IMPLEMENTATION OF EXPANSION STRATEGY AT MAKINI SCHOOLS, KENYA

BY

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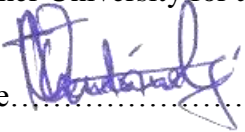## DR. VINCENT MACHUKI

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS OF THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI
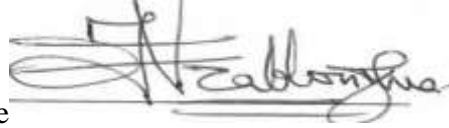
2020

DECLARATION

I declare that this research project is my original work and has not been presented in any other University for academic purposes.

Signature……………………………… Date November 6, 2020………………...

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D61/79735/2015

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

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DEDICATION

This work is dedicated to my Hubby Daniel, sons Ryan, Christian and Prosper and my mum and dad Catherine and Samson for the immense support and encouragement throughout my course.

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ACRONYMS AND ABBREVIATIONS

BOD: Board of Directors

BPR: Business Process Reengineering

CEO: Chief Executive Officer.

FBO: Faith Based Organization

ICT: Information Communication Technology

IT: Institutional Theory

IS: Information System

MOE: Ministry Of Education

MIS: Management Information System

MSEs: Medium Sized Enterprises

MSK: Makini Schools Kenya

TQM: Total Quality Management

TSC: Teachers Service Commission

ABSTRACT

Expansion strategy is an organization's attempt towards growth relative to its previous performance and size. The dynamic business environment demands continuous adjustments in business planning and activities and as such organizations are devising ways of being relevant and competitive such as resorting to expansion so as to broaden the scope of their operations. This study sought to establish how expansion strategy had been implemented at Makini Schools Kenya. The study objectives were to establish how expansion strategy had been implemented at Makini Schools Kenya, to determine challenges of implementing expansion strategy and to determine measures to deal with the challenges. The study was anchored on Institutional Theory and Theory of the Firm. The research design for the study was a case study. Primary data was collected through personal interviews using an interview guide. The interviewees were drawn from top management and Head Teachers of Makini Schools in Kenya. Content analysis method was adopted during data analysis. The study established that the expansion strategy implementation at Makini School used a top down approach. The expansion strategies adopted by the school was physical branch distribution network within Nairobi and Kisumu, infrastructure development and acquisitions. The study established that Makini Schools faced various challenges in its implementation of expansion strategy that included; Inadequate internal communication, lack of ownership of the expansion strategy implementation process mostly by the junior staffs due to inadequate information on what was expected of them, insufficient allocation of resources more so the human resource, The study identified some measures the school had put in place to mitigate the challenges such as, improved staff involvement, building and nurturing healthy relationships, enhancing communication among staffs and having flexible expansion strategy goals that involves staff participation. The study concludes that Makini Schools exploits its available resources to implement its expansion strategies. The study recommends proper training in order to align culture and structure of the School to the expansion strategy implementation, and for the employees to get more committed and own the process.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Expansion strategy is an attempt by an organization towards growth relative to its previous performance, access and size. It is brought about by the need for an organization to survive, attain higher profits, increase its prestige, economies of scale, and acquire a larger market share, amid the ever turbulent and dynamic environment. Ate & Machuki, (2018) posits that expansion strategy for any enterprise has to take in to account creation of profitable growth, sustenance and establishment of growth oriented culture. The major concern around expansion strategy is the successful implementation of the chosen strategy to realization of profit growth. Various scholars have argued that the choice of a possible expansion strategy for any organization depends on its vision and objectives (Ngumo, 2006; Makena, 2014). Thus expansion strategy focuses on widening the scope of its business operations in line with its consumer groups and functions and technology alternatives, either solely or jointly, irrespective of the risk and the hurdles along the way.

Expansion Strategy implementation was anchored on Institutional theory by North (1991) which was complemented by McKinsey 7s Framework (Peters & Waterman, 1982) and theory of the Firm by Coase (1937). Institutional theory postulates that institutions are ground on a set of rationalized system of norms that command behavior within the organizations. Institutions are rules of the game or man-made restrictions that structure or inform individual interactions. The McKinsey 7s Framework was

developed as a tool that covers all aspects of strategy within an organization. Organization's ability to implement strategies is determined by the seven interrelated components of the Framework namely; strategy, style, skills, staff, systems, structure and shared values that are all important and interconnected (Peters & Waterman, 1982). Theory of the Firm posits that long-term nature of institutions is profit maximization.

Makini schools Kisumu being a player in the academia sector, had not been excluded from the environmental turbulence that had seen the players device various ways of survival and continuity alike. Makini schools, Kenya had taken the forefront position in expansion plans of its campuses. Being a profit making organization just like any other business entity, Makini Schools based its decision initiative on the need to help improve access to education services to its clients as well as bring in more investors to increase its market share. This provided a suitable context to interrogate how expansion had been implemented, the challenges encountered if any and how they were addressed.

1.1.1 The Concept of Expansion Strategy

Expansion Strategy is the means by which an institution intends to increase in scope and improve its visibility and access depending on the dimension it is seeking. Westerlund & Leminen (2012) depicted a firm's expansion strategy as how a firm plans to attain its objective of increasing its size, volume, and turnover. Terminologies growth and expansion are interchangeably used to refer to the same idea by some intellectuals (Kuuluvainen, 2011; Geroski, 2005) and leads to increase in scope. Expansion strategy falls within an organization's business strategy, which

essentially points to the coordinated initiatives meant to, create superior consumer value in the organization's choice markets and increase accessibility to ultimately achieve superior performance against the competition (Slater et al., 2006). Expansion strategy is a form of diversification as it entails heightening the sale of a company's prevailing or different products or services. Expansion strategy can be realized through product or service promotion and advertising through branch network distribution (Ate & Machuki, 2018).

Njagi, (2017) postulates that expansion can carry on the form of licensing, outsourcing, new product development, mergers, acquisitions, and strategic alliances. The mix of these strategies is determined by opportunities obtainable to institutions and consistency with its structure, resources and the objectives constitute the end strategy (Kim & Mauborgne, 2005). Expansion strategy aims to maximize growth and ease of accessibility relative to previous performance and accessibility. Various scholars debate that strategies on expansion improve an organization's performance. It can be triggered by unfulfilled customer needs, customer purchasing ability, and access to products and services. Expansion is enticing since it permits organizations to savor the benefits that come with extensive operations namely pool of talents, brand visibility, credit-financing and many more (Njagi, 2017). The dynamic business domain demands unending adjustments in business planning and activities.

Client functions and groups, as well as other technologies, held crucially to expansion scope. Hamel and Prahalad (2007) stated that in several organizations strategy meant

re-working the planning process frequently. Ate & Machuki, (2018) posited that the planning process was carried out to ensure that figures add up, typically deciding on strategies to put in place to realize the targeted objective. Key path to long-term success and sustainable competitive advantage of a business was driven in good part by expansion strategies (Hoffman, 2000). Expansion can be achieved through concentration, integration, diversification, co-operation, internationalization or digitalization to attain organization's success.

1.1.2 The Makini Schools, Kenya

In Kenya, the Education Industry consists of the public and the private sector. The main actors in the public sector include the Ministry of Education and other Education associated parastatals. The private sector includes for-profit private as well as non-profit organizations. Kenya`s advantageous business environment had attracted many private investors among them being the private schools as business ventures. A growing list of international investors had set their eyes on Kenya's private education sector owing to the increased need for quality education from wealthy local and middle-class individuals and expatriates. High-end private education in Kenya has been attracting global investors, with international entities such as SABIS and ADvTECH-owned Crawford entering the market last year. The need to make better the consumer service delivery in private schools has raised the significance of having flexible school facilities such as branches (Nyongesa & Munguti, 2015). It is in this regard that Makini schools resolved to adopt the branches or campuses to enhance accessibility by its clients.

Makini Schools was founded by the late Dr. Pius Okelo and Dr. Mary Okelo in February 1978 as a nursery school with 8 children and was then called the Riara Gardens Academy. The school naturally grew in stages and by 1980 a piece of land was acquired around Kirichwa River. The name was changed to Makini Schools in 1981. 1996 saw a high school opened and enrolled 27 boys and subsequently girls were admitted. In 2006 Makini schools Kisumu was opened at Kibos and currently, the school has three campuses. On its 40th anniversary in 2018, the school was acquired by three foreign investors Scholé International, Advtech, and Caerus Capital who are managing the school and have brought in global best practice while maintaining the Kenyan curriculum with the aim of making Makini a world class school. The buyout brings Makini's campuses in Kisumu to three. Additionally, it announced its plans to invest Sh100 million in its Western Kenya campuses. It intends to establish a high school in 2020 in the Makini Kibos campus and expand its boarding facilities to accommodate Class Six to Form Four students.

Strategically Makini schools had resolved to improve access to service delivery, and had devoted their resources to putting up branches. This has since seen the School on a growth path since 90's to explore regional markets starting with Nairobi (5) campuses and Kisumu (3) campuses. This has seen Makini School take over Bhayani Nursery and Primary School in Kisumu in an expansion drive that cemented the group's presence in the Western Kenya region. The transition process was made easy since the property was already built for a school and has seen Makini school absorb over 250 Bhayani School learners.

1.2 Research Problem

Flourishing in the present dynamic business surroundings require organizations to continuously come up with new strategies to remain relevant. Implementation of strategy has proved to be the most essential part of the success of expansion strategy. Porter, (1980) postulated that institutions with crystal strategies are highly suitable to thrive swiftly compared to organizations with uncertain strategies or firms without set strategies. Organizations within an industry are governed and directed by strategies which enable them to have a clear direction and uniquely compete against their rivals. While some scholars have pointed out on how best to implement expansion strategy (Dube, Machache & Ncube, (2019); Abdikarim, (2016), others (Rhys, Beynon and Genc, (2017) have argued that there is no better alternative implementing expansion strategy. Availability of resources and Top management support poses to be crucial to fruitful implementation of expansion strategy. According to Aninkan, (2018), Expansion strategy implementation faced draw backs not because they are poorly formulated but due to inefficiency in the implementation process

Firms especially in the education industry experiencing high competition ought to implement competitive strategies such expansion strategy to enable them survive in the industry. Makini Schools has adopted institutionalization as well as branch distribution strategies in an aim to improve access to its services, improve performance and satisfy consumer demands. The school has been aggressive in putting up new branches in Nairobi and Kisumu in the past years collated to other schools. Some of the freshly established branches are the high school in Kibos area and the acquisition of the

former Bhayani nursery and primary school which is currently referred to as Makini city campus.

Various studies have been conducted on implementation of expansion strategy; different scholars have made different observations that warrant a further probe, this is so due to the disparity in both context and concept under which the studies were carried out. Mišankováa & Kočišováa, (2014) stated that Strategy implementation is a vital tool a company as it ensures its future development and maintenance of an organization's competitiveness. Hooshang, Asheghi & Oskooee, (2017) postulated in a survey that a reassuring culture, a suitable structure to back strategy and adoption of a superior financial & human resources management should be put in place. Essentially a favorable reward and assessing system needs to be put up to be able to motivate the team involved in the implementation process. Zaidi, Zawawi, Nordin & Ahnuar, (2018) in a study of construction companies concluded that the process of strategy implementation directly influenced construction companies' performance. Abdikarim, (2016) on the other hand in quest of making better implementation of strategy in dairy industry in Kenya, suggested that for a successful expansion strategy implementation, managers mandated with engineering role should apply a multi-assessment of skills, knowledge and capabilities of the managers and employees for its success.

Atieno & Juma, (2015) postulated that for implementation of expansion strategy to be successful, its paramount to identify a mix of structure that stands out in enhancing implementation of strategy in county governments. Dube, Machache & Ncube, (2019)

depicted that for providing adequate resources, alignment of the organizational structure, management support and involving all collaborators during the process of strategy implementation was key to its success. Rhys, Beynon and Genc (2017) in a study of non western countries and western countries, highlighted that different approaches to expansion strategy implementation can play a critical role in shaping performance of public service organizations. In today's dynamic environment, strategy implementation enhances competitive advantage through efficiency and profitability (Katsvamutima & Jeevananda, 2014).

According to Aremu & Oyinloye (2014), organizational performance in Nigerian banking sector was a function of successful strategy implementation. There exists a constructive link between Strategy implementation and organization performance as proved by Auka & Langat (2016). In conclusion the above researchers assumed that significantly strategy implementation influenced the performance of MSEs. Equally, looking at the school perspective, some studies have been conducted in the past such as (Jalllad, 2017; Ooko, 2015), and many more. It is evident that from the reviewed studies that there are varied findings on expansion strategy implementation and non conforming outcomes have been realized on expansion strategy, equally there exists both contextual and conceptual gaps. The findings cannot therefore be generalized to this research. The study, thus, sought to address the question; How implementation of expansion strategy had been attained at Makini Schools, Kenya?

1.3 Research Objectives

The study had three objectives:

i. To establish how Makini schools Kenya had implemented its expansion strategy

ii. To determine challenges experienced during the expansion strategy implementation at Makini schools, Kenya

iii. To establish measures put in place to address the challenges of implementation of expansion strategy

1.4 Value of the Study

The outcomes and recommendations from the research contributed immensely to theory advancement process by enriching the postulations of the theories on which this study were anchored. The scholars and the theory developers specifically drew their attention to the different approaches of expansion strategy implementation. They were equally enlightened on the challenges to expect and how to deal with the same challenges.

Policymakers will realize that the outcomes and recommendations of the research very valuable. They will be aided on how to craft and formulate policies that will assist the industry players in implementing their expansion strategies with ease both locally and internationally. They will be versed in the challenges and how to overcome the challenges.

The practitioners including the management of Makini schools Kenya will benefit specifically through knowing the different approaches of implementing expansion strategy. The challenges to anticipate and how to best deal with them as they arise to realize business success. They get recommendations from this study and see what they can improve on. Consultants as well will realize that the data, outcomes, and way out of the research very valuable in their service delivery to their prospective clients.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will summarize theoretical anchorage of this research, conceptual discussion on concept of expansion strategy and implementation, challenges of successful expansion strategy implementation and considerations to cope with the shortfalls.

2.2 Theoretical Foundation of the Study

The research was anchored on institutional theory as explained by North, (1991) and enhanced by McKinsey 7s framework and the theory of the firm by Coase, (1937). Institutional theory focuses on a more in-depth and more resilient components of social structure, whereas McKinsey framework depicts the seven aspects (systems, strategy, staff, shared values, structure, style and skills) vital to effective execution of expansion strategy (Kaplan, 2005).Theory of the firm on the other hand holds that the long-term essence of organizations is profit maximization.

2.2.1 Institutional Theory

Institutional theory focuses on in-depth and tough elements of social structure, as illustrated by North (1991). It looks into the steps that structures, as well as rules, norms, schemes, routines are put in force as dependable guidelines for collective behavior. Meyer, 2007; Scott, 2001) posited that practices in organizations give rise to structures displayed by stances, policies and procedures. Institutions are regulations of the game or man-made limitation that inform human involvement. Rules can be formal or informal. Scott, (1995) posited that Institutional theory grasps that firms can

attain environmental support when they adopt legitimate environmental features to their institution. Clemens and Cook (1999) on the other hand believed that organizations have control over policy and political activities in the institution. In this theory, institutions are requisite due to the bounded rationality of human nature, information asymmetry and high transaction costs in all exchange activities (Scott & Meyer, 2007). Ideally it gives preference to the procedures through which structures, as well as norms, routines and schemes are put in place as reliable guidelines to social conduct.

The concept gives preference to the firm's influence to the surrounding and its subjective as well as regulative structures that envelope the firms. The theory elaborates the impact of such structures to the actions in the firm's surroundings. The structures ensured that actions, cultures and routines were stable and legitimate to constrained action. IT explains the manner in which organizations come to existence, how they interacted with the communities and firms how institutions underwent change after a period of time (Scott, 2004). Critics of this theory reason that the theory is exceedingly insolent since it doesn't give consideration to firms that brought about valuable results through operational approach. Additionally, the theory doesn't give required emphasis to the debate that most institutions experience 'competitive pressure' in the quest to revamp their effectiveness and accessibility. (Donaldson, 1995; DiMaggio & Powell, 1983) emphasizes institutional likeness to their peers. IT being the main theory anchoring this study, it was used to demonstrate how expansion strategy's crucial components influenced its implementation using various approaches to expansion as well as taking into consideration the institutional structure.

Peters and Waterman (1982) came up with 7s Framework to assist managers tackle troubles during institutional change process. The premise of this framework is the seven factors within a corporation that requires alignment for its success especially during expansion process. This Framework points out that if these key elements are successfully implemented may determine an organization's success. They categorized them as hard elements, are easily identifiable and can be easily managed (systems, strategy and structure) and the soft elements are core to an organization due to their link to institution's competitive advantage but tend to be trickier to manage (style, shared values, skills and staff).The Framework is mostly referred to when; facilitating change within organizations, implementing new strategies, interrogating how each element of proposed change impacts the future and facilitation of mergers and acquisitions by institutions (Mallya, 2007). Thus A model was adopted to explain how these elements are interrelated. The fundamental concept on the model is for the seven variables to be lined up to successful expansion strategic implementation.

Figure 1. 1 McKinsey 7S Model
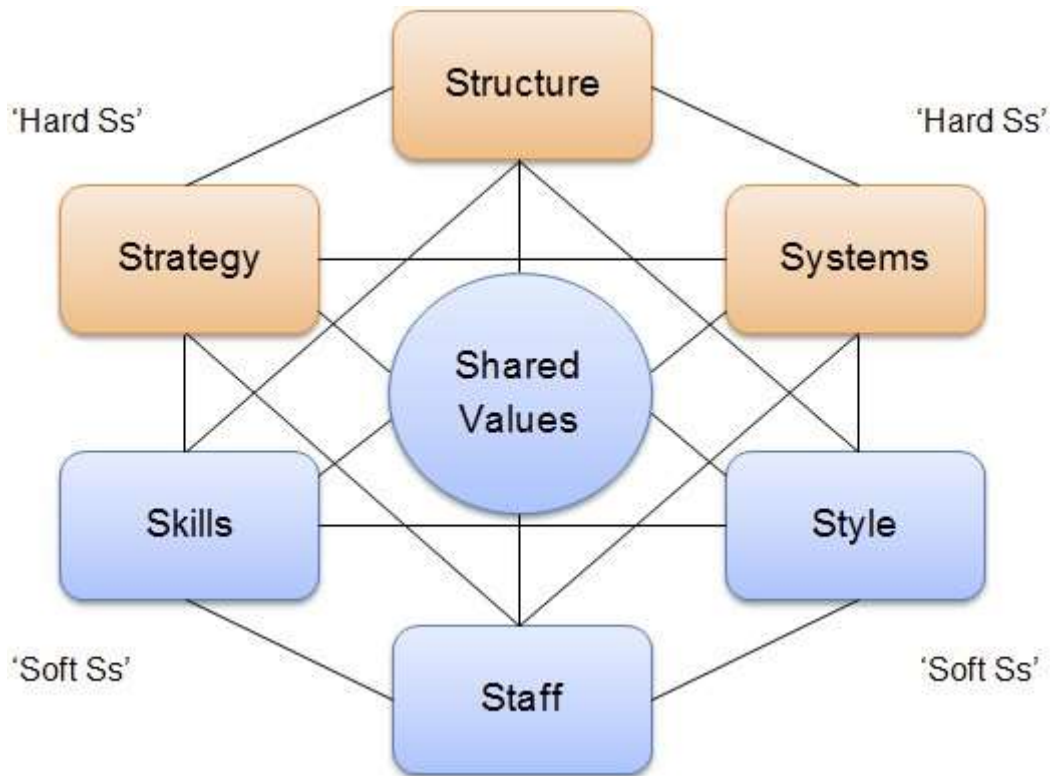
McKinsey 7s Model; Source: *Ashu S. (2013) Organization Development Journal 31 (3) 39.*

2.2 .2 Theory of the Firm

Firms are an essential part of the economy, a firm is an authentic technological institution that can be demonstrated through production function, totally evading the heterogeneity of institutions and behaviors in a particular sector, that is, it assumes a surviving and justly successful firm population (Kallay, 2012). The theory of the firm by Coase, (1937), held that the overall nature of organizations is to maximize profits; this eventually creates a gap between revenue and costs. Anning, (2018) depicted

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that the ancient theory of a firm is founded on supposition of profit maximization and that the firm is a sole unit with one objective. A major assumption of profit maximization theory is that all interested parties have a common goal of profit maximization. Anning, (2018) further points out to assumption of information symmetry. Nevertheless, the link between ownership and control in institutions noticeably changed bringing about the question as to the authenticity of maximizing profits' assumption of the universal theory of the firm (Anning, 2018). Firm's objective is to ascertain demand, pricing in a market and resource allocation to maximize final proceeds. Expansion on theory of the firm at times differentiates between long-term motives, for instance sustainability, short-term desires, and maximization of profits (Walker, 2018).

This theory has been supported and critiqued. Organizations that resort to non-liquid assets such as equipment eventually need to build capital investments to ensure the firm become profitable in the long-run (Kallay, 2012). The utilization of cash to infuse in assets undoubtedly would damage short-term profits but may assist with long-term viability of the business. Competition impacts decision making of firm heads. If competition is strong, the company may not only need to maximize profits but equally stay a position itself ahead of its rivals through reinventing and adapting its offerings. This theory works alongside consumer theory, which posits that consumers seek to augment their overall utility (Hendry, 2011). Herein, utility attributes to the anticipated value a customer positions to a good or service, at times associated with the magnitude of happiness the client experiences from the utilization of the good or service.

Walker, (2018) postulated that a contemporary approach to theory of the firm depicted that profit maximization shouldn't be singularly the driving objective to a company especially public companies. Walker. (2018) depicted that Organizations that have offered equity have weakened their ownership. Anning, (2018) on the other hand pointed out that stunted equity ownership by CEOs in a firm may lead them to exploring multiple objectives such as profit and sales maximization, public relations, and market share among others. Risks are encountered with firms that focus on a single-line strategy in the marketplace for profit maximization (Walker, 2018). Kally, (2012) posited that if a firm depends on sale of a single-line of product for their long-term success, if the related product fails, the business can be trapped into financial crisis. Competition and inadequate investment in lasting success plans like expanding product lines can ultimately lead a firm to bankruptcy (Anning, 2018). It is with this regard that the researcher will be seeking to find out the approach that Makini schools Kisumu has employed over time as far as the firm objectives are concerned in relation to its expansion strategy. This theory therefore played an important role in the quest to attaining expansion by Makini schools Kenya, thus the research was anchored on the theory to support Institutional theory.

2.3 Implementation of Expansion Strategy

Strategy implementation essentially is defined by the set activities and measures undertaken by an organization to ensure that the formulated strategy is properly rolled out; goals and objectives achieved (Ate & Machuki, 2018). Pearce and Robinson (2007) assert that to realize effective direction and controlled use of an institution's resources, control systems such IS, leadership styles, budgeting, and responsibilities of lead

managers, organizational structure and rewards are critically essential. It involves befitting adjustments within the firm's culture and management attained through mobilization of resources, technological, policy, process & leadership modeling (Thompson & Strickland, 2003).

Expansion strategy implementation can take varied forms namely; Horizontal expansion which entails incorporating brandy unrelated but appealing products or services to the present clients (Thenmozhi, 2014). This equally entails merging firms within an industry to come up with a brand new and larger organization which empowers the merged institutions to heighten the control in the industry (Brian, 2013). Horizontal integration permits institutions to select products from a broad spectrum of products transversely in the industry. This strategy permits firms to diversify their risks and lessen operational and other costs hence maximizing profits. Secondly we have Vertical expansion that accords firms powers above their suppliers and distributors elevating them to lessen operational and other costs (Brian, 2013).

Institutions can grow vertically through acquisition of other enterprises within their supply chain though at different levels. This form of expansion permits a firm to expand in size and its market power (Bain, 1968). It assures value to an institution when roles that are not adequately executed in the market are internalized allowing a firm to align its operations. Berger and Ofek (1995) argued that vertical expansion across multiple enterprises yields better results compared to horizontal expansion that generally is harmful to stock. Equally, vertical expansion is widely questioned by the possibility of outsourcing the activities of other value chain stages of a firm (Njagi, 2017).

Chetty (2010) weighs in on the considerable factors necessary to a firm to successfully implement its strategy, that is, commitment by top executive, all and cross-level engagement, clarity in communicating a tangible strategy, cascaded levels of accountability, selection of the right persons to take lead in important projects and have the capacity to monitor and evaluate progress. The choice of strategy by an organization has to be in line with the seven factors key to the implementation of any strategy (Ate & Machuki 2018). These elements include the feedback mechanisms, organization leadership, a well-defined communication channels, and the structure of the company as well as the organization culture.

2.4 Challenges of Implementing Expansion Strategy

It has been established that around 90 percent of the time, laid down strategies through randomly sampled organizations are not implemented within the set time without achieving the expected results, this is as per as study conducted by Bigler (2011) in firms in USA and Europe. Ate & Machuki, (2018) pointed out that various constraints that result from the implementation of expansion strategy are vital to a study due to the fact that the best strategy remains ineffective if not well enforced. Zagotta & Robinson (2012) charge the success of an organization mainly to the CEO and in particular to the awareness creation and taking the lead role in the implementation process.

According to Njagi, (2017), shortfalls to progressive implementation of expansion strategy has not been conclusively studied, notable concerns have sufficed in different studies namely; insufficiency of resources such as time, staff capabilities, knowledge, skills, financial and physical resources, lack of staff commitment and support to the

new strategy, Market anticipation unfolding, inadequate support from senior management, ineffective competitor reactions and responses to strategy, poor communication skills, timeliness & distinctiveness, non-focus and incompetent strategy, ill- construed business models resonate to strategy failure. Insufficient Resource allocation becomes a major undoing to expansion strategy implementation.

Implementation of expansion strategy equally battles rough reception due to cultural biases. It is, therefore, a strategist's duty to identify an approach that marries in with the 'unchangeable' parts of the current organizational culture. Incompatibility amid strategy and culture is highly likely to bring about resistance to change in an organization that in equal measure may lead to demonization and frustration of the implementation of strategy, (Aosa, 1992). Coming up with an organizational culture that is fully visualized with the strategic plan poses difficulty to the leadership capabilities of the expansion strategy implementer's (Muthuiya, 2004). Subsequently, rigid culture retards integration and coordination of operations thus negating cohesiveness in the execution of tasks, commitment and decision making.

2.5. Measures to Deal with Challenges in Expansion Strategy Implementation

To counter challenges associated to implementation of expansion strategy, these should be practiced. Firstly, under expansion strategy implementation, responsibilities allocated should be clear. Proper execution of a strategy requires that clear levels of responsibility and accountability be established (Ate & Machuki, 2018), Required actions must be identified, planned and roles distributed. Drawing a critical path to the goal with action plans as well as evaluation matrix help to define execution activities and responsibility owners. Successful expansion strategy implementation

needs an executive leadership to direct activities, clarify the vision and motivate people to attain superior performance (Pearce & Robinson, 2011). This enables people to be accountable and avoid blame game. Secondly, changes and strategies pursued at a time should be limited to ensure that resources cope to the changes. Thirdly, milestones and progress reports should be established towards measures of performance, monitoring and control mechanisms (Owen, 1982). According to Thompson et al. (2007) in order to solve challenges related to organization culture, top management in progressive organizations need to focus on improving its performance overtime through nurturing work environment which embraces results, thus promoting positive organization culture, setting of stretch goals & encouraging the use of performance management tools namely; TQM, BPR and benchmarking among others.

Information sharing, proper internal communication, knowledge and skills sharing and the capacity of employees to learn new ones greatly facilitates successful implementation of expansion strategy. To solve the related challenges, the top management needs to carry out training that equips employees and motivates them, towards accomplishing their tasks and responsibilities (Pearce & Robinson, 2011). Creation of central decision-making centers streamlines communication within the organization and enhances effectiveness in the implementation process. Building and nurturing healthy working relationships in organizations is a long-term and effective stab at realizing desirable organization goals since it enhances communication (Lynch, 2009). The relationships enhance ease of acquisition of knowledge and skills despite possible changes in roles.

2.6 Summary of Literature and Knowledge Gaps

A number of previous studies have been carried out on the concept of expansion strategy implementation. Chetty (2010) outlines factors of successful implementation of expansion strategy, Pearce and Robinson (2011) on the other hand identifies as critical the alignment of strategy with organization leadership and structure, Chakravarthy and Lorange (1991) focuses on agility and adaptability of deployed task forces while Jofre (2011) puts weight on knowledge acquisition. Dispersion and management among human resource and their influence of strategy implementation. On the challenges side of the drift, Hansen, Boyd and Kryder (1998) points at lack of agility to changes in business environment, Johnson and Scholes (2008) identifies under-capitation and insufficient resourcing, Peterman's (2008) points to the problem of coordination of people, operations and laid strategy while Hill et al. (2013) narrow down to inadaptability of organization culture. Ibrahim Al-Kandi; Mehmet Asutay; Dixon, (2013) stated that competitive advantage to an organization is illustrated through the distinctiveness of their capabilities and how they are put in to use to attain extraordinary returns in comparison to other institutions, and they pointed out that the most important capabilities that the company can adopt is an efficient expansion strategic decision.

Brinkscroder (2014) proffered that, there is a distinction between having a strategy in mind and executing this strategy. Various expansion strategic considerations may not translate to the real business operations. He pointed out that Strategy, Structure and systems have a bigger role in expansion strategy implementation. These studies dwell so

much on the internal environment without relating it to the external environment such as technological and political facets, thus presenting a knowledge gap to be further studied. The reviewed literature embodies concepts that point in unit distinct directions as far as their effect on expansion strategy implementation is concerned. However, expansion strategy can be considered a strategy within a strategy in the sense that it falls within the confines of business strategy of an organization.

Slater, et al (2005) postulated that organization performance can strongly be influenced by how well a firm`s expansion strategy is linked to its structure and the response of its implementers. Kibicho (2015) asserted that although a notable progress has been made in the arena of strategic management, the expansion strategy implementation failure has persisted. Mbaka & Mugambi (2014) propounded that expansion strategy implementation includes new structure development as well as alignment of processes. Given the literature reviewed, the manner in which these concepts tie in to affect the implementation of an expansion strategy remain in question particularly considering Makini schools Kenya, considering the prevailing challenges in the local market and its remarkable performance against other Schools in Kenya. This study will look in detail both the external and internal environments in order to successfully bring out the best approaches, to employ in order to carry out an expansion strategy, and the best ways possible of dealing with the challenges to be anticipated.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The chapter outlines research design, data collection and different approaches adopted to analyze data in the study. It equally contains the research framework implored by the study and finally presents the sampling design techniques, how data was collected and the sources therein during the study.

3.2 Research Design

The study used case study research design since it permits in-depth and detailed investigation of an institution, individual or phenomenon. As discussed by Kothari (1990) case study offers qualitative analysis which entails a detailed, scrutinized result of a single social unit be it a family, a person, a cultural group, or an entire community or institution. The study focused on expansion strategy implementation at Makini schools Kisumu. The outcomes from the study provided an insight into how private schools can conduct a successful expansion strategy implementation to stay competitive in the currently unstable and the over aggressive environment. Case study design gave an empirical evidence of the theoretical assumptions depicted in the literature review.

Yin (1994) posits that a case study gives room for investigation so as to retain a holistic and significant attributes to real-life occurrences. It is a technique to find out about in depth instead of breadth and emphasizes on a controlled number of events and other interrelations. Preceding studies of related nature have successfully applied this method Machuki (2005), Wanjiku (2013), Makena (2014); Ate & Machuki (2018), among others. Makini schools Kisumu is one of the vibrant and successful private

schools in Kenya. The school is selected because of its elaborate corporate structure and the scope of the study was restrained to the implementation of expansion strategy.

3.3 Data Collection

The study used primary data that was be gathered via personal interviews with the aid of an interview guide consisting of open-ended questions. Interview guide is a set of questions that an interviewer asks whenever they conduct interviews. Interview guides ensure clarity and in-depth probing of interviewees. The interview guide was administered from school's CEO, departmental heads and the head teachers since expansion strategy implementation is a corporate strategy function.

3.4 Data Analysis

Data obtained was qualitative and qualitatively analyzed. Qualitative analysis places data into categories and draws relations from observable trends (Mugenda and Mugenda, 2007). This involved coding, categorizing and even making meaning of the essential, varied, diverging and converging phenomenon. Content analysis has been described as the systematic replicable method for compressing several words into textual content to fewer context categories based totally on explicit rules of coding. Cooper and Schindler, (2003) states that content analysis presents the researcher with a qualitative picture of the interviewees' attitudes, concerns, ideas, biases, feelings and repetitive themes

The data analyzed was evaluated to determine its adequacy, usefulness, credibility, and consistency. This entailed evaluation of meanings and implications therein coupled with documented data related to implementation of expansion strategy. The data

contrasted using the theoretical approaches that had been reviewed in the literature since the study was seeking to gather qualitative data and given that interviewees were be drawn from a single School, though, from different levels of management.

Cooper and Schindler, (2003) states that content analysis is useful when analyzing gathered information to explain specific phenomenon. In coding qualitative data, the researcher read all the responses, identified key information and related them to emerging patterns. The outcome was compared in an attempt to get more revelation on the challenges of implementation of expansion strategy and the measures that were taken at Makini schools Kisumu. Content analysis had been used successfully in the past by Kimeli, (2008); Njuguna, (2009); Atandi, (2010); Ndonga, (2010); Maiko & Machuki, (2016); Makena, (2014); Chemutai, (2014); Ate & Machuki, (2018).

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction to Data Analysis, Findings and Discussion

This chapter presents data analysis, findings of the study and discussions of the findings. The researcher interviewed the Founder and Director, four other Directors, a manager and four Head Teachers of Makini Schools, Kenya using an interview guide since they were believed to have been involved in the implementation of expansion strategy at Makini Schools. Qualitative data analysis technique was employed to analyze the data which involved making inferences by systematically and objectively identifying and specifying characteristics of information and relating this to themes. The findings discussed in this chapter included implementation of expansion Strategy, challenges of implementation of expansion strategy and measures undertaken to mitigate the challenges of implementation of expansion strategy at Makini Schools. Finally, findings were discussed based on the comparison with the relevant theories and empirical studies that guided this study.

The Makini Schools interviewees' profile included Founder and Director (M1) had worked for 40 yrs in the Administrative department, Operations Director (M2) had worked for 5 years in then Administration department, Transition Manager (M3) in the Administrative and Academics departments had worked for 18 years in the school, Communications and Marketing Director (M4) had worked for 4 years in the Administration department, Managing Director (M5) had worked for 2 years, Human Resources Director (M6) had worked for 11 years in the Administration department, Head Teacher (M7) who had worked for 6 years in the Academics department, Head

Teacher (M8) who had worked for 7 yrs in the Academics and Administrative department, Head Teacher (M9) who had worked for 16 yrs in the Academics and Administration department and another Head Teacher (M10) who had worked for 21 years in the Academics and Administration department whose experience and positions were regarded as authentic to witnessing the implementation of expansion strategy.

4.2 Implementation of Expansion Strategy at Makini Schools.

This section presents the findings on the first objective which was; to establish the approaches of implementing expansion strategy at Makini Schools. The schools' journey has been characteristically spurred by growth in business, market position in terms of academic performance and infrastructure against a back drop of unrelenting challenges among them being swaying political environment, rising competition, ever changing government policy, adjustments to technology among others. From the first outlet in 1978 established in Nairobi, referred to then as Riara Gardens Academy it is safe to say that there has been consistency in the growth and expansion of the school. On the understanding of an expansion strategy, the study established that it is an institution's strategy that borders increase and growth in terms of market share, brand extension, or a plan that an institution comes up with to enlarge, and grow the company in terms of capacity, production, output or staff with an aim of maximizing profits. The study also revealed that it is one of the growth strategies put in place by an organization as it seeks to grow when a desire to broaden the scope of its operations arises.

Interviewees were asked to give their comments with regards to the notable expansion at Makini Schools over the years and what informed the expansion of the school.

An interviewee M1 stated that;

> "The number of pupils were on the increase and parents were pushing for the school to expand, riding on the good reputation that we had and the good track record that we had on educational performance we were forced to expand our infrastructure as well as expertise to meet the high demand of quality education. The expansion process as actually been inherent of the vision that the school holds of being a world class school". (Founder and Director)

Interviewee M2 posited that;

> "The expansion was informed by the increase in the number of students admitted in to the school, the demand for quality education by the middle class citizens in the country was a key motivation". (Operations Director)

Another interviewee M3 provided that;

> "The expansion was motivated by the urge of the school to increase its accessibility throughout the East African region and beyond in a bid to live its vision of becoming a world class school". (Transition Manager)

Interviewee M4 narrated that;

> "Many inquiries seeking admission to our school has been a key motivation including those that wanted to be admitted to secondary school, this informed our expansion in a big way since the parents did not want to transfer their children to other schools after finishing one level from our school".(Communications and Marketing Director)

Another interviewee M5 pointed out that;

> "The continuous growth in the population of the pupils pushed the organization to devise methods of accommodating the number of pupils in the school to meet the increasing demand for better education in the country, this informed our team to expand to meet the demand for private schools". (Managing Director)

Interviewee M6 stated that;

> "It was a motivation to see the increasing number of inquiries to seek admission at our school as well as the demand for quality standardized education as well as a homely welcoming environment to take care of the children". (Human Resources Director)

Interviewee M7 stated that;

> "Expansion of our school has been demand driven, since our school has equally

been performing well over the years which we attest to the foundation of discipline and Christian up bringing of the children when they are with us". (Head Teacher)

Another interviewee M8 related that;

"The need to provide quality education driven by the increased demand from Kenyan parents who believed in Makini schools to provide the same was an indicator for us to venture into Expansion".(Head Teacher)

An interviewee M9 stated that;

"We are motivated by the high number of pupils that show interest in our schools especially Kibos and Migosi learning centers since most [parents would want to admit their children our schools due to the good performance record over the years". (Head Teacher)

Another interviewee M10 narrated that;

"The steady growth in population of students from 8 to now 3000 has been a key motivation to the expansion to our schools both infrastructural and expertise". (Head Teacher)

Further to the question on what informed the expansion strategy at Makini school, the study established that it was motivated by the urge of the school to increase its accessibility throughout the East African region and beyond in a bid to live its vision of becoming a world class school as the number of pupils was constantly increasing and demand for quality Education was equally on the rise from the middle income earning citizens.

On the question as to at what point did expansion become an orientation of the school and if it was spelt on the schools' strategic plan, the interviewees commented as;

An interviewee M1 stated that;

"It is stipulated in our operational guidelines that any of our branches must not accommodate more than 800 pupils at ago, this therefore keeps the school on the move to expand so as to accommodate and meet the demand for the standardized

education offered at Makini schools". (Founder & Director)

Another interviewee M2 narrated that;

"The schools' operational guidelines stipulates that any threshold of 800 pupils and beyond becomes incumbent for the management to commence new infrastructural development to accommodate the rising numbers, we envisage that pupils should always learn in a safe environment which requires balancing between space and pupils' numbers". (Operations Director)

Interviewee M3 stated that;

"It was at the point when there was need to reach every part of the country to fulfill the schools mandate of being a global school and it was spelt in our operational guideline".(Transition Manager)

Interviewee M4 stated that;

"Expansion became our top priority at the point when we did a feasibility study and realized that some parents were getting worried of where they would take their children especially after the pre-primary levels of education". (Communications & Marketing Director)

Another interviewee M6 stated that;

"Our institution is well run and managed as per our operational guidelines, we have both short term and long term plans that inform our expansion activities, with the change in management of the school, we are likely to experience more expansion of our school as they have committed to ride on the existing reputation that the school has, considerably the operational guidelines has helped us keep focus, mobilize resources and remain relevant in the market". (Managing Director)

Another interviewee M7 stated that;

"Affirmed that the expansion plan was contained in their operational guideline that they review after every 5 years". (Head Teacher)

Interviewee M8 pointed out that;

"The expansion was driven by demand for quality education and the orientation of the school to be a global school, to meet up with this expectations we have made it a continuo's process until we get there".(Head Teacher)

Another interviewee M9 depicted that;

"Expansion was part of our operational guidelines, first there are very few private international schools in Kenya thus we saw an opportunity to fill this gap as the growing middle class would want to admit their children to private schools for the good performance, high academic standards, better facilities convening highly trained teachers and the prestige associated with the international schools". (Head Teacher)

An interviewee M10 stated that;

"Expansion of the school became a reality almost every year when we admit pupils, the increase in the numbers of pupils have led to constant plans to improve and thus we made it a s a matter of policy that every of our campuses cannot have more than 800 pupils at ago we work towards acquiring more spaces for the increasing population to be accommodated to meet the demand". (Head Teacher)

The study revealed that the expansion plans become part of the schools' orientation when there was continuous demand for space to admit more pupils and students and as such the school developed an operational guideline that kept them expand whenever it was viable.

It was clear that institutionalization of expansion strategy at Makini Schools was attained through its strategic goals and vision of enhancing its accessibility throughout East Africa and beyond.

The interviewees were further asked to give their observations on the role of leadership to the implementation of the expansion strategy at Makini schools.

An interviewee M1 stated that;

"As a school we embrace leadership roles and try to deliver as an all round and inclusive leadership to our stakeholders, it's through the leadership that all decisions including expansion are made and rolled out to the stakeholders and other staffs give feedback at times and mostly on the shortcomings and success of the expansion and even other strategies". (Founder & Director)

Interviewee M2 stated that;

"We have always received optimum support from the top management and schools' board of management in availing the needed resources for the implementation of the expansion exercise, there has been adequate communication of the projects' objectives to the relevant stakeholders on time".

(Operations Director)

Interviewee M3 stated that;

"Leadership in Makini School has been something of great importance since we have qualified and experienced personnel in our departments and overly who guide and work together with the team to give directions on each step of the process". (Transition Manager)

Interviewee M4 pointed out that;

"Leadership has offered so much support through trainings and seamless flow of necessary expertise, skills and information required during the expansion considering that it has been a continuous process within the school". (Communications 7 Marketing Director)

Another interviewee M5 depicted that;

"The schools' management has been in the fore front to offer good terms of employments to the staffs to ensure low turnover of which is a key in enabling expansion. Parents are likely to stick with the school and also refer other clients when they perceive that the employees are happy". (Managing Director)

An interviewee M6 posited that;

"The leadership has shown exemplary leadership by their ability to plan well, mobilize funds and supervise accordingly the committee projects, the good will from top management leadership has ensured a lot of support during the implementation of expansion of the school". (Human Resources Director)

Another interviewee M7 depicted that;

"Leadership has been of support throughout the expansion process, they have been very passionate about the process and have ensured that the team work together towards the success of every expansion strategy". (Head Teacher)

Interviewee M8 stated that;

"We have a well-defined leadership structure that is spelt out in our organogram and brings out the roles and responsibilities of each one of us, this has led to effectiveness in the implementation of the expansion plans downstream". (Head Teacher)

Another interviewee M9 posited that;

"All our departmental heads and management have ensured that the stakeholders collectively and individually contribute to the success of the implementation of expansion strategy at Makini schools thus contributing to the vision realization". (Head Teacher)

An interviewee M10 stated that;

"Our leadership has offered an adhesive link between associates and the institution and this has seen Makini schools attain its success during its implementation of the expansion strategy, our leadership has been in the fore front since inception in mobilizing resources and keeping the team together towards attaining the success of the expansion, this has brought the school to where it is". (Head Teacher)

The study established that Makini schools' leadership orientation borrows more from transformational leadership style as they have an advisory board in place to assist the expansion strategy implementation and ensures that there is efficient and proper management, playing an oversight role over expansion strategy implementation, to come up with annual targets and also advise on how the school will expand, to get reports on the expansion plan implementation in relation to goals and what is delivered after a particular period of time and approve the suggestions from the CEO and the other directors, in compliance with the schools' vision, thus taking a top down approach with room for feedback.

The interviewees gave their comments on the question on factors that contributed to Makini's success in its implementation of expansion strategy.

Interviewee M1 depicted that;

"First-Mover Advantage was our focus since inception in 1978, long before others, we knew that demand would grow for high-quality private schools in Kenya because of the declining quality of the public schools then. As most of their private-school competitors were founded several years after this, we had several years to build Makini's core staff and cement our brand before facing strong competitive challenges". (Founder & Director)

Another interviewee M2 pointed out that;

> "Financing from our initial financial partners with the good reputation from our founder with Barclays Bank, we were able to facilitate what for many schools was the most challenging part of starting and running a business, getting bank financing. We capitalized on the connections we had at the bank and with the knowledge of how to write a "bankable" loan application." (Operations Director)

An interviewee M3 posited that;

> "Teaching Staff of Makini Schools have actively been the best teachers in Kenya, we pay them well as compared to other teachers in public and competing private schools, this creates high morale and motivation to our workforce. Being it private, Makini schools has had more leeway than the public-sector counterparts in firing subpar teachers and filling those positions with superior performers, this has made us somehow attract mass population leading to distinct growth". (Transition Manager)

Another interviewee M4 stated that;

> "We learnt of our environment and resources that we needed to put up the extensive. Investments were made in other resources, however, it contributed directly to the academic learning environment. Each school has an excellent library, stocked with thousands of books. The classrooms are similarly well maintained. While funding laboratories has been a challenge, Makini maintains several well-functioning facilities. Makini Schools was the first in Nairobi to invest in computer labs, and computer instruction begins at the nursery school, finally, the buildings themselves are decorated with murals, and the grounds are well manicured, creating a bright and cheerful surrounding for the children". (Communications & Marketing Director)

An interviewee M5 stated that;

> "Customer Focus is a distinguishing feature of Makini Schools as they lay emphasis on customer satisfaction on a daily basis. Parents are encouraged to be highly involved in school activities and are enlisted for help in disciplinary matters. Teachers and administrators are encouraged to communicate as frequently as possible with every parent."(Managing Director)

Another interviewee M6 posited that;

> "Affordability of Tuition at the Makini schools is desirable as compared to some other top-tier private schools in Kenya, Top private schools catering to elite

members of Kenyan society typically charge higher than us". (Human Resources Director)

Interviewee M7 depicted that;

"The founders' strong management skills had been key ingredients in Makini Schools's expansion success. They were both approachable and inspiring, and had a contagious passion for the job. They insisted on absolute quality and were very detail-oriented. They equally assembled a strong and competent management team around them". (Head Teacher)

The study found out that Makini Schools capitalized on first-mover advantage from its inception to the quest of its expansion after conducting a market analysis which was key to its expansion strategy, they equally took advantage of the good rapport they had with their bankers to be able to mobilize finances to expand as resources are key to expansion, they banked on the competent staffs that they had to be able to assist in the implementation of the expansion strategy. They have since embraced customer focus and satisfaction as a key strategic pillar to its expansion strategy with the objective of satisfying their customers and all these has been made possible with the help of the management who were supportive from the onset.

The interviewees were asked to give their comments on the question on the need for expertise to spearhead the expansion process to attain its expansion strategy and how impactful their choice was.

An interviewee M1 stated that;

"Indeed it's true that expansion process needs a lot of expertise and to a certain extent we have outsourced experts on the infrastructural development as well as advisory committee has been in place to see us through this process. Our staffs have equally played a huge role in the expansion process for instance the transitioning period after the acquisition of the former Bhayani nursery and primary schools that came with a number of pupils, we needed some of us who is

more experienced to see through the process, this decision has been very impactful since it has led us to where we are". (Founder & Director)

Another interviewee M2 depicted that;

"Yes to some extent we have been able to outsource some services to mark up for the once we have within the team, this is to enable us meet our timelines without compromising the quality that we offer". (Operations Director)

Interviewee M3 pointed out that;

"Yes the institution engaged consultants on schools' infrastructure development to do feasibility study on the cost and viability of the expansion exercise as well as indulge the services from marketing agencies to popularize and market the school". (Transition Manager)

Interviewee M4 posited that;

"The school has in the past and still hires consultants to advise and guide us on our strategies especially expansion and walks with us during its implementation process, so far the decision has been positively impactful to our expansion strategy goals".(Communications & Marketing Director)

Another interviewee M5 narrated that;

"The school only hires professionals on situations where we need independent views and opinions especially expansion of the school needed some input from external experts to be able to advise us on the viability of the decision. This decision has been very impactful to the outcome of the expansion process as it has enabled us to amerce knowledge and experience on the expansion path". (Managing Director)

Interviewee M6 stated that;

"We have outsourced the best qualified experts to ensure quality service as well as invested on training our internal staff to equip them with better skills to be able to participate fully in the expansion process".(Human Resources Director)

Another interviewee M7 noted that;

"We have employed a mixture of both outsourcing expertise as well as utilizing the internal staff depending on the need, this has enabled us to achieve quality as well as attain our expansion goals".(Head Teacher)

Another interviewee M8 pointed out that;

"Yes we have hired outsourced expertise as well as engaged our staff for responsibilities in line with the expansion process. This has been in line with our expansion goals and as such the impact has been positive as far as the outcome of the process is concerned". (Head Teacher)

Interviewee M9 pointed out that;

"Expertise from consultants such as Education Advisors has been hired, certain services especially on infrastructural development we have been able to outsource at the same time, and we have been able to capitalize on the wealth of knowledge from our staffs in management as well as from other levels in the implementation process". (Head Teacher)

Interviewee M10 stated that;

"Makini schools has embraced expertise' inputs for instance Education Advisors with vast knowledge and experience on matters education and development of the schools' infrastructure at the same time empower their own team to be able give their input and so far this has seen us where we are". (Head Teacher)

The study established that at some point the school has involved the expertise of experienced individuals to be able to advise them on the infrastructural development, the school had outsourced some services such as marketing agencies, constructors on need basis; the institution has equally empowered its team to get involved in the expansion process to certain extent.

On the question on whether the branches were acquired, rented or newly constructed and if there was a feasibility study conducted and cost benefit analysis carried out and if the decision was a viable venture, the interviewees responded as;

An interviewee M1 noted that;

"Some of our expansion of branches involved renting with the aim to acquire for instance our first branch at Langata and acquiring existing buildings such as Migosi Kisumu as well as construction of schools such as Makini Kibos campus. a lot of feasibility study was done to establish the environmental safety and cost benefit analysis to ascertain the viability of the expansions, this has enabled us to realize value for money in the long run".(Founder & Director)

Another interviewee M2 pointed out that;

"The expansion of the school has been fruitful thanks to the feasibility study on the right location and costs aspects involved in the expansion process, this has enabled us acquire some buildings as well as construct some of the branches and even expand more". (Operations Director)

Interviewee M3 depicted that;

"At the initial stages of our expansion we rented the branches but later on acquired them, whereas as we have advanced in the field of education we have realized that Education setup needs a more stable and sense of permanency, thus leading us to either construct or acquire existing buildings, this has been seen especially when we were expanding to secondary school in Nairobi Langata when we had to construct the school and another case of acquisition of the former Bhayani currently the new Kisumu city campus".(Transition Manager)

Interviewee M4 stated that;

"Yes we have conducted feasibility study and cost benefit analysis and this has been of great impact on the decision to expand especially on the location ownership. We have rented at earlier stages, we have acquired some premises as well we constructed some of our branches". (Communications & Marketing Director)

Interviewee M5 on the other hand noted that;

"Our school began from a rented premise and over the years expansion has taken the root of acquisition and construction alike, feasibility study and cost benefit analysis has been done to be able to arrive at the decision on the viability of the expansion process, so far we can say that every decision has been impactful to the realization of the expansion strategy goals". (Managing Director)

Interviewee M6 pointed out that;

"Makini schools are both leased, acquired and freshly constructed premises by the school, this has been informed by the feasibility studies conducted prior to taking a decision on expansion implementation, there are various factors that we have considered such as availability of resources, expertise required and even the time allocation for the expansion project". (Human Resources Director)

An interviewee M7 posited that;

"Cost benefit analysis was carried out at every point to try check on the viability of the branches to be opened, this enables the school to either acquire or construct the premises, and this has been a viable venture in the long run depending on the decision". (Head Teacher)

Interviewee M8 narrated that;

"The school did a cost benefit analysis and adopted the 'own it' policy whereby even the premises that were rented, we had the plans to acquire them in the long run, this therefore left us with the commitments to either acquire or construct the school premises before our pupils can occupy, this has proved viable in the long run". (Head Teacher)

Interviewee M9 depicted that;

"Some premises were rented for a period of time and later acquired in the long run, some have been constructed as well as acquired other established schools and I believe feasibility study was conducted to be able to make the decision". (Head Teacher)

Another interviewee M10 posited that;

"Branches were established through acquisition, fresh construction and leases with the plan to acquire and in each case a feasibility study was carried out to ascertain the viability of each decision, in the long -run it is a viable venture only hoping to acquire the leased premises".(Head Teacher)

The study found out that the premises where the schools are run were both rented with intent to acquire; some were acquired from the onset such as its Kisumu city campus, Migosi Junior Academy, while they freshly constructed some such as Kibos campus, Langata Academy among others. These decisions were all arrived at after feasibility studies were carried out and cost benefit analysis was conducted to ascertain their viability. According to the Management of Makini Schools, all these decisions proved viable in the long run despite encountering certain constraints.

The question on whether the expansion plans had a separate budget from the annual institutional budget, the interviewees highlighted that;

An interviewee M1 stated that;

"We have always worked with a separate budget for the expansion of the school since it's mobilized over time; we have equally been able to get some credit facilities from our banker which was very handy at the initial stages of expansion

process. The responsibility of expansion process majorly lies with the management and cascaded downwards for implementation, thus taking a top down approach". (Founder & Director)

Interviewee M2 posited that;

"Branch expansion usually involves setting aside a separate budget from revenues accumulated over time and commercial loans received to prevent the mainstream or existing branches from suffering financial distress. We have put in place a development committee drawn partly from the management to spearhead the expansion process". (Operations Director)

Another interviewee M3 depicted that;

"Yes the expansion strategy had a special budget separate from the annual institutional budget that caters for routine institutional activities, the top leadership of the school takes responsibility of the expansion process with the engagement of the other staffs during the implementation".(Transition Manager)

An interviewee M4 confirmed that;

"Expansion strategy had a separate budget from the annual institutional budget, this was made possible by access to credit facilities as well us on boarding of foreign investors who came in handy". (Communications & Marketing Director)

Another interviewee M5 reaffirmed that;

" Initial expansion strategy plans were financed from the annual budget but later on when massive growth was witnessed the school had resorted to other avenues of mobilizing funds".(Managing Director)

An interviewee M6 narrated that;

"In the early stages our expansion strategy stirred on our annual budget after attaining some level of stability expansion strategy has since been separately budgeted for. Specific qualified personnel have been tasked with the process of expansion majorly from the top management and they have assigned responsibilities depending on the expertise and experience that one has".(Human Resources Director)

Another interviewee M7 confirmed that;

"Expansion strategy had a separate budget from the institutional budget and the top management was charged with responsibility of ensuring that there was success of the process with the help of the other team during implementation".(Head Teacher)

Interviewee M8 depicted that;

> "Yes the expansion strategy had a separate budget from the annual institutional budget; this has been mobilized through credits and input of investors who have since acquired the schools as continuity to the vision on expansion". (Head Teacher)

Another interviewee M9 posited that;

> "The expansion strategy is well planned and has a separate budget with a carefully crafted team to plan, manage and implement the process with expectation of high success rates".(Head Teacher)

Interviewee M10 stated that;

> "Initially the expansion process was funded from the schools' annual budgets but later we resorted to mobilizing extra funds and allocating separate budget for the expansion strategy implementation". "We have strategic expansion goals that are inherent with the visions of being a world class school, top management decides on the path that expansion needs to take, especially on whether to construct more secondary schools or just to increase the number of primary and pre-primary schools".(Head Teacher)

The study established that there had been a separate budget to see the expansion process from its annual operational budgets. this they have mobilized over the time from bank loans to investors and now most of the budget will be footed by the new management that have acquired the school as expansion is one of their major investment objective.

The interviewees were asked if Makini schools' initial structure was realigned to fit into the expansion strategy and they responded as below;

An interviewee M1 narrated that;

> "There were realignments to the schools' structure, as growth was experienced various departments were introduced to be able to match the growth, this brought about different reporting lines as far as responsibility allocations were concerned as there was a stretch in the human capital".(Founder & Director)

Another interviewee M2 pointed out that;

"Our current organizational structure consisting of Board of Directors, Chief Executive Officer, Departmental Directors and other managers was attained after a series of realignments as the expansion strategy was being implemented especially in the development of the baseline data to inform the management on which departments and levels of management was to be included in the new branches. Effective communication played a key role in the realization of this realignment, thus each level of management is tasked with specific roles unlike in the past when the executive could do everything". (Operations Director)

Interviewee M3 posited that;

"Makini schools' organizational structure is aligned to its expansion strategy; this is done at each stage of the implementation process to incorporate the changes that come with expansion strategy implementation". (Transition Manager)

Interviewee M4 stated that;

"More departments were created as others were merged with others while others were totally scrapped off to be in line with the expansion strategy and allow free flow of information". (Communications & Marketing Director)

Another interviewee M5 pointed out that;

"Largely the strategy was aligned to the structure this helped us reduce time wastage during possible adjustments". (Managing Director)

Interviewee M6 posited that;

"The expansion strategy at Makini School was aligned to the structure". (Human Resources Director)

Another interviewee M7 stated that;

"The expansion strategy has been well married in to makini schools' structure and hierarchical management thus minimal disruption to the daily activities and reporting lines". (Head Teacher)

An interviewee M8 depicted that;

"We had to align both our structure and strategies to fit in to each other by adjusting various aspects of the strategy to strike a balance". (Head Teacher)

Interviewee M9 stated that;

"The strategy was aligned to the structure and structural adjustments made for the process to be smooth". (Head Teacher)

Another interviewee M10 pointed out that;

> "The schools' structure was aligned to its expansion strategy since various key positions and added responsibilities were being incorporated". (Head Teacher)

On ensuring that the implemented expansion strategies are aligned to the organization's structure and culture, the study revealed that the top management adopt measures through daily activities that do not deviate from the institution's mission and vision, staff awareness programs, training on the roles each one plays to contribute to achieving the strategies, consistent communication. The study also established that they ensure that the implemented expansion strategies are aligned to the school's structure through periodic staff and parents surveys, opinions and suggestions/ recommendations are always sought from the major stakeholders as to the effectiveness of the expansion strategy bearing the objectives in mind; and if there be need for change or modification, through the guidance and advisory role that the Strategy department engages in, is aligned to the structure while implementing strategy.

On the question on whether the culture plays a role in the implementation of expansion strategy and how it contributes to the success of the implementation of expansion strategy, the interviewees responded by stating that;

> "We are trying our level best to align the expansion strategy with the culture of the school and equally giving feedback in terms of expansion strategy review and implementation information to the staff. On communication Makini school has a communication department headed by competent staff that ensures seamless flow of information to the entire group of stakeholders. As a practice communication played an important role during this expansion process thus contributing to its success" (Founder & Director)

On the other hand Interviewee M2 stated that;

"Our culture has been to offer quantity, safe and affordable services and this is informed the decision to create new units development with safety and quality parameters in mind. We have accredited specious learning classrooms, made big enough lockers for accommodating stationary and fitted state of the art CCTV cameras to monitor the working of staff, pupils and visitors in the institution to ensure that right things are done in the right place at the right time".(Operations Director)

Interviewee M3 states that;

"At the beginning culture was a major issue of concern to the school, however with the continuous education to the employees and students; this has been put in control to ensure the expansion strategy has been implemented amicably. He further added that due to desire for new challenges made culture issue to interesting hence contributing to expansion success of the school".(Transition Manager)

Interviewee M4 states that;

"The operating culture of team work highly contributed to spurge that ultimately enabled success of the many expansion strategies drafted and implemented by the school. The culture of positive attitude and doing things right time to time also contributed to implementation properly". (Communications & Marketing Director)

Interviewee M5 states that;

"High performance culture guided our expansion strategy effectively attracting very many students to our school thus we were able to expand due to the availability of funds."(Managing Director)

Interviewee M6 states that;

"As Makini School we have maintained our organizational culture of excellence, discipline, top drawn management system and stakeholder's engagement and this has helped us presume our identity across all the branches."(Human Resources Director)

Interviewee M7 states that;

"The culture of the school is education excellence and this has been evidenced by the number of pupils who sit and pass examination in our school, another culture we have at the school is religious up-bringing of our pupils. We also have a culture of hiring qualified teachers on who have been registered by the teachers service commission (TSC)". (Head Teacher)

Interviewee M8 states that;

> "The culture contributed significantly and positively to the implementation of expansion strategy. Makini is known for excellence, commitment and transformation."(Head Teacher)

Interviewee M9 states that;

> "Our culture has always been to admit students from daycare and see them go through Makini systems right up to form four. This culture coupled with competent trained staff better facilities and high academic performance saw the need to ensure more students join us so as to be well rounded from childhood to adulthood as this brought the necessity to expand our schools by opening more branches so as to admit more students." (Head Teacher)

The study established that the culture to offer quality, safe and affordable Education services had informed the decision to create more branches with safety and quality parameters in mind thereby ensuring that the expansion strategy fits into this culture with emphasis on quality and timely delivery of our services since the school has accredited and spacious learning classrooms. The study also established that they ensure that the implemented expansion strategies are aligned to the organization's culture through periodic progress reviews, feedback mechanisms from the staff and parents to the effectiveness of the expansion strategy bearing the objectives in mind; and if there be need for change or modification, through the guidance and advisory role that the Strategy department engages in, is aligned to the structure & culture while implementing strategy.

On the question as to whether the expansion process was time bound and if the allocated time was sufficient for the expansion process to be attained.

An interviewee M1 pointed out that;

"Our expansion strategy has been on an incremental basis, we pursued a policy of incremental expansion, opening satellite locations similar to the primary schools, a consideration which we debated whether or not it would ever be possible to create other secondary schools if we pursued strictly incremental growth strategy. The primary school branches were much easier to add incrementally than the secondary schools".(Founder& Director)

Interviewee M2 stated that;

"The implementation of expansion strategy is a continuous process considering the increasing demand of quality education in the country and considering the newly introduced syllabus CBC we are in the fore front of extending our expansion plans to accommodate the changes and demand".(Operations Director)

Interviewee M3 confirmed that;

" There was time allocated for the implementation of expansion strategy ranging from two years to longest of ten years depending on the weight of the project".(Transition Manager)

Interviewee M4 depicted that;

" We had time lines for instance after every 5 years we need to have expanded either by increasing the number of pupils or by setting up a new branch to accommodate new admissions, or coming up with secondary schools to ensure continuity for our students when they finish their schooling at the primary level, so either way the expansion of the school has been our priority and is not to stop any soon".(Communications & Marketing Director)

An interviewee M5 posited that;

"We have always worked within the timelines to realize our expansion strategy except for some instances when we had some constraints and had to prolong the expansion process".(Managing Director)

Interviewee M6 stated that;

"We do have a timeline spelt out at the onset of each expansion process, we as the implementers work hand in hand with the top management to be able to meet this set timelines, though the timeframe varies from one project to another".(Human Resources Director)

Interviewee M7 narrated that;

"The time lines are always there, though they are affected by other competing factors like resource availability which is key to the implementation of expansion

strategy". (Head Teacher)

Another interviewee M8 confirmed that;

> "Yes there is a time line for each of the expansion projects and it's normally dependent on other factors. There are instances when implementation of expansion had to be halted for some time before we could resume. This was during the construction of a technical college that proved not viable then; maybe we will reconsider it at later years". (Head Teacher)

An interviewee M9 stated that;

> "Our expansion strategy implementation has timelines which vary from on branch after another, the feasibility study that we conduct before embarking on the implementation of expansion strategy assists us to be able to set up time lines to completion of the implementation of the same. In a few cases have we been pushed to extend the time allocated due to other competing factors".(Head Teacher)

Interviewee M10 pointed out that;

> "The implementation of expansion for us has always been a continuous process but each phase has always been allocated time to completion, in isolated instances have we been forced to adjust our time". (Head Teacher)

The study revealed that the expansion strategy implementation at Makini Schools is a continuous process that is rolled out in phases that are time bound; the successful completion of a phase gives room for another phase to be introduced thus making it an ongoing process. Each campus or branch is equally given opportunity to suggest what is workable for them as much as the expansion strategy is formulated at the top management level.

On the question of how government policies and regulations determines the growth path of the organizations.

Interviewee M1 posited that;

"The school so far has adhered to the regulators requirement though I must admit that at times the approval processes takes time"(Founder & Director)

Interviewee M2 depicted that;

"Yes government policies and regulations were followed and these included, Size of classroom which must be spacious enough to accommodate a maximum of forty five pupils at ago, Registration with the Ministry of Education, transfer of residential infrastructure to commercial infrastructure and NEMA certification for safety".(Operations Director)

Interviewee M3 pointed out that;

"This was done by being transparent with the government policy makers. Proper paying of the tax due to the government at all times. Seeking and getting all the required permissions as required by the government authorities."(Transition Manager)

Interviewee M4 stated that;

"Constant meetings and consultations with Education officials played a role in the expansion of the School" (Communications & Marketing Director)

Interviewee M5 narrated that;

"By forming and joining unions to push for recognition of private schools and consulting with government while forming policies" (Managing Director)

Interviewee M6 stated that;

"We ensured all our plans and strategies received relevant ministry approvals and support including the Ministries of Education, Health, Environment among other bodies."(Human Resources Director)

Interviewee M7 depicted that;

"We usually ensure that the school is registered with relevant authorities, we also ensure that all teachers hired are TSC registered."(Head Teacher)

Interviewee M8 posited that;

"Through compliance with laws and regulations and proper constitutions with the government departments concerned and through stakeholders, engagement participation and appraisals."(Head Teacher)

Interviewee M9 stated that;

"Majority of government policies favor public schools. Several times these blanket policies have adversely affected us but through K.P.S.A we have been able to indulge education C.S constructively."(Head Teacher)

Interviewee M10 pointed out that;

"The group is always studying the regulatory policies to ensure total adherence, for instance the changes in curriculum have altered the expansion plan as there have been changes of where same grades will be domiciled".(Head Teacher)

The study established that government policies and regulations play key roles in the expansion strategy implementation and as such must be followed to the later since its through the government offices that approvals as to how to expand will be sought, the readiness and capacity to expand will equally evaluated by the same governmental bodies, this therefore means that any organization seeking to expand must work together with government agencies for timely and smooth implementation of the expansion strategy.

4.3 Challenges of Implementing Expansion Strategy at Makini Schools.

The challenges that Makini Schools faced during expansion strategy implementation were indicated by interviewees to be.

Interviewee M1 stated that;

"Conflict within the management structure, inadequate resource allocation- especially human resource, poor (inadequate) information sharing, resistance to change, resources allocation, lack of communication, lack of technical know-how and previous Makini Schools structure and culture". (Founder &Director)

Another Interviewee M2 pointed out that;

"Changes in the operating environment such as the free primary and secondary school, lack of understanding of the Schools' expansion strategy by other staff, changes in the political environment especially during electioneering periods and changes in the economic environment".(Operations Director)

Interviewee M3 posited that;

"Key challenge to expansion strategy implementation has been insufficiency of resources in terms of time, staff competencies, knowledge and skills, financial and physical resources as we had to outsource some ". (Transition Manager)

Another interviewee M4 pointed out that;

"There is still a feeling that the staffs' commitment levels to expansion strategy implementation and its effect on the success process, needed to be improved. The study revealed that top management team was deeply committed in expansion strategy implementation since they convey information to the different teams within the institution to enable them work towards achieving the organization's goals". (Communications & Marketing Director)

Interviewee M 5 depicted that;

"Part of the top management needed to clearly understand the fine details of the expansion plans and process and fully adopt before rolling them out to the other staffs to avoid confusion and lack of ownership of the process". (Managing Director)

Interviewee M6

"The study also revealed that commitment level is high since their performance is based on the input of their respective teams and that the development of a teamwork attitude has played an important role in successfully implementing strategy". (Human Resources Director)

4.4 Measures to Mitigate the Challenges of Implementing Expansion Strategy at Makini Schools.

The study identified a number of challenges aggravating expansion strategy implementation at Makini Schools. At the core of the possible solutions to these challenges it is critical for School to remain focused, resilient and remain true to the pre-set values and goals. Challenge of staff involvement in expansion strategy implementation at Makini Schools, (Human Resources Director) posited that it was mitigated by reviewing of implementation progress and delivering the information to staff and integrating the Schools' assessment procedure with expansion strategy's

evaluation plans. This conformed to the study by (Njagi, 2017) and (Ate & Machuki, 2018) who pointed out to the fact that staff involvement in the implementation of expansion strategy was key since they are the implementers and as such should be adequately involved in the process of implementation and if possible from the onset of the formulation of an expansion strategy. Development of flexible expansion strategic plans that gave room for dynamic business and political environment helped the strategy from the shock of eventualities that arose during implementation. On staff incompetence challenge, as depicted by (Transition Manager), this conformed to study by (Njagi, 2017) that attributed the shortfalls of progressive implementation of expansion strategy to staff incompetence, knowledge and skills, Makini Schools has dealt with it through satisfactory preparation, unending training and allocation of resources which positioned expansion strategy on a path to accomplishment continuous reminder and briefs of the importance of the expansion strategy. This has been done through workshops and seminars as well as exchange programs. Also discipline strategies have been put in place. (Founder & Director)

Poor employee interrelationships were challenges that Makini Schools faced overtime, (Managing Director).This was mitigated through building and nurturing healthy working relationships in the School considering it as a long-term and effective avenue to realizing desirable Schools' goals as it enhances communication and conformed to a study (Lynch, 2009) who pointed out that building and nurturing healthy working relationships in organizations was a long-term and effective stab at realizing desirable organization goals since it enhanced communication. The

relationships enhance ease of acquisition of knowledge and skills despite possible changes in roles (Lynch, 2009). Change in management as posited by (Zagotta & Robinson, 2012) was also identified as another challenge that had affected expansion strategy implementation. The study established that Makini Schools tried to put in place a smooth transition in case of change in management in terms of there being an readjustment period for employees and management. (Founder & Director), This measure conformed to Zagotta & Robinson, 2012)'s finding as they pointed out that if without changes in management for many years, then the School may settle into a way of doing things that is inefficient and comfortable for the existing management team. Mbaka & Mugambi, (2014) pointed out that changes in management, for whatever reason, can put strain to the institutional structure of an organization, this conforms to the finding faced by Makini Schools on the changes witnessed in the management as well as structure realignment. (Founder & Director). The new manager, or managers, can be un-conversant with the way the structure of the organization has been run for years and try to devise new ways of conducting business.

In order to solve the challenges related to poor communication within the organization which is believed to adversely affect expansion strategy implementation at Makini Schools, the organization has allowed the expansion strategy implementation process to be all inclusive and gives room to revise the strategies as it disseminates progress reports on a quarterly basis, (Communications & Marketing Director). This conforms to the study by (Ate & Machuki, 2018) that pointed out to the need for proper communication and breakdown of the expansion strategy along the chain of implementation through the communications office, thorough research on the back-to-

back elements of the expansion strategy so as to model it in the proper way. The study also revealed that the challenges related to staff commitment, (Human Resources Director), were mitigated in line with (Njagi, 2017) as Makini Schools had come up with improved human resource policies to motivate staff as well as involving lower cadre staffs more often so that they can own the process.

The study found that other measures like continuous explanation of strategy plus benefits that accrued from implementation, developing buy in of staff in expansion strategy implementation, review of expansion strategy regularly and provision of information on the this review to staff, giving feedback in terms of expansion strategy implementation to the staff as depicted by Founder & Director, Managing Director and Communications & Marketing Director, were in line with studies conducted by (Ate & Machuki, 2018), (Njagi, 2017). Over the years the School had faced a number of challenges on the implementation process that are not unique to Education Sector; these challenges are behavioral and systemic alike. However, the challenges have been contained and the School has put in place measures in order to manage them. It is noted that Makini Schools is confident that they will overcome these obstacles and emerge victorious in realizing their transformation goals that includes a world school of choice and to be more efficient in offering its services to the stakeholders with the aim of maximizing its profit and growth both locally and internationally.

4.5 Discussion of Findings

In this section, the study findings were discussed in relation to the theoretical

review. This section utilized institutional theory, theory of the firm and empirical studies in comparison with the findings. In relation to the Theories, the study findings conformed to institutional theory by North (1991) which applies to the findings as it was centered on the analysis of social sources and alternatives that are bound together on an institutional framework hence sought to understand the basis and shaping of social choices, mediation and channeling by the institutional environment. It further conformed to theory of the Firm by Coase (1937) which stated that the long-term nature of firms is profit maximization. The study results revealed that Makini Schools has expansion strategy implementation approaches which are Top-Down Approach, Organizational change Approach, institutionalization approach, spurring of new Makini schools values and goals which is majorly done through participation by staffs at every level of the institution where upon approval by the Board, the same is communicated and internalized within every rank to synthesize it down to implementable tasks for each staff.

The study revealed that top management is deeply committed in expansion strategy implementation such that they convey information to the different teams within the School in order to enable them work towards achieving the institution's goals, that the top management need to adopt the strategies and understand them before they bring the rest of the team on board. The study established that the efforts towards institutionalization of strategy at Makini Schools recognize the existence of an organizational structure, systems and procedures. These agree with Peterman's (2008) assertion that the process of transforming a strategy into results takes a myriad

of people, operations and laid out strategy. However, these factors are limited externally to changes in economic, political and business environments that influence their realization. The aspect of external environment is a key consideration within theory of the firm as much it is in this study because it potentially affects the organization's bottom-line performance. Makini Schools being a market player and leader in Education services makes it demanding to maintain a competitive edge to stay at the top.

Chetty (2010) weighs in on the considerable factors necessary for an organization to successfully implement its strategy, that is, commitment by top executive, all and cross-level engagement, clarity in communicating a tangible strategy, cascaded levels of accountability, selection of competent people to spearhead key initiatives, and the ability to oversee and track progress. The choice of the strategy by an organization has to be in line with the seven factors by McKinsey's 7S framework by Peters & Waterman, (1982) are key to the implementation of expansion strategy.

The findings revealed on the challenges facing the expansion strategy implementation are in line with findings by Kirubi and Oloko (2014) who identified that lack of clarity on tasks and responsibilities of employees in executing a given expansion strategy hampers strategy implementation. They argued that even though the managers have a crucial role of harnessing the potential of employees towards successful implementation of a strategy, little can be done when tasks are not clarified. Vertical expansion on the other hand was increasingly challenged by the

possibility of outsourcing the activities of the different value chain stages of the firm as depicted by (Njagi, 2017). This did not seem to be the case with Makini Schools as they relied to some extent on outsourcing of services that were not within their core competency but in the long run had still been able to carry out expansion vertically.

It was clear that in order to solve the challenges faced in expansion strategy implementation at Makini Schools the school should put much emphasis on training the staff as well as involving them in decision making. Ate & Machuki, (2018) posited the need to identify improved human resource policies to motivate staff as a measure to deal with the challenges of staff involvement to expansion strategy implementation. Makini Schools had introduced policies that entail and encourage staff participation in the implementation of expansion process thus conforming to this measure from the study. According to (Thompson et al. 2007) top management in progressive organizations need to focus on improving its performance overtime by nurturing a work environment that embraces results, promoting positive organization culture, setting of stretch objectives and goals and encouraging the use of performance management tools such as benchmarking, business process re-engineering, Total Quality Management to enhance productivity.

In order to solve the challenges related to poor communication within the organization which is believed to adversely affect expansion strategy implementation at Makini Schools, the school has allowed the expansion strategy implementation process to be all inclusive and gave room to revise the strategies as it disseminates

progress briefs and reports on periodic basis. Proper communication and breakdown of the expansion strategy along the chain of implementation and thorough research on the back-to-back elements of the strategy so as to model it in the proper way has been adopted. This concurs with (Pearce & Robinson, 2011) who argues that Information, knowledge and skills sharing and the capacity of employees to learn new ones greatly facilitates successful implementation of expansion strategy and to solve the related challenges, the top management needs to carryout intense training that equips employees and motivates them towards accomplishing their tasks and responsibilities as stipulated in the expansion strategy timeline goals.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary of research findings, the conclusions, and the recommendations as highlighted by the objectives of the study. The chapter will also bring out the limitations of the study not forgetting to mention the suggestions for further study.

5.2 Summary of Findings

The objectives of the study were to establish what approaches Makini Schools employed in implementing expansion strategy; to determine challenges of implementing expansion strategy; and determine measures to mitigate the challenges. The researcher infers that expansion strategy is a business strategy that encompasses increase and growth in terms of market share, brand extension, or increase and growth of an institution in terms of capacity, production, output or staff with the aim of increasing profits.

Many a times, the implementation of expansion strategy takes a top-down approach. At the very top is the board and the top management team made up of the chief executive officer, managing director, operations director, communications director which endorses expansion strategic approaches as laid out by the strategy team in line with the institution's goals, structure and culture. It was also intuited that there is an advisory board that consists of Education advisors that are mandated to ensure efficient and proper management, playing an oversight role over expansion strategy

implementation. The study revealed that Makini Schools follows an expansion operating guideline and plan that considers various aspects of service delivery including institutionalization and operationalization. There were a number of challenges in expansion strategy implementation at Makini Schools. A key challenge to expansion strategy implementation was scarcity of resources like time, staff competencies, knowledge and skills, financial and physical resources.

The findings equally pointed out to low staff commitment and morale due to inadequate staff involvement at the implementation stage. This is well captured in the findings that suggest that most decisions are made at the corporate level of management then cascaded downwards only for operationalization. The mitigation required that they involve the staff in decision making at different respective level of responsibility and carry out consistent follow-up. Proper communication and itemization of expansion strategy along the critical path of implementation, research on the back-to-back elements of the expansion strategy for a proper model and aligning expansion strategy with organization culture as well as values. Challenge of staff involvement has to be dealt with by training and continuous reminder of the importance of the expansion strategy, review of implementation progress and delivering the information to staff and integrating the organization's assessment procedure with expansion strategy's evaluation plans. Development of flexible expansion strategic plans that allow room for dynamic business and political environment would help the strategy from the blow of eventualities. Adequate preparation, unending training and allocation of resources would position expansion

strategy on a path to accomplishment.

Poor employee interrelationships had been faced by Makini Schools overtime. This was dealt with through building and nurturing healthy working relationships in organizations since it is a long-term and effective spear at realizing desirable organization goals since it enhances communication. Change in management was also identified as another challenge affecting expansion strategy implementation. The study established that Makini Schools always had a smooth transition in case there was a change in management in terms of there being a readjustment period for employees and other managers. This is because if there are no alterations in management for many years, then the institution may resort to a way of doing things that may be incompetent and comfortable for the present management team. Changes in management, for whatever reason, can put strain on the institutional structure. The new management may be unaccustomed to the way the organizational structure has been run for years and may come up with a new spin on how to run the business.

5.3 Conclusion

The study deduced that expansion strategy implementation at Makini Schools took a top-down approach and that top management was deeply committed to implementation of expansion strategy such that they conveyed information to other team members within the organization in order to enable them work towards achieving the organization's goals. It was also deduced that the top management needed to adopt the expansion strategies and understand them before leading the rest of

the team on board. Resources were allocated by the top management team in conjunction with the board to the relevant selected teams. All staff members are to be involved in expansion strategy implementation for it to be successful. The challenges of expansion strategy implementation can easily be solved by involvement of all staffs, training and continuous reminder of the weightiness of the expansion strategy, reviews and provision of feedback.

It was further concluded that in order to solve the challenges faced in expansion strategy implementation at Makini Schools the School should put much emphasis on training the staff as well as involving them in decision making. The identified challenges that needed immediate measures to be solved were inadequate resource allocation-especially human resource, inadequate information sharing, resistance to change, resources allocation, restrained communication, inadequate technical know-how, inadequate follow up.

5.4 Recommendations for Policy and Practice

The study recommends proper and improved training in order to align culture and structure of the School to the implementation of expansion strategy. For all employees to get committed and to buy into the process of expansion strategy implementation at Makini Schools, proper, timely and regular staff involvement needs to be incorporated. This will assist in operationalization of the expansion strategy implementation at all levels in the School. A research department should be set up to assist the management in assessing the outcome of the process. This will then relay the feedback to the whole Makini Schools' team for evaluation.

The study recommends that when an expansion strategy is being drawn the School needs to first develop a mission statement to clarify on the Schools' purpose, directions, goals and values. This can be a starting and referencing point in the strategic planning process. Mission statements can specify target customers and markets, core services, geographical turf, key technologies, concerns for abidance, plans for growth and maximization of profits and the desired brand identity.

An institution should carry out environmental check to gather information on opportunities and threats to the firm, obtain data about economic, financial, political, legal, and competitive changes in various markets that the firm serves or might want to serve. Risk analysis on political and excerption of national markets where investment or disinvestment may look attractive.

A controlled framework should be put in place which is a managerial and organizational process, used to keep the firm on board towards its expansion strategic goals and objectives. The control framework can elicit revisions in any of the preceding steps in the expansion strategy implementation process. The expansion strategic goals needs to be understood by all involved in expansion strategy implementation and therefore Makini Schools needs to establish proper internal communication avenues for all that are involved in process of expansion strategy implementation. This is to foster easy streaming of the objectives and timelines throughout the School. The School should lessen protocols in the organization structure for ease of sharing ideas and innovation for expansion strategy implementation. The challenges addressed

needs to be looked into to streamline the process of expansion strategy implementation. The challenges can be tackled in phases in accordance with the availability of the necessary resources.

5.5 Limitations of the Study

The study was limited to implementation of expansion strategy whereas there are other concepts in the field of strategic management that can be studied. This could not permit for an assessment of the outcome of expansion strategy implementation on the overall performance of Makini Schools. Additional limitation which was obvious was that the interviewees were giving information in bits because of the confidentiality. This proved a delay on the researcher's side

The study covered approaches of implementing expansion strategy at Makini Schools; to determine challenges of implementing expansion strategy; and determine measures to deal with the challenges. Thus limiting the study to Makini School, therefore the outcome of this study cannot be reproduced to another school or organization.

The research design used was a case study and interview method used captured a small number of interviewees, there are other methods such as surveys that can be used to capture a larger number of respondents.

5.6 Suggestions for Further Research

Future studies should be carried out on leadership role in the implementation of expansion strategies at Makini Schools. The study further suggests future studies to be carried out using a different methodology from the one employed in this study. A quantitative approach is recommended to assist in quantifying the specific variables in expansion strategy implementation. Since the study was based on management staffs at Makini Schools, the study suggests another study to be done based on other campuses and to include all the employees. Finally the study recommends the use of cross sectional research design on an assessment of the outcome of expansion strategy implementation on the overall performance of Makini Schools.

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APPENDICES

Appendix I: Introduction Letter

Makini Schools, Kenya, P.O Box 3191-40100

Attn: The CEO

Cendrine Akinyi Otieno

University of Nairobi, P.O Box 19134 -40123

Kisumu, Kenya

29th Oct, 2019

Dear Sir,

<u>RE: REQUEST FOR RESEARCH DATA</u>

I am a post-graduate student at the University of Nairobi, School of Business undertaking a Master Degree in Business Administration, Strategic Management Option. As part of the requirements for the award of the degree, I am supposed to carry out a study on **Implementation of Expansion Strategy at Makini Schools, Kenya** and produce a report. In this aspect, I have identified your organization as my case of study. I intend to interview the CEO, Managing Director, Directors of Education, Finance and Operations as well as Head Teachers from your Campuses.

The outcome of this study will be beneficial to your organization in various ways such as getting different and viable approaches to expansion strategy and implementation thereof, the challenges to anticipate and how to best mitigate them as they may arise to attain business success. The recommendations from this study will give a lime light on areas to improve on and promptly act. I'm kindly requesting your office to permit me to conduct this study in your schools.

Your positive response will be greatly appreciated.

Kindly note that this research is strictly for Academic purposes and the outcome will be treated with confidentiality. A copy of the final report will be availed to you.

Yours faithfully

Akinyi C. Otieno

Appendix II: Interview Guide

(Adopted from the review of previous studies); Njagi, (2017); Ate & Machuki, (2018)

EXPANSION STRATEGY IMPLEMENTATION MAKINI SCHOOLS, KENYA.

The information obtained from this interview guide will be treated with high confidentiality and will not be used for any purpose other than academic purposes.

Part A: Interviewee Profile

   i.   Name of Department?

  ii.   What is your Job Title/Position?

 iii.   For how long have you worked for Makini Schools, Kenya?

Part B: Expansion Strategy Implementation Approach, Challenges and Measures at Makini Schools, Kenya.

   i.   Over the past few years there has been a notable expansion of your institution, is it a motivation? Or what informed the expansion of the facility?

  ii.   At what point did expansion become an orientation of the organization? Was it spelled in your strategic plan?

 iii.   Leadership plays an important role in expansion strategy implementation as leaders are the vision carriers and responsibility holders in an organization, how has leadership role been exercised and witnessed in the process of implementation of expansion strategy.

  iv.   Systems bring about smooth and controlled running of day to day activities in an organization, how did Makini School go about its systems and the implementation process of expansion strategy?

   v.   Expansion strategy comes with need for expertise required to spearhead the expansion process as far as policy formulation, day to day operations, management of resources is concerned, as well as timelines set for the completion

of the process, was there a time when Makini School had to either outsource, freshly hire experts to attain its expansion strategy, and was there a stated timeline that the project was to take? How impactful was the choice?

vi.   How was the implementation of the branches attained? Were they acquired or were they rented premises and were there a feasibility study and cost benefit analysis carried out? Was it a viable venture?

vii.   Did the expansion strategy have a separate budget from the institutional annual budget? Who was charged with the responsibility of oversight, was it a whole teams responsibility or there were unique tasks delegated to specific persons?

viii.   For successful implementation of expansion strategy to be realized, the organization structure and culture needs to be aligned to the strategy or the strategy aligned to the existing structure, in the case of Makini Schools, how was the issue of the organization structure handled and was there any setback as far as strategy and structure was concerned, if so how was it mitigated?

ix.   In the course of your implementation you may have experienced challenges varying from scarcity in resources, staff skills and competencies, leadership styles and orientation, commitment of employees, among others, how did you mitigate these challenges?

x.   Government policies and regulations determine so much that an organization can do since they somehow determine the growth path for an organization? How did Makini School incorporate the regulators policies and recommendations during the implementation of its expansion strategy, did it affect the School's original plan and if so how did you mitigate this?