vision and objectives makes the strategy implementation process smooth and more effective (Zaidi, Zawawi, Nordin, &Ahnuar, 2018). Strategy communication entails translating the strategic intentions into short-term, clear, actionable activities that can be undertaken by members of the organization (Nrebinak& Joyce, 1984). The step also entails defining who does what, when, and at what cost. It helps to divide the work involved in the implementation of the strategy. It is also at this step that the management sets timeline and estimates the cost of implementing each action required to achieve the strategic objectives (Zaidi*et al.*, 2018). The management is also expected to allocate the resources required to execute the tasks. The organization may also need to train various stakeholders in order to eliminate resistance and equip them with the skills needed to execute the strategic action plan (Mirabeau & Maguire, 2013).

Strategy monitoring entails tracking the progress that the organization has made in the execution of strategic activities and realization of strategic goals (Mwatsuma, Uzel, &Sasaka, 2017). Even if an organization has a clear action plan, it is possible to lose track of the goals. Organizations should actively monitor execution operations to prevent deviations to guarantee that they are implemented as scheduled. Strategy engagement entails instituting corrective actions based on the information collected during the monitoring stage so as to make sure the organization stays on track towards realization of strategic goals. Rajasekar (2014) argues that the steps in the strategy implementation process are iterative meaning that an organization can use the information gained by monitoring a given step to go back and improve a previous steps.

2.5 Factors that influence Strategy Implementation

Effective strategy implementation requires a sound understanding of factors influencing the outcomes of the execution of the plan. According to Azhar, Ikram, Rashid, and Saqib (2014), leadership is the cogwheel that drives an organization towards success. It has a major bearing on the formulation of the strategies and method of execution as it is the leaders who formulate the organization vision and the strategy for achieving the vision. Good leadership always leads to an appropriate crafted vision and well-fashioned strategies (Mapetere, Mavhiki, Nyamwanza, Sikomwe, &Mhonde, 2012). It also creates a shared vision within the organization. Leadership also play various roles during strategy implementation including communicating and getting buy-in from stakeholders, motivating stakeholders, organizing and coordinating implementation activities, and allocating resources (Azhar*et al.*, 2014).

Another factor that acts an enabler to the strategy implementation process is stakeholder engagement. Broader support from the organization stakeholders such as employees, customers, suppliers, and regulatory bodies is extremely important in the strategy implementation process (Gonzalez *et al.*, 2015). Chepkoech and Waiganjo (2015) noted that stakeholders such as employees, shareholders, and government have obstructive power. Involving them in the strategy implementation process enables the organization to overcome the obstacles. Engaging stakeholder also create a sense of ownership that increases support for the implementation process.

A different factor that aids the strategy implementation process is alignment. For a given strategy to work, it must align with other systems such as compensation system, financial system, performance evaluation system, and information system (Alharthy*et al.*, 2017). For instance, the performance evaluation system should capture indicators of strategy implementation in the assessment of employees' performance. The strategy must also align with structure, culture, technology, and capabilities of the organization (Cawsey*et al.*, 2011). Alignment brings about synergy in the strategy implementation process.

Risk management has also been found to supports the strategy implementation process. Risk is generally any unforeseen event that has a potential impact on the strategy implementation process (Radomska, 2015). The implementation process is usually prone to a myriad of risks such change in customer expectation, changes in regulation, technological changes, and changes in the competitive environment. Effective management of such risks increases the probability of successful strategy implementation. An organization should be proactive in collecting and assessing information about risks that are likely to affect strategy implementation activities and develop effective course of action for treating the risks when they occur (Alharthy*et al.*, 2017).

A culture of support is also essential for the execution of the strategy process. The implementation process is more likely to be successful when the atmosphere of the organization makes the employees feel comfortable and appreciated (Tacey& Blood, 2012). Implementation also becomes easier when the organization has a flexible and adaptive culture that makes stakeholders to easily adjust to new circumstances. A culture that supports innovation also increases probability for success.

2.6 Challenges that hinder strategy implementation

Strategy guides organizations by making plans, marshaling assets, and making daily d ecisions. Simple, descriptive and congruent approach is imperative. Otherwise, organisations and individuals can go the wrong way efficiently. A bad or vague approach is one of the variables that can hinder the execution of strategy process. A strategy that is poorly formulated brings all manner of confusion during implementation (Alharthy*et al.,* 2017). A plan that is too ambitious or unrealistic acts as a turn-off for stakeholders. It tends to shut-off stakeholders. A plan that is also disconnected from crucial aspect of business also creates implementation difficulties.

Another factor that hinders strategy implementation is inadequate resources. The process of implementing strategies requires resources including financial, time, technology, and human resources (Hourani, 2017). For the implementation to be successful the organization must have sufficient fund to acquire the goods and services need to implement the action plans. For instance, if one of the action plans entails promoting the company's products, the organization must get the fund for financing promotional activities. The organization must have enough people to implement the strategy (Alharthy*et al.,* 2017). The people should also have requisite skills and attitude. In addition, the organization must possess the technology needed to implement the strategy. Unfortunately, most organizations operate in an environment of scarcity (Lu *et al*., 2013). Many businesses are characterized by limited budgets and many competing needs. Getting the right staffing can also be a challenge.

A different impeding factor is resistance from key stakeholders. Strategy implementation entails introduces some changes in how organization operates

(Moore, 2018). Change tends to bring about some element of uncertainty and anxiety among stakeholder who were used to the old way of doing think. The change often brings about the fear of the unknown resulting in resistance. The level of resistance varies from one situation to the next depending on the magnitude of the change that the strategy is proposing, level of stakeholders' tolerance to change, and the number of stakeholders involved (Brinkschrider, 2014). If this resistance is not effectively managed, it can scuttle the strategy implementation process.

The inability to translate strategy into actionable activities and tasks is another significant barrier to the strategy implementation process. Zaidi*et al.* (2018) noted that 90% of companies fail to implement their strategies because they are unable to cascade the strategy from the managerial level to lower levels of the organization. Carucci (2017) also observed that in most organizations, employees are unaware of what their role is in the strategy implementation process. They cannot relate how their day-to-day work is connected to the realization of the company's strategy.

2.7 Empirical Studies and Research Gaps

A number of empirical studies have been carried out to examine the implementation o f the strategy process and related factors. In their study involving G7 construction companies in Kuala Lumpur-Malaysia, Zaidi*et al.* (2018) found that providing sufficient training to employee was the most important ingredient for successful strategy implementation. Providing adequate training to staff was significant and positively associated with the strategy implementation process (r= .641, p= .002). Other factors that were strongly correlated with strategy implementation effectiveness include allocating sufficient resources for strategic action (r=.618, p=.001), involving staff in decision-making (r=.600, p=.002), ensuring staff understand the company vision and mission (r= .471, p=.018), and rewarding employees (r=.427, p=.033). From Zaidi*et al.* (2018) findings, it is evident that human resource issues play a critical role in determining the effectiveness of strategy implementation process. The study did not however focus on the retail industry, which are the target in the proposed study.

In Kenya, Koech and Were(2016) assessed factors that affect the strategy implementation process at the Kenya National Treasury. It utilized the descriptive survey design where data was collected from a sample of 63 staff working at the National Treasury headquarters using semi-structured questionnaires. Results revealed that organizational culture and organization structure were the two main factors affecting strategy implementation at the organization. The focus on National Treasury, which is a public sector organization, in the study by Koech and Were (2016) makes the findings less applicable to the commercial retail sector in Kenya. This is because commercial organizations differ from public organizations in many aspects including priorities, culture, and structure.

Nabwire (2014) also examined factors influencing the implementation of strategies at Barclays Bank of Kenya. The study employed a descriptive case study design where data was collected from 69 staffs of Baclays Bank, Nairobi branches using semi-structured questionnaires. Results showed that strategy implementation at the bank was influenced by resource allocation, information systems, and quality of supervision, were among the factors that had a major influence of the strategy implementation process. Although the study by Nabwire (2014) was conducted in the private commercial sector, it focused on the banking industry that differ from the retail industries in various aspects including product offered, typology of customers, characteristic of human resource, and regulation levels among others.

Specifically, the studies show that strategic management practices lead to improved organizational performance and this cut across all sectors regardless of the size or the market of the organization. Nonetheless, there have been a number of gaps in the study. It has been shown that most studies on the subject have focused on commercial organizations and few studies have paid little attention to the challenges of strategic implementation in the Kenyan retail sector.

Lastly while the literature explores wide range of issues in strategic management, none of the Kenyan studies have focused on Tuskys supermarket (k) limited, thus evidencing a need for this research.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines processes and techniques to be used to attain the research goals. The section focuses on research design, target population, sample size, measurement, data collection and interpretation and presentation.

3.2 Research Design

The study used the case study research design. This design entailed conducting a comprehensive description and scrutiny of a bounded system (Bryman, 2016). The bounded system may be a person, an organization, a place, or an event. Its objective was to create a thorough knowledge of the study phenomenon as it occurs on its natural environment (Creswell, 2014). The main focus of case study research is on the object of analysis.

In this case, the object of analysis was Tuskys Supermarket (k) limited. The case study design was deemed appropriate because the proposed study was focused on a single organization and sought to generate deep insight regarding how strategy is implemented at Tuskys and factors affecting strategy implementation process. This design enabled the study to capture the complexity involved in the execution phase of the strategy implementation process in a real life context and also was able to analyze information in a systematic approach to arrive at logical conclusion.

In addition, case study development was useful in answering questions about why and why, which helped investigators understand the problem being studied. To this end, Bajpai(2011) suggests that a case study also focuses on problems within the company, implying that it is necessary to examine the challenges facing Tuskys supermarket(k) limited strategy implementation

3.3 Data Collection

The case study design emphasizes the use of multiple methods of data collection in order to generate in depth data regarding the phenomenon of interest (Bryman, 2016). In line with this requirement, the study used interview guide as a tool for data collection.

Interview guide is a list of questions that the researcher uses during interviews (Creswell, 2014).It provides answers to open ended questions that are designed and prepared by the researcher. Interviews allow respondents to choose how to answer the questions thus giving the interviewee a degree of liberty and adaptability in obtaining the data. They help an interviewer to purse in-depth information around a topic based on the responses.

The Interviewees in this study were three; Corporate Affairs Manager, Marketing Manager and a Branch manager .They were best positioned to give information on strategic implementation and what is done to ensure desired outcome is achieved.

The guide was semi-structured in nature, which included a list of initial questions that were asked from the interviewee and based on the answers to the questions; follow-up questions were asked which differed from one interviewee to the next. This helped to understand what they were doing to ensure that the strategic implementation outcomes are achieved.

3.4 Data Analysis

Data analysis is an information management approach that uses analytical and quantitative tools to find valuable information to help companies make decision. It is a component of the wider business intelligence process. Data analysis is the technique that is used to make inferences from data that's collected through objective and systematic identification of the specific characteristics (Bryman& Bell, 2003)

Data collected during the interview was analyzed using content analysis. Creswell (2009) describes content analysis as a method for summarizing primary data into classification based on valid interference and interpretation. Content analysis helps to organize and elicit meaning by drawing realistic conclusions from data collected.

In content analysis, information is submitted in phrases and topics, which allows some interpretation of the outcomes to be drawn and it is essential that interviews are properly formulated and tailored to the claims of the referenced technique so that some knowledge of the events being studied can be found.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the research analysis, findings and discussion. It discusses the challenges experienced in strategies implementation by Tuskys Supermarket (k) Ltd in its quest to navigate the competitive retail business environment.

4.2 Profile of the respondent

The study sought to know the positions of the respondents and the number of years they had worked for Tuskys Supermarket (k) ltd. The researcher interviewed three respondents who included Corporate Affairs manager, Branch manager and Marketing manager. According to the interview, all the managers had worked for 5to 15 years at Tuskys Supermarkets (k) ltd.

An overview of retail business environment in terms of competition and general business environment was done by the researcher. According to the interviewees, the company felt that the intensity of rivalry was skyrocketing among the existing firms despite few players in the industry. The respondents cited instances of rivalry particularly those involving competitors investing ahead, that is, they were spending more on retail merchandise, upgrading plants and machineries and spending more on billboards while advertising their products. The interviewees also indicated that they had projected a more intensified level of competition and rivalry in the near future. They indicated the need to increase the sales and advertisements of particularly, their new products.

The interviewees were also asked who formulates strategy implementation plans and their roles in the strategy implementation planning process. The respondents indicated that Board Members and senior management are in charge of strategy implementation of which their main role is to oversee the execution of strategy implementation process.

4.3 Challenges of Strategy Implementation at Tuskys Supermarket (k) Limited.

The interviewees were asked to identify the challenges they faced in implementing the strategy. Among the challenges cited was lack of communication .The respondents pointed out that communication from top management to the junior staffs has not been effective and as such resulted to disjointed teams and widespread uncertainties.Communication was not clear from day 1 on the new role of each person , their significance for the ultimate outcome and the advantage of changing their curre nt routine. Since the teams worked together for a long time, they were resistant to change.

Furthermore unanticipated challenges was pointed out as another major problem where ineffective coordination of activities by the implementing staff was impeding strategy implementation , tasks of each staff ware also poorly defined making them to be more confused. They added that there were inadequate information systems to monitor performance of each stakeholder involved in strategy implementation.

The respondents also mentioned the prioritization of targets as a major problem in the implementation of targets. The Supermarket, they felt sets performance targets every financial year which are further cascaded to employees. Prioritizing the targets to ensure that the most critical if not all are achieved by the end of the financial year is usually challenging due to delays in implementation of planned activities sometimes resulting from inadequate allocation of resources.

The Interviewees pointed out that according to them the strategy being implemented is a weak one .The road map does not have a broad buy in and a narrowed in focus .Furthermore the milestones are not distinct , timelines not clear and employees roles are also not clear. Given that the implementation is a companywide initiative the supermarket did not start small hence the goals are not manageable and achievable.

Ineffective training is another major challenge pointed by the respondent's experienced in strategy implementation at the Tuskys supermarket. They indicated that the training for employees has not been proper and therefore leading to a problem in execution of the strategy. Given the busy schedule of the employees, finding the right training option has not been easy therefore hindering almost the whole process of implementing the strategies.

The lack of resources, as indicated by the interviewees, is a major drawback in the strategy implementation process. They pointed out that the direct costs of implementing the new strategy were attributed to the consultants or members of the board involved in planning, executing and providing training, as well as the costs of any new related technology.

The interviewees reported that there was no regularly scheduled formal review strategy ensuring that the plan is carried out as intended of the new processes to make sure that any necessary tweaks are made. The supermarket has not included training as part of the review process.

The external factors such as government policies, guiding policies by regulating authorities, sophisticated customers, escalating globalization, product differentiation, political atmosphere and stringent competition from other supermarkets were mentioned as a challenge to strategy implementation.

Further it was noted that organization culture has been an impediment in the strategy implementation process. Poor communication of the new strategy has made a majority of the staff fear to change as a result of the current culture in the Supermarket. A new strategy has resulted in the change of the culture and traditions of the supermarket making coordination of strategy implementation process to be problematic.

There were mixed feeling when it came to the leadership trait that was predominant at Tuskys Supermarkets (k) limited with a majority of the opinion that it was a bit autocratic but also democratic to some extent depending on the situation at hand, this they felt at most times had a negative effect on strategy implementation process.

The interviewees pointed out that the culture of resistance to any new thing coming out was another challenge in strategy implementation. Majority of the staffs fear for the unknown because of the new changes that are arising out of the current strategies being implemented by management making them not to fully corporate in the strategies implementation process. Misunderstanding of the intended purpose of the strategy implementation is also a major challenge. A number of staff, customers and suppliers misunderstood the purpose of the strategy implementation thus hindering its progress.

The interviewees argued that poor monitoring and evaluation techniques are another major drawback. They stressed that monitoring and evaluation has not been done properly making it difficult to do strategies implementation. The respondents pointed out that though the supermarket has put in place finances to help in monitoring and evaluation it is still not enough to do a good monitoring and evaluation. Also some staff fear monitoring and evaluation, they think it is a tool to intimidate them.

4.3.1 Strategy implementation at Tuskys Supermarket (K) Limited

The study sought to know how strategy implementation is done at Tuskys supermarket (k) Limited. The respondents asserted that they resource source people to help in the implementation of the strategy. This has helped the Supermarket to reduce the cost of implementing the strategies. They further pointed out that resource alignment is one of the methods they use in strategies implementation where they align resources according to the objectives of the Supermarket, ensure that the right people are executing the strategies and having the right communication channels.

The interviewees added that the supermarket frequently communicates its strategies. This is done mainly by placing people, process and systems in place so as to have a smooth sailing of the implementation process. The interviewees were also of the opinion that training people on the strategies that are meant to be put in place and what is expected of them is the other way they implement their strategies, the staffs in all the departments have been trained on how strategies are done.

While answering the question on how strategies implementation was done at the Tuskys supermarkets one of the interviewee said that they measure the strategies through an at monitoring and evaluation system to ascertain if they are bearing fruits or not. They replied that the Supermarket adjusts the strategy measures that have been put in place so as to suit the ground.

The study sought to know factors which have had a major influence on the strategy implementation process at Tuskys supermarket. According to the respondents, the Tuskys Culture and effective communication with all stakeholders have contributed to a near successful implementation of strategies though major challenges still exist.

The respondents were asked how the strategic vision and objectives is communicated to the line employees and other stakeholders. The respondents replied that they usually do trainings at the head office and branches about the new strategic vision and objectives. The respondents further asserted that they usually do workshops in town halls to the workers to enable them understand and comprehend the strategic vision and objectives. They send mail bursts to the workers per department and engagement of regional Staff which is done periodically to check on the progress and any further clarification.

The research sought to understand the relationship between the headquarters staff and the branch employees.The respondent implied that there was mutual relationship with a degree of team work between the teams which included the Staff at the headquarters and those at the branches have a better working relationship. The respondents also indicated that in some instances the staffs at the branches view those at the headquarters as police.

When the respondents were asked on their own opinion, how the relationship between headquarter staff and branch staff has affected the implementation of the supermarkets strategy. Theyindicated that sometimes due to the strained relationship, implementing strategies remains to be a great challenge since most of the times staff suspects Headquarters team on anything new, even if it is for their benefit. The respondents were in agreement that with strategic implementation, they have been able to get a buy in from most of the staff on anything they implement. They further stressed that most staff agree with headquarter management on any new strategy especially when communication is done well.

The study aimed at understanding how other stakeholders such as manufacturers, Consumers and financiers are interested in the plan implementation process of the Supermarket, they were in agreement that the stakeholders are mainly involved in the strategy implementation process mainly through partnership to make them understand their benefit in any new strategy. Communication is usually done to them through memos, meetings and also media platforms.

The respondents were asked about the systems in place to facilitate the execution of the current strategy of the supermarkets. They indicated that they had put resource alignment and training in place to support the implementation of the supermarket's current strategy. The supermarket has ensured that every department has set its on KPIs in which they are supposed to work as guidelines to achieving the Strategy measures that have been put in place. The supermarket's management had trained its staff on what is expected of them so as to achieve the strategy measures that have been put to place.

The respondents were asked what action plans they put in place to allow Tuskys Supe rmarkets to achieve their goals. According to the respondents, Tuskys Supermarket

(k) limited holds routine departmental meetings to discuss on the progress of their strategies and key areas that they can adjust so as to ensure that they are on track with their set objectives.

Furthermore the management has brought on board partners to help in implementing the objectives. The management has made sure that they have clear policies on an elaborate strategy implementation document making it a little bit easier to implement. They said the Supermarket has clear checks, key performance indicators and SMART goals which are reviewed often.

The interviewees were asked if there is a continuous review of strategy implementation to ensure it is in line with the corporate plan and who does the monitoring and how frequently it is done. The interviewees replied that it is a work in progress and that Monitoring is done though sometimes its ad hoc and that most of the times they forget some key aspects with teams having an excuse of being busy.

4.3.2How the challenges experienced during strategy Implementation are addressed

The respondents were asked how to resolve the challenges faced during the implemen tation of the strategy. As indicated by the interviewees, the rejoinders for the challenges were many. First they argued that the management is ensuring contribution of staff in basic leadership programs, this helped to ensure staffs are part of the organization. They also argued that the management of the Supermarket has ensured characterized and clear process stream.

According to the respondents, to ensure that there is no resistance from key stakeholders the management is ensuring that fear of the unknown and anxiety that might arise as a result of the new changes is effectively managed.

The respondents also proposed that in order to solve the problem of inability to translate strategy into actionable activities and tasks is solved, the management of the supermarket should be able to cascade the strategy from the managerial level to lower level of the organization .The employees should be aware of their roles in strategy implementation process. They should be able to relate how their day-to- day work is connected to the realization of the Supermarket's strategy. They should also have requisite skills and attitude.

The interviewees suggested that the strategy implementation plan should be a simple one. It should take a simple, descriptive and congruent approach to prevent the organization form heading the wrong way.The respondents as well proposed that proper communication on the measures that have been put to place from to top management to bottom management (Vertically and horizontally) should be done for easier understanding and execution. They also responded that execution committee reviews should be done where they review each departmental goal and find solutions to the challenges found.

4.4 Discussion of findings

This study is in concurrent to the study done byMcKinsey 7-S Framework in the implementation of strategies. Strategy being one of the components must be sound, realistic and appropriate by ensuring that the strategy chosen takes into account the existing barriers and resources so as to ensure the overall vision, mission and objectives are achieved .This is in line with the strategy being implemented by Tuskys supermarket.

Mckinsey 7-S framework also talks about structure which refers to the arrangement used to allocate tasks, responsibility and authority in order to ensure proper coordination. Tuskys supermarkets has put in place a good organizational structure to ensure clarity to employees at all levels of the supermarket.

For strategy to be implemented successfully the organization must have staff who understand the strategy and are committed to its implementation and have skill to execute the actions needed to achieve the objectives .the employees need to be empowered through provision of information , training and resources required to execute their task and decision making autonomy. Tuskys has achieved this by ensuring that it has put in place skilled personnel to spearhead the implementation process.

As pointed out in the stakeholder theory that the organization success is to satisfy all its stakeholders, Tuskys has ensured that it has included the stakeholder that is suppliers, customers and financiers in the strategy implementation process. Stakeholder theory contents that considering the interest of all key stakeholders leads to a better and stronger organization (Harrisson, Freeeman , & Abreu, 2015) thus Tuskys was in agreement that all stakeholders are involved in the strategy implementation process through partnership to make them understand the benefits in any new strategy .

The institutional theory contends that the behaviors of organizations are shaped by internal and external pressures. These pressures are also evident where external factors such as government policies, guiding policies by regulating authorities, political atmosphere and stringent competition from other supermarkets are seen as a hindrance to strategy implementation at Tuskys Supermarkets limited.

The study established that Tuskys Supermarkets ltd engage in periodic strategic planning based on the objectives and goals set out by the policy makers and other stakeholders. The company has the responsibility to ensure that the strategies chosen to achieve these objectives take into account the environmental changes and how they will affect their achievement. The strategies are cascaded to all the company employees so that they all put their effort towards achieving a common goal. These strategies promote collective responsibility and synergy which result in increased productivity and performance of the firm. This study was in concurrent with a study that was done by Goold and SommersLunchs ,(1996) who said that the corporate level strategies are made by the management with contributions from all levels of business.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives the summary of findings, conclusions, recommendation for policy and practice, limitation and suggestion for further study. The findings were summarized in line with the objective of the study that was to establish the challenges of strategy implementation at Tuskys Supermarket (K) Limited.

5.2 Summary of findings

The study found out that in order to gain competitive advantage, the company needed to effectively tackle the challenges it gets during strategy implementation. The study revealed that the Supermarket has not carried out constant trainings to the staffs on strategy implementation process among all its branches countrywide making it difficult for the staff to understand and comprehend the new strategies being implemented by the Supermarket.

The study also discovered that the Supermarket is yet to make several products advertisement on various platforms such as social media, Radio, Television, print media and billboards as one of the ways to keep customers and other stakeholders aware of the strategy implementation. Also the management has not prioritized internal monitoring and evaluation to ensure that the process of strategy implementation is successful to help solve the problem of staffs fearing monitoring and evaluation and in fact make them to feel as part of their routine work.

Strategy Implementation is a management tool used by retail firms in Kenya to improve performance and develop a sustainable competitive position and generate more profits as well give positive outcomes. This was being achieved by the Supermarket through staff training and workshops on strategy implementation planning, commitment to goals and hiring qualified and committed staff.

The research found out that the management has not yet brought on board partners to help in implementing the objectives put in place making them not to identify with strategy being implemented at the supermarket. In addition, the Supermarket has not put in place a robust staff compensation scheme which awards good performers and reprimands poor performers therefore the staff don't view the new strategies being implemented in a positive way.

The management is yet to ensure communication on the measures that have been put to place from to top management to bottom management (Vertically and horizontally) to help ensure that all the stakeholders of the supermarket are informed of the current strategy implementation process. Also management has no execution committee reviews that reviews each departmental goal and find solutions to the challenges found. This has made the execution of the new strategies being implemented a little bit difficult.

Lastly the Supermarket's management has no continuous staff training to make them ready for any strategic move. This has been a major bottleneck in the strategies implementation at the Tuskys Supermarket.

5.3 Conclusion

The study found that Tuskys Supermarket (K) ltd seems to be doing commendable job in utilizing the strategy policies which have made it gain competitive advantage but there are challenges which need to be solved to ensure implementing strategies is successful.

The study concluded that there was a need for managers and policy makers to consider the implementation of the strategic policies rather than just formulating them. The research discovered that offering of quality information to the staff was crucial in ensuring that strategy implementation is executed to satisfaction. As such, this will increase the supermarkets competitive advantage in the market.

5.4 Recommendations

Tuskys Supermarket (k) limited has done considerably well and continues to be among the leading Supermarket in Kenya. However, with the increasing number of competitors entering the market, it needs to be more aggressive in its innovation, production and marketing of it products. This is because other than competition coming from local Supermarkets, the companies taking root are international and soon will start out spending them in order to get a piece of their market share. Therefore, it is important for the Supermarket to consider effectively tackling the challenges it experiences in implementation of strategic policies geared towards sustained growth in order to thrive on a competitive market.

The study will be of benefits to various stakeholders. The first group of stakeholders that are bound to benefit from this study is management of Tuskys supermarket. The study highlights the effectiveness of the supermarket's strategy implementation process and the associated factors. The study points out gaps in the supermarket strategic implementation process and recommended improvement areas.

Second, the study will also be of value to other family-owned businesses in Kenya. This study showcases the strategy implementation process bringing out best practices and gaps. Other family-owned businesses will get to learn from the strategy implementation practices of Tuskys as well as pick the recommendations made.

Third, the study shall benefit Kenya as a country as it will lead to improvement in the strategy implementation process of family-owned businesses and consequently lead to growth of these businesses. The growth would translate to more jobs for Kenyans, high revenues for government, and increased competitiveness of the county.

The final stakeholder group that will benefit from the study are business students and scholars particularly those in the strategic management specialization. The research would contribute to the existing theories and knowledge base relevant to the theme of implementation of the strategy. By recommending more work in other fields, it will also advance research on this topic

5.5 Limitation of the study

The findings of this research were limited by the time available for the research and particularly data collection. This is because the interview method was used to collect data.Some of the interviewees were very careful about how much time they wanted to give for the interview. The other challenge was accessing the senior management during the time of study. Additionally, the Supermarkets would like to preserve their secrecy in their plans because they would use them to gain competitive advantage .in some cases, however, the interviewees did not want to reveal all their tactics or give details of how they applied their responses

5.6 Suggestion for further research

The study focused on Tuskys Supermarkets ltd and the strategies it uses to tackle the challenges in strategy implementation. However, further research can be done on other major players in the retail industry in Kenya. Another area of further research would be comparative analysis of the strategies used by all players in the industry and their significance in the growth of the industry.

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Appendix: Interview Guide

This section provides sample questions that will be used to collect data

1. What is your position in the organization?

2. Number of years worked at the organization?

3. Who formulates strategic plans and what is your role in Strategic planning process

4. Please describe how Strategic Implementation is done at Tuskys Supermarket (K) Limited.

5. In your opinion, which factors have had a major influence on the strategy implementation process at Tuskys Supermarket?

6. Please explain briefly how the strategic vision and objectives is communicated to line employees and other stakeholders?

7. a .How would you describe the relationship between staff at the headquarters and those in the branches

   b. In your opinion, how has the relationship between headquarter staff and branch staff affected the implementation of the supermarkets strategy.

8. How has strategic implementation influenced improvement in performance at Tuskys Supermarket?
9. How are other stakeholders such as suppliers, customers, and financiers involved in the supermarket's strategy implementation process

10. What systems have been put in place to support the implementation of the supermarkets current strategy?

11. What action plans have you put in place to enable you achieve Tuskys objectives

12. Please describe how the supermarkets strategies are monitored?

13. Is there a continuous monitoring of strategy implementation to ensure it is in tandem with the corporate plan? Who does the monitoring and how frequently is it done

14. What challenges does Tuskys supermarket limited face during strategic implementation?

15. How are the challenges experienced during strategy Implementation addressed?