

ABSTRACT

The environment in which organizations operate in the current business world is dynamic and affects both the private and the public sector players. The constant changes in the business and operation environment require organizations to continuously adapt so as to address the challenges as they arise. Crafted strategies need to be successfully implemented for the organization to achieve its intended purpose. NCPB crafted a strategic plan in the year 2009 to cover the period 2009-2013 and the strategic plan was launched in June 2009. This management research study focused on the challenges of strategy implementation at NCPB and to determine the measures taken by the organization to address those challenges. To achieve the study objectives a case study design was adopted where primary data was collected through an interview from departmental heads and secondary data from availed organizational documents. The respondents indicated that the major challenges of strategy implementation encountered by NCPB were organizational structure that is incompatible with the new strategy, resources constraint, government policies, external factors, resistance to change, bureaucracy and non adaptive culture. The study also sought to establish the measures taken to address the challenges which include; lobbying, ensuring approvals for budget on time, stakeholder's involvement, improving accessibility to credit and reducing dependency on the exchequer. The organization faced challenges during strategy implementation and took measures to address those that were within management ability. The findings of the study are consistency with other earlier studies on the topic and serve to show that strategy implementation is indeed a challenging activity. The study recommends alignment of the organization structure as articulated in the strategic plan 2009-2013 to ensure the achievement of financial independence and profitable operation for survival besides appropriate resource mobilization to ensure efficiency and effective plan execution.