CHALLENGES OF STRATEGY IMPLEMENTATION AT THE KENYA MEDICAL RESEARCH INSTITUTE

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DECLARATION

DECLARATION BY CANDIDATE

This project is my original work and has not been presented for a Masters degree in any University. No part of this project may be produced without prior permission from the author and/or University of Nairobi

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

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God bless you all.

DEDICATION

This work is dedicated to my family.

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LIST OF ABBREVIATIONS AND ACRONYMS

KEMRI	KENYA MEDICAL RESEARCH INSTITUTE
MDG	MILLENNIUM DEVELOPMENT GOALS
HELB	HIGHER EDUCATION LOANS BOARD
IFCSSA	INTERNATIONAL FINANCE CORPORATION SUB SAHARAN AFRICA
ILS	INFORMATION AND LIBRARY SERVICE
SWOT	STRENGTH, WEAKNESSES, OPPORTUNITIES AND THREATS
HIV	HUMAN IMMUNODEFICIENCY VIRUS
AIDS	ACQUIRED IMMUNE DEFICIENCY SYNDROME
UNDP	UNITED NATIONS DEVELOPMENT PROGRAM
UNAIDS	UNITED NATIONS PROGRAMME ON HIV AIDS
HDI	HUMAN DEVELOPMENT INDEX
CDC	CENTRES FOR DISEASES CONTROL
JICA	JAPAN INTERNATIONAL COOPERATION AGENCY
WRAIR	WALTER REED ARMY INSTITUTE OF MEDICAL RESEARCH

ABSTRACT

The purpose of this project was to determine challenges of strategy implementation at the Kenya Medical Research Institute. The specific objective was to find out the strategy implementation challenges at the Kenya Medical Research Institute within the wider implementation context of organization culture.The study was modelled on a case study design and data collected through face to face interview method. The respondents' were subjected to open ended questions. Data was analyzed using content analysis technique and inferences made based on consistency, credibility and adequacy of data. The research revealed that most of the challenges encountered in the process of implementing the strategic plan at the Kenya Medical Research Institute revolve around the bureaucracy culture that exists at the Institute. This has led to lack of ownership of strategic plan on the part of the staff. The need for an all inclusive participation and communication of the strategic planning process was apparent.

Key Words: Challenges, Strategy, Implementation, Kenya Medical Research Institute.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

A strategy is a plan of action designed to achieve a particular goal. Strategic management is the art, science and craft of formulating, implementing and evaluating cross-functional decisions that will enable an organization to achieve its objectives. It is the process of specifying the organization's mission, vision and objectives, developing policies and plans, often in terms of projects and programs, which are designed to achieve these objectives and then allocating resources to implement the policies, plans, projects and programs (Pride and Ferrell, 2003). Strategic management seeks to achieve better alignment of corporate policies and strategic priorities, coordinate and integrate the activities of the various functional areas of a business in order to achieve organizational objectives.

1.1.1 Birth of strategic management

Strategic management as a discipline originated in the 1950s and 60s. Prior to this period, were numerous early contributors to the literature, notably, Alfred Chandler, Philip Selznick and Peter Drucker. Alfred Chandler recognized the importance of coordinating the various aspects of management under one all-encompassing strategy. Prior to this time, the various functions of management were separate with little overall coordination or strategy. Interactions between functions or between departments were typically handled by a boundary position, that is, there were one or two managers that relayed information back and forth between two departments. Chandler stressed the importance of taking a long term perspective when looking to the future and in his 1962 groundbreaking work "*Strategy and Structure*" he showed that a long-term coordinated strategy was necessary to give a company structure, direction, and focus. He says it concisely that "structure follows strategy" (Chandler, 1962).

Selznick (1957) introduced the idea of matching the organization's internal factors with external environmental circumstances. This core idea evolved into what is now known as SWOT analysis. Strengths and weaknesses of the firm are assessed in light of the opportunities and threats from the business environment. Igor (1965) built on Chandler's work by adding a range of strategic concepts. He developed a strategy grid that compared market penetration strategies, product development strategies, market development strategies and horizontal and vertical integration and diversification strategies. He felt that management could use these strategies to systematically prepare for future opportunities and challenges. Ansoff (1965) developed the gap analysis still used today in which he emphasised the need to understand the gap between where one is currently and where one would like to be, then develop what he called "gap reducing actions".

Peter Drucker was a prolific strategy theorist, author of dozens of management books, with a career spanning five decades. His contributions to strategic management were many but two are most important. He stressed the need for objectives and pointed out that an organization without clear objectives is like a ship without a rudder. As early as 1954 he was developing a theory of management based on objectives. This evolved into his theory of management by objectives (MBO). According to Drucker (1954), the procedure of setting objectives and monitoring your progress towards them should permeate the entire organization, top to bottom. His other contribution was in predicting the importance of what today we would call, "intellectual capital". He predicted the rise of what he called the "knowledge worker" and explained the consequences of this for management. He said that knowledge work is non-hierarchical. Work would be carried out in teams with the person most knowledgeable in the task at hand being the temporary leader.

Strategic management involves formulation, implementation and review. Strategy implementation can be said to be the most challenging of them all. Strategy is most effectively implemented when the people involved in the operations of the business are action-oriented and pragmatic (Lawrence, 2005). Effective strategy implementation is also a systems management activity that involves leading, motivating, organizing change, engineering business processes, and creating strong fits between strategy and how the business does things. Someone who intends to implement strategy must be able to put the strategic plan into action. He must be able to identify what needs to be done and start working on it in order for the targeted strategic and financial goals to be achieved. With all these factors involved, one can say that strategy implementation is more challenging and time consuming than strategy formulation.

Strategy implementation is a tough management job as it involves a variety of managerial activities. There is also a lot of different ways to approach each and every activity involved in implementing strategy, and the whole process also requires distinct and diverse people management skills. Those involved in strategy implementation must, for example, be able to overcome their resistance to change for the whole process to be successful (Lawrence, 2005).

1.1.2 Strategy formation

Strategic formation is a combination of three main processes namely; performing a situation analysis, self-evaluation and competitor analysis, both internal and external, both micro-environmental and macro-environmental. Setting objectives, which should be time bound in the short-term, medium or long-term. This involves crafting vision statement which is a long term view of a possible future, mission statement which is the role that the organization gives itself in society, overall corporate objectives both financial and strategic, strategic business unit objectives both financial and strategic, and tactical objectives. These objectives should, in the light of the situation analysis, suggest a strategic plan. The plan provides the details of how to achieve these objectives.

1.1.3 Strategy implementation

Strategy Implementation is an important component of the strategic planning process. It has been defined as "the process that turns strategies and plans into actions to accomplish objectives" (Pride and Ferrell, 2003). It addresses the "who, where, when, and how" to carry out strategic implementation process successfully. (Kotler *et al.* 2001). Pride and Ferrell (2003) define strategy implementation as "the process of putting strategies into action". According to David (2003), both managers and employees should be involved in the implementation decision and adequate communication between all parties is important for successful implementation. Elements that require consideration during the implementation process include annual objectives, policies, resource allocation, management of conflict, organization structure, managing resistance to change, and organizational culture (David, 2003). In developing policies during the implementation process, methods, procedures, rules, forms, and administrative practices are established.

According to David (2003), strategies which are implemented within an organization should support the culture associated with the firm. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy (David, 2003). Conflict management also plays an integral role within the implementation process. According to David (2003); Godiwalla *et al.* (1997), the human element of strategic implementation plays a key role in successful implementation and involves both managers and employees of the organization. Both parties should directly participate in implementation decisions and communication that plays a key role in ensuring that this occurs (David, 2003). Business performance is influenced by this human element of strategic implementation. Through providing performance incentives to employees during the implementation phase, it is suggested by David (2003) that business performance will be positively influenced.

Bartlett and Ghoshal (1987) noted that in all the companies they studied "the issue was not a poor understanding of environmental forces or inappropriate strategic intent. Without exception, they knew what they had to do. Their difficulties lay in how to achieve the necessary changes. Supporting this, Miller (2002) reports that organizations fail to implement more than 70 percent of their new strategic initiatives. Given the significance of this area, the focus in the field of strategic management has now shifted from the formulation of strategy to its implementation (Wilson, 1994, Hussey, 1998, Lorange, 1998). There are some commonly used models and frameworks such as SWOT, industry structure analysis and generic strategies for researchers and practicing managers in the areas of strategy analysis and formulation in strategic management. By contrast, there is no agreed-upon and dominant framework in strategy implementation. Concerning this, Alexander (1991) has stated that: One key reason why implementation fails is that practicing executives, managers and supervisors do not have practical, yet theoretically sound, models to guide their actions during implementation. Without adequate models, they try to implement strategies without a good understanding of the multiple factors that must be addressed, often simultaneously, to make implementation work.

Noble (1999) has further noted that there is a significant need for detailed and comprehensive conceptual models related to strategy implementation. To date, implementation research has been fairly fragmented due to a lack of clear models on which to build. In short, a comprehensive implementation framework has yet to be developed in the strategic management field. The main objectives of this project were to identify and evaluate those factors that play a significant role in strategy implementation, and to explain and better understand complex issues of strategy implementation that needs to be put in place to achieve the deserved results. A successfully implemented strategy will yield the following benefits to an organisation: proper utilization of resources with financial and human and thus enhance organizational growth, development of efficient systems that will enhance coordination that would guarantee achievement of organizations goal and set targets, increased organizational impact due to improved organizational performance and sustained competitiveness, the organisation will be able to have a clear focus and direction in its growth path and in the process attract competent and resourceful human resource base. The aim of this project was to identify necessary factors that need to be in place for effective strategy implementation.

1.1.4 Strategy evaluation

In order to measure the effectiveness of the organizational strategy, it's extremely important to conduct a SWOT analysis to figure out, both internal and external, the strengths, weaknesses, opportunities and threats, of the entity in question. This analysis enables one understand the entity and therefore prompt certain measures or even a change of the entire strategy. Scholes and Whittington (2008) present a model in which strategic options are evaluated against three key success criteria namely, suitability, feasibility and acceptability. Suitability deals with the overall rationale of the strategy. The key point to consider is whether the strategy would address the key strategic issues underlined by the organisation's strategic position. Tools that can be used to evaluate suitability include ranking strategic options and decision trees. Feasibility is concerned with whether the resources required to implement the strategy are available or can be developed or obtained. These resources include: funding, people, time and information. Tools that can be used to evaluate feasibility include cash flow analysis and forecasting, break-even analysis and resource deployment analysis. Acceptability is concerned with the expectations of the identified stakeholders with the expected performance outcomes, which can be return, risk and stakeholder reactions. Tools that can be used to evaluate acceptability include what-if analysis and stakeholder mapping

1.1.5 Medical Research in Kenya

Medical research, also known as biomedical research or experimental medicine, is the basic research conducted to aid and support the body of knowledge in the field of medicine. Medical research can be divided into two general categories: the evaluation of new treatments for both safety and efficacy in what are termed clinical trials, and all other research that contributes to the development of new treatments. The latter is termed preclinical research if its goal is specifically to elaborate knowledge for the development of new therapeutic strategies. Medical research is highly regulated by National regulatory authorities that oversee and monitor medical research. The World Medical Association develops the ethical standards for the medical profession, involved in medical research. All ideas of regulation are based on a country's ethical standards code and this is why treatment of a particular disease in one country may not be allowed, but is in another (Highleyman, 2006).

Tropical diseases, especially malaria and tuberculosis, have long been a public health problem in Kenya. In recent years, infection with the human immunodeficiency virus (HIV), which causes acquired immune deficiency syndrome (AIDS), also has become a severe problem. Estimates of the incidence of infection differ widely. The United Nations Development Program (UNDP) claimed in 2006 that more than 16 percent of adults in Kenya are HIV-infected, whereas the Joint United Nations Programme on HIV/AIDS (UNAIDS) cites the much lower figure of 6.7 percent. Despite politically charged disputes over the numbers, however, the Kenyan government recently declared HIV/AIDS a national disaster. In 2004 the Kenyan Ministry of Health announced that HIV/AIDS had surpassed malaria and tuberculosis as the leading disease killer in the country. Thanks largely to AIDS, life expectancy in Kenya has dropped by about a decade. Since 1984 more than 1.5 million Kenyans have died because of HIV/AIDS. More than 3 million Kenyans are HIV positive.

More than 70 people a day die of HIV-related illnesses. The prevalence rate for women is nearly twice that for men. The rate of orphanhood stands at about 11 percent. AIDS has contributed significantly to Kenya's dismal ranking in the latest UNDP Human Development Report, whose Human Development Index (HDI) score is an amalgam of gross domestic product per head, figures for life expectancy, adult literacy, and school enrollment. The 2006 report ranked Kenya 152nd out of 177 countries on the HDI and pointed out that Kenya is one of the world's worst performers in infant mortality. Estimates of the infant mortality rate range from 57 to 74 deaths/1,000 live births. The maternal mortality ratio is also among the highest in the world, thanks in part to female genital cutting, which has been illegal since 2001 for girls under 16. Kenya's health infrastructure suffers from urban-rural and regional imbalances, lack of investment, and a personnel shortage, with, for example, as of 2000, there was one doctor for 10,150 people (Indrayan, 2004).

The increased longevity of humans over the past century can be significantly attributed to advances resulting from medical research. Among the major benefits have been vaccines for measles and polio, insulin treatment for diabetes, classes of antibiotics for treating a host of maladies, medication for high blood pressure, improved treatments for AIDS, new surgical techniques such as microsurgery, and increasingly successful treatments for cancer. New, beneficial tests and treatments are expected as a result of the human genome project. Many challenges remain, however, including the appearance of antibiotic resistance and the obesity epidemic. Public health is the science and art of preventing disease, prolonging life and promoting health through the organized efforts and informed choices of society, organizations, public and private, communities and individuals. It is concerned with threats to the overall health of a community based on population health analysis. The population in question can be as small as a handful of people or as large as all the inhabitants of several continents for instance, in the case of a pandemic. Public health is typically divided into epidemiology, biostatistics and health services

There are 2 distinct characteristics of public health, it deals with preventive rather than curative aspects of health and secondly, it deals with population-level, rather than individual-level health issues. The focus of public health intervention is to prevent rather than treat a disease through surveillance of cases and the promotion of healthy behaviors. In some cases, treating a disease may be vital to preventing its spread, such as during an outbreak of an infectious disease or contamination of food or water supplies. Hand washing, vaccination programs and distribution of condoms are examples of public health measures. The goal of public health is to improve lives through the prevention and treatment of disease. The United Nations' World Health Organization defines health as a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. The focus of a public health intervention is to prevent rather than treat a disease through surveillance of cases and the promotion of healthy behaviors. In Kenya, medical research is regulated by the Kenya Medical Research Institute (KEMRI) that oversees and monitors medical research.

1.1.6 Kenya Medical Research Institute

The Kenya Medical Research Institute (KEMRI) was established in 1979 under the Science and Technology (Amendment) Act of that year to represent the national body responsible for carrying out health science research in Kenya. Prior to the establishment of KEMRI, health research in Kenya was conducted under the auspices of the East African Medical Research Council which had been established in 1957 to serve the countries of the East African Community. Following the break-up of the East African Community in 1977, the Kenyan Parliament passed the Science and Technology Act in 1977 and amended it in 1979 to provide for the establishment of Research Institutes (http://www.kemri.org)

KEMRI's mandates as outlined in the Science and Technology (Amendment Act of 1979) have been further translated to be in harmony with the Institute's current health research development realities and the envisaged future direction (http://www.kemri.org).The mandate of KEMRI is to co-operate with the Ministry of Public Health, the Ministry responsible for research, the national Council for Science and Technology and the Medical Science Advisory Research Committee on matters pertaining to research policies and priorities. It shall co-operate with other organizations and institutions of higher learning in training programmes and on matters of relevant research. In addition, it shall disseminate and translate research findings for evidence-based policy formulation and implementation. It shall conduct research in human health, liaise with other relevant bodies within and outside Kenya carrying out research and related activities and do all such things as appear necessary, desirable or expedient to carry out its functions (http://www.kemri.org). These mandates do not in any way alter the core contents of any of the mandates as contained in the said Act. KEMRI's vision is to be a leading centre of excellence in the promotion of quality health. Its mission is to improve on the quality of health and human life through research.

KEMRI has four Research Programme Committees which are essentially coordinating committees with the mandate to oversee all the research activities being carried out in the Institute with a view to providing advice and direction for national development. Each research Programme Committee is composed of a multidisciplinary group of experts from KEMRI, the universities and the relevant Ministries and Government Agencies. Infectious Diseases Control Research Programme Committee oversees research geared towards the reduction of the disease burden due to infectious agents and particularly due to HIV/AIDS and related infections. It focuses on research in opportunistic infections, tuberculosis, sexually transmitted infections, viral hepatitis, acute respiratory infections, drugs development and management. Parasitic Diseases Research Programme Committee oversees research geared towards the reduction of disease burden due to parasitic infections and particularly due to malaria, schistosomiasis, leishmaniasis, filariasis and intestinal parasites. The programme concentrates on epidemiology, parasitology, immunology, molecular biology, pathophysiology and vector biology and control of parasitic diseases. In addition, it focuses on drugs management and development of vaccines.

Public Health and Health Systems Research programme committee is mandated to define and investigate the incidences and prevalence of diseases and health issues of major public health importance and develop strategies for promotion of better health. Health systems research, public health education, applied human nutrition, maternal and child health, reproductive health and population studies, behavioral studies, environmental and occupational health fall under this programme. Biotechnology and Non-Communicable Diseases Research Programme Committee focuses in the development and promotion of modern biotechnological techniques in molecular biology for production of pharmaceuticals, biologicals and other applications for use in the promotion of health. The programme also focuses on non-communicable diseases including oncology, cardiovascular and renal diseases

KEMRI has over the years, developed fruitful collaborative links with a large number of institutions locally and abroad, and these links are constantly changing or increasing. The current local collaborators include Ministry of Health and Ministry of Education, Science and Technology, Kenyatta National Hospital, National Universities and Tertiary Institutions e.g. University of Nairobi, Egerton University and Kenyatta University. Regional Collaborators include Blair Research Centre-Zimbabwe, Makerere University Medical School and Suez Canal University-Egypt. International collaborators include Centres for Diseases Control and Prevention (CDC), Japan International Cooperation Agency (JICA) and Walter Reed Army Institute of Medical Research (WRAIR)

The Kenya Medical Research Institute is governed by a Board of Management appointed by the Minister in the ministry responsible for research. The Board is responsible for all the policy matters of the Institute and consists of a Chairman, six appointed members, and representatives from various government Ministries, Departments and Agencies. Currently, there are four Standing Committees of the Board, namely the Scientific Programmes Committee which is responsible for scrutinizing, evaluating and approving research programmes, performance and output of research projects, the Staff and Finance Committee responsible for reviewing and determining staff needs. The Audit Committee oversees all audit functions of the Institute. Lastly, there is the Committee overseeing infrastructure and development.

The Director of the Institute is appointed under the provisions of the Science and Technology (Amendment Act, 1979), by the Minister responsible for Research (Health). He is the Chief Executive of the Institute. In this capacity, he is the accounting officer as well as the administrative and scientific head of the Institute. The KEMRI Secretariat has three Deputy Directors, namely, Deputy Director (Research & Development), Deputy Director (Research & Training), Deputy Director (Administration & Finance). The Research Centres of KEMRI are created by the Board of Management of the Institute. These Research Centres are expected to focus on specific areas of national and/or strategic importance, and they are centres of excellence which emphasize and articulate the respective areas in which they have been given mandates to do research. The Board, in conformity with the national objectives, may reorganize the mandates of these Research Centres as it may deem appropriate.

The challenges of health and development in Kenya are inextricably linked to the wider global health challenges. It is in this realization that Kenya as a part of the world community, has committed itself to the advancement of the Millennium Development Goals (MDGs) and to Vision 2030 towards the improvement of life globally. The KEMRI strategic master plan (2005 – 2015) will, inevitably, have to address the Kenya health agenda in the context of the MDGs-hence the title of the Plan" Meeting the Health Challenges of the 21st Century". KEMRI, towards the realization of its above stated vision, mission and the strategic master plan, gives special emphasis to human resource development. It recognizes that people are not only the best resource but also the best investment (http://www.kemri.org).

1.2 Statement of the Problem

To ensure organisation success, successful implementation of strategy is fundamental. The objective of this study is to determine challenges of strategy implementation at the Kenya Medical Research Institute.

Studies done in the area of strategy implementation challenges include. Kapto (2009) focused on challenges of strategy implementation at Kenya Wildlife Services and he concluded that formulation of strategies and its implementation does not correspond and therefore there should be consistency. Ochieng (2009) studied challenges in strategy implementation at the international finance corporation sub-Saharan Africa region (IFCSSA) and found that the reliance of grants and donors to finance various projects hampers the implementation of the set strategies by the organization. Michael (2004) studied factors influencing strategy implementation by international NGOs operating in Kenya and found that the development partners mostly fund small programmes which leaves the organization to fund large projects and also the delay in disbursing funds makes the organization not to complete its projects in time

Awino (2000) dwelt on the effectiveness and problems of strategy implementation of financing' Higher education In Kenya by HELB and found out that the challenges emanates from students not honouring their part by paying for the loans advanced to them so that the funds can be used on other needy students and also low amount of money given by the government thus compelling the institution to finance partly the students fees Koskei (2003) studied strategy implementation and its challenges in public corporations with emphasis on Telkom Kenya limited found out that the corporations sets some targets which becomes hard to be accomplished and also lack of dedication by the staff to ensure successful accomplishment of the strategies. Njuguna (2009) studied strategy Implementation at St. Johns Community Centre and found out that the organization does not have a strategy for local resource mobilization and therefore depends on international donors whom they have to report to on their implementation.

The context of strategy implementation is one important factor that explains the success of the execution decisions and actions. According to Lawrence (2005), there are four strategy implementation contexts notably, the change management context, the culture of the organization, the organizational power structure, and the leadership context. Each of these contexts may portend unique strategy implementation challenges. The implementation challenges within the change management context have been researched on. However, implementation challenges within the context of the culture of the organization have received little formal attention. In this research, we seek to establish implementation challenges at the Kenya Medical Research Institute within the wider context of organization culture. Are there challenges of strategy implementation at Kenya Medical Research Institute?

1.3 Objective of the study

The objective of the study is to find out the strategy implementation challenges at the Kenya Medical Research Institute within the wider implementation context of organization culture.

1.4 Value of the study

Basically, organizational culture is the personality of the organization. Culture is comprised of the assumptions, values and norms of the organization. For example, the culture of a large, for-profit corporation is quite different from that of a not for profit organization like a hospital, a university or a research institution. Therefore, their strategies, their implementation as well as challenges of implementation are bound to be different. A great strategic plan can be destroyed by poor implementation. Successful implementation requires an understanding of the "big picture." A thorough understanding of the implementation challenges in a given context is therefore imperative to enable one to make more informed strategy implementation decisions. This study will be a case of the Kenya Medical Research Institute and will be looking at the challenges encountered within the period covered under the current strategic master plan (2005 – 2015)

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

If you think strategy formulation is difficult, try strategy implementation. Implementing strategy is difficult and without proper implementation, no business strategy can succeed. Difficulties abound due to lack of execution know-how and the ability to confront difficult organizational and political obstacles that stand in the way of effective implementation. Successful strategy implementation is best achieved when those responsible for implementation are also part of the formulation process; unfortunately, most managers know more about developing strategy than they do about implementing it since rarely do they get involved in the implementation. Consequently, implementation is left to lower level employees who rarely get involved in the planning and formulation stages. However, managers can learn the key steps or variables that lead to successful execution. A model of implementation that outlines implementation actions and key processes and decisions involved, can be availed to provide a logical approach to making strategy work. Not a great deal of attention has been devoted exclusively to strategy implementation in the management and organizations literature. Dedicated, formal attention to implementation or execution has been lacking. A good review of management literature and the implications for implementation was done by Hrebiniak and Joyce (2001).

Decisions and actions take place within an organizational or environmental context. Strategy implementation decisions take place within a given context. The context of strategy implementation is important because each portends unique strategy implementation challenges and therefore, can affect implementation processes and outcomes. According to Lawrence (2005), there are four contextual factors that deserve attention when explaining the success of execution decisions. Research on change management has been done and showed that the biggest obstacle to successful strategy implementation is the inability to manage change. Execution may demand changes in job responsibilities, organizational structure, coordination methods, people, incentives, or controls. These changes may be vital to the success of execution outcomes, thus the ability to manage the change process. This research will focus on the culture of the organization context which is linked to the change management context. The concept of culture is particularly important when attempting to manage organization-wide change

Practitioners are coming to realize that, despite the best-laid plans, organizational change must include not only changing structures and processes, but also changing the corporate culture as well.

2.2 The Need for Strategic Management

Strategic management is the process of determining, evaluating and adapting the aims, or mission, of an organization and the patterns of decisions that guide the achievement of those aims in the long-term. The primary responsibility for strategic management lies with the top management of the organization (Cole, 1993). Strategic management is an ongoing process to develop and revise future-oriented strategies that allow an organization to achieve its objectives, considering its capabilities, constraints, and the environment in which it operates (Mitchell, 2009). It is the set of decisions and actions used to formulate and implement strategies that will provide a competitively superior fit between the organization and its environment so as to achieve organizational goals (Daft, 2009). The need for strategic management has been necessitated by, among others, the increased expectations of customers for the quality and variety of consumer goods and personal services, the rapid advances of technology and the improvement in world-wide communications systems, leading to better and more timely information prior to decision making by buyers, sellers and middlemen.

Strategic thinking has to address such questions as "where do we want to be in 5, 10 or 20 years time? What do we have to achieve in order to get there? What resources are we likely to require? What changes are we likely to have to cope with in our operating environment? How can we gain and/ or retain the competitive advantage over others?" (Cole, 1993). Like Napuk (1993) puts it, you need to know where you are going before deciding on how to get there. Cole (1993) summarizes in the figure below, the kinds of issues which make the assumption that strategic management is about reconciling the often conflicting forces present in the formulation and implementation of strategy, in the development of agreed goals or objectives, in the adoption of a viable structure and in meeting the demands of the external world.

Figure 2.0: Key Issues in Strategic Management (Cole, 1993)

A different approach to developing corporate strategy discussed in Cole (1993) is Porter's five market forces namely: the threat of new entrants, the threat of substitute products, the bargaining power of buyer, the bargaining power of suppliers and rivalry among current competitors, whose interplay in strategy formulation can be well illustrated in the SWOT analysis. This is the appraisal of the organization's strengths and weaknesses and an evaluation of the environment's opportunities and threats. Daft (2009) illustrates SWOT as follows; Strengths are positive internal characteristics that the organization can exploit to achieve its strategic performance goals. Weaknesses are internal characteristics that might inhibit or restrict the organization's performance. Opportunities are characteristics of the external environment that have the potential to help the organization achieve or exceed its strategic goals. Lastly, threats are characteristics of the external environment that may prevent the organization from achieving its strategic goals. According to Mitchell (2009), this diagnosis includes performing a situation analysis of the internal environment of the organization, including identification and evaluation of current mission, strategic objectives, strategies, and results, plus major strengths and weaknesses; analyzing the organization's external environment including major opportunities and threats and identifying the major critical issues, which are a small set, typically two to five, of major problems, threats, weaknesses, and/or opportunities that require high priority attention by management

2.3 The need for successful strategy implementation

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies it is as low as 70% (Judson, 1991). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation. This can be documented by the focus on strategy formulation in strategic management literature. To resolve this, strategic management should accomplish its very own shift of emphasis by moving from a 90:10 concern with strategy formulation relative to implementation to a minimum 50:50 proportion with each other (Grundy, 1998). Strategy implementation is an enigma in many companies. The problem is illustrated by the unsatisfying low success rate (only 10 to 30 percent) of intended strategies. The primary objectives are somehow dissipated as the strategy moves into implementation and the initial momentum is lost before the expected benefits are realized. This article discusses how a successful implementation is a challenge that demands patience, stamina and energy from the involved managers. The key to success is an integrative view of the implementation process.

Mulcaster (2009) argues that while much research and creative thought has been devoted to generating alternative strategies, too little work has been done on what influences the quality of strategic decision making and the effectiveness with which strategies are implemented. For instance, in retrospect it can be seen that the financial crisis of 2008-9 could have been avoided if the banks had paid more attention to the risks associated with their investments, but how should banks change the way in which they make decisions in order to improve the quality of their decisions in the future? Mulcaster addresses this issue by identifying 11 forces that should be incorporated into the processes of decision making and strategic implementation. The 11 forces are: Time; Opposing forces; Politics; Perception; Holistic effects; Adding value; Incentives; Learning capabilities; Opportunity cost; Risk; Style - which can be remembered by using the mnemonic 'TOPHAILORS'.

2.4 Strategy Formulation and Implementation Process

It is useful to consider strategy formulation as part of a strategic management process that comprises three phases namely, diagnosis, formulation, and implementation (Mitchell, 2009). She contends that formulation produces a clear set of recommendations, with supporting justification, that revise as necessary the mission and objectives of the organization, and supply the strategies for accomplishing them. She further asserts that in formulation, we are trying to modify the current objectives and strategies in ways to make the organization more successful. This includes trying to create sustainable competitive advantages, although most competitive advantages are eroded steadily by the efforts of competitors. Strategy implementation on the other hand, according to Daft (2009) is the stage of strategic management that involves the use of managerial and organizational tools to direct resources toward achieving strategic outcomes.

Strategy formulation and implementation is the most substantive decision making process, covering four principal stages namely formulating priority strategies, negotiating and agreeing on action plans, designing and implementing demonstration projects and integrating projects and plans into strategic approaches. According to Mitchell (2009), it is important to consider "fits" between resources plus competencies with opportunities, and also fits between risks and expectations. She suggests that there are four primary steps in this phase namely reviewing the current key objectives and strategies of the organization, which usually, would have been identified and evaluated as part of the diagnosis, identifying a rich range of strategic alternatives to address the three levels of strategy formulation, including but not limited to dealing with the critical issues, doing a balanced evaluation of advantages and disadvantages of the alternatives relative to their feasibility plus expected effects on the issues and contributions to the success of the organization and deciding on the alternatives that should be implemented or recommended.

2.4.1 Stages of Strategy Formulation and Implementation

The three levels of strategy formulation suggested by Mitchell (2009) are; formulating priority strategies which begin with the further clarification of issues. As experience shows, these are never as simple or straight-forward as they initially seem. This clarification, which can be aided by spatial analysis or other through economic and social analysis, provides the firm basis on which the working group proceeds to review and assess strategic options. By bringing together the different views and outlooks of the various stakeholders, the Working Group converges to a consensus on the strategic vision to be pursued. The second level which involves negotiating and agreeing on action plans is the crucial step of translating strategies into concrete realities. At this stage, the working group engage in detailed technical work to develop plans of action for implementing the agreed strategies. This requires extensive negotiation, as action plans must be based on clear and specific commitments by individual actors to undertake specific actions at agreed times and with the application of agreed financial and other resources. This is often the most difficult stage of the process, but action plans developed in this way are much more likely to be implemented successfully than traditional single-sector top-down implementation plans.

Designing and implementing demonstration projects is a key task which should be undertaken as early as possible in the process. These are small-scale, usually local-oriented capital investment or technical assistance projects, which are designed to demonstrate a new approach. Being small, they can be developed and implemented fairly rapidly, especially if given fast track priority. They provide the opportunity for testing in practice some of the ideas coming out of the working group, and they are especially valuable as a way of stimulating stakeholder participation and commitment, as well as showing visible results. Integrating Project and Plans into Strategic Approaches is a stage which is often neglected, but is in fact important for two reasons. First, it brings together various strands of the work of the working group and generates awareness and wider understanding. Second, when the well-developed strategies and action plans, and their demonstration project results, are discussed and agreed, this will help to integrate them into local government executive and/or legislative resolutions and budgets, thus become officially rooted in the governmental apparatus.

Bryson (2004) suggests that one should develop implementation strategy documents and action plans to guide implementation and focus attention on necessary decisions, actions, and responsible parties. Consistent with Mitchell's (2009) position, he argues that action plans outlines specific expected results, objectives and milestones, roles and responsibilities of implementation bodies, teams and individuals. In implementing strategies and plans successfully, he argues that the process involves specific action steps, schedules, resource requirements and sources, a communication process and accountability process and procedures. Pearce and Robinson (2007) argue that, to ensure success of the strategy implementation, the strategy must be translated into carefully implemented action plan. This is because the firm strategy is implemented in a changing environment and therefore the need for strategic control during the implementation

2.5 Types of Strategies

2.5.1 The planned strategy

The planned strategy is clear intentions backed by formal control. The leader is the centre of authority with their intentions being very clear and precise and the goal is to transform the intention to collective action with minimum distortion. Programs and systems are built in to the plan to ensure that no one acts in another way than intended. For this type of strategic process to be effective, the environment has to be extremely stable or the organization has to be able to predict it with great accuracy. When organizations put large quantities of resources in a mission or project, they might not tolerate unstable environment. An example of this can be mining companies.

2.5.2 Umbrella strategy

Mintzberg and Waters (2001) relax the condition of tight control over the actors in the organizations and in some cases, control over the environment. Leaders have only partial control over the members of the organization. In the umbrella strategy, there are general guidelines for behavior, defined boundaries and the other actors in the organization can manoeuvre within these parameters. This means that strategies can emerge within these boundaries. The umbrella strategy cannot only be labelled as deliberate and emergent but also "deliberate emergent" in the sense that the central leadership creates conditions which allow strategies to emerge. Like the entrepreneurial strategy, there is a certain vision emanating from the central leadership.

2.5.3 Institutional competition – Governance (IC-G)

Firms competing for the advantages of higher standards of corporate governance including the indirect benefit of increased institutional support are distinguished by ongoing internal processes aimed at raising governance standards of the firm. Such firms are said to be following an IC-G strategy. IC-G strategy can be defined as a strategy whereby the firm aims specifically to increase its comparative power and reduce that of its competitors by increasing its standards of corporate governance, distinctly and individually. Firms aiming to increase their governance standards also have the option, particularly if they enjoy strong institutional support, of trying to reduce the environmental average of standards of governance. This may provide certain benefits in the short-run. By reducing the level of compliance required and following such lower level of compliance, some firms may not choose to lower their standards of governance despite the lower levels of compliance required. These competitor firms will enjoy the benefits of high governance standards, such as legitimacy and a positive social image amongst consumers.

2.5.4 Opportunistic strategy (OS)

According to Palatino and Seifert (1997) the firm using an opportunistic strategy deviates from plans easily when opportunities occur. Plans are constantly being adjusted. Thus this strategy is not top-down and systematic. On the other hand, opportunistic strategy is not completely driven by the situation as is the reactive strategy. It is much more proactive.

2.5.5 Unconnected strategy

The unconnected strategy is perhaps the most straightforward of all. One part of the organization, a subunit or sometimes even an individual is able to realize its own pattern in its stream of action. Since these unconnected strategies don't come from the central leadership or from intentions from the whole organization, they can be considered relatively emergent. But for the subunit/individual, they clearly can be deliberate or emergent depending on the prior existence of intentions. Thus the unconnected strategy may be deliberate or emergent for the actors involved but always emergent from the perspective of the organization.

2.5.6 Consensus strategy

In this strategy, the conditions for prior intentions are totally dropped. This type of strategy is clearly emergent. In this strategy different actors converge on the same pattern or theme so that it becomes pervasive in the organization, without need for central direction or control. The consensus strategy grow out of the mutual adjustment among the different actions as they learn from each other and from their responses to the environment and thereby finds a common pattern that works for the organization. This means that the convergence is not driven by intentions by management or by prior its competitors by increasing its standards of corporate governance, distinctly and individually. Firms aiming to increase their governance standards also have the option, particularly if they enjoy strong institutional support, of trying to reduce the environmental average of standards of governance. This may provide certain benefits in the short-run. By reducing the level of compliance required and following such lower level of compliance, some firms may not choose to lower their standards of governance despite the lower levels of compliance required. These competitor firms will enjoy the benefits of high governance standards, such as legitimacy and a positive social image amongst consumers

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2.5.7 Dominant market competition (DMC)

According to Wee (2001), firms within the same quadrant are not likely to have a difference in comparative power that is large enough to give one firm a significant competitive edge over another. This is because by definition, comparative power is based on measurement relative to the environmental average. Therefore as the comparative power of a firm increases, it also pushes up the environmental average, causing a marginal decrease in the comparative power of firms in more preferred quadrants. For this reason, firms which perceive themselves as being higher or equal in comparative power, are likely to pursue traditional competitive strategies and not aim to compete on the basis of increasing their comparative power, Peng and Luo (2000). These firms follow a strategy of dominant market competition. DMC is a strategic initiative followed by firms towards taking in a competitive lead in the market, usually through aggressive business tactics.

2.5.8 Niche market competition strategy (NMC)

This is competing on the basis of market performance in tune with prevailing strategies of market competition, when the firm perceives its comparative power to be lower than that of its competitor. Firms may believe that the discrepancy in comparative power between itself and its competitor is such that attempts to increase the firm's level of support or standards of governance may not be efficient in bridging the gap, especially given the resources required for the task. Such firms may also compete based on more traditional strategies, in order to ensure their own survival. Such a firm may attempt to create a niche for itself, rather than compete directly (Whitley, 2002).

2.6 Strategy implementation challenges

Strategic management involves formulation, implementation and review. Strategy implementation is more challenging and time consuming than strategy formulation and strategy review. This is because strategy implementation is a systems management activity that involves leading, motivating, organizing change, engineering business processes, and creating strong fits between strategy and how business is conducted. According to Kim and Mauborgne (2005), there are many reasons why strategic plans fail, which include failure to execute by overcoming the four key organizational hurdles which are cognitive, motivational, resource and political hurdles. Failure to understand the customer, inability to predict environmental reaction, over-estimation of resource competence, failure to coordinate, failure to obtain senior management commitment, failure to obtain employee commitment, under-estimation of time requirements, failure to follow the plan, failure to manage change and poor communications.

2.6.1 Unanticipated market changes

Strategies often fail because the market conditions they were intended to exploit change before the strategy takes hold. Products life cycles are shorter, disruptive technologies emerge with greater frequency, and financial markets can be fickle. And, many markets are experiencing rapid, discontinuous change. Larry Downes (2001) makes this point persuasively based on his research into strategy execution mistakes. Specifically, Downes finds that "technology challenges the old rules and assumptions" and creates daunting "external obstacles to execution". Although predictions about evolving markets are notoriously unreliable, CEOs can take a few simple steps to prepare their companies for unanticipated market change: Taking the time to identify what market conditions have the greatest influence on their strategy. By understanding what factors have greatest impact on their strategy's success, they can respond more quickly if they change, recognizing what they do not know in the words of Donald Rumsfeld, identifying "the known unknowns".

Fundamentally, strategy is about out-performing the competition - but a strategy can be foiled by a highly effective response by a key competitor. Ultimately, to effectively anticipate competitors' reactions to a strategy, a company needs a solid competitive intelligence capability. This does not require one to conduct corporate espionage to access competitive secrets. Rather, it requires that companies understand competitors' market positions, their relative competitive advantages and disadvantages, their historical behaviour *vis-à-vis* competitive strategy, and the general disposition of their respective management teams.

2.6.2 Lack of resources

Some strategies fail because not enough resources were allocated to successfully implement them. Lack of resources is generally a bigger threat to capital-intensive strategies. Kubinski (2002) observed this failing in both "fast-growth, new companies that feel understaffed due to growth demands" and companies "under heavy competitive pressure" who felt they could not spare resources to drive strategic innovation.

It is generally a good idea to include financial evaluation of a (draft) strategic plan in the process - in part to ensure the strategy does not inadvertently destroy shareholder value and in part to ensure that sufficient resources (especially capital dollars) will be available to achieve implementation. The process can be relatively simple – crafting a base case financial model and layering the impact of strategies on top of that base case. Alternatively, the process can be highly sophisticated, including an analysis of alternative funding sources, the impact of merger synergies on financial performance, and other considerations. Regardless of the degree of modelling sophistication employed, CEO's can expect to make smarter strategic choices up-front and to deploy limited resources more effectively as a result.

2.6.3 Failures of buy-in, understanding, and/or communication

Some strategies fail because there is insufficient buy-in to or understanding of the strategy among those who need to implement it. According to Giles (1991) a strategy implementation fails when "implementers do not own the strategy". Guffey and Nienhaus (2002) found a strong link between organizational commitment (e.g. strong belief in the organization's goals and values, willingness to exert effort on behalf of the organization, and strong desire to maintain membership in the organization) and employees' support of the organization's strategic plan. Effective communication of the strategy and its underlying rationale are also critically important – particularly when reaching out beyond the group directly involved in the development of the strategic plan.Communication down the organization or across different functions becomes a challenge. Making sure that processes throughout the organization support strategy execution efforts can be problematical in a large organization. Linking strategic objectives with the day-to-day objectives at different organizational levels and locations becomes a challenging task. The larger the number of people involved, the greater the challenge to execute strategy effectively.

Implementing a new strategy also requires leaders to have adept managerial relationship. This is important because business leaders and executives must be at the forefront of overcoming disagreements and pockets of doubt. They must also lead their people in building a consensus on how to proceed with the various initiatives included in the strategy being implemented. Strategy implementation leaders must also secure the commitment and cooperation of all concerned parties to get all the implementation pieces in place. In implementing strategy, concerned parties must keep in mind that every manager has an active role. Strategy implementation is the most open-ended part of strategy management and dos and don'ts are best derived from personal experiences, case studies, and anecdotal reports, no matter how inconsistent are the wisdom that they yield. This is true since each implementation situation occurs in a different context, often influenced by different business practices, competitive situations, work environments, policies, compensation incentives, and mixes of personalities and firm histories. Strategy implementation must be approached in a rather customized way and one should not forget that it is the people who implement the strategies, not the business.

2.6.4 Timeliness and distinctiveness

Some strategies fail because someone beats the company to market with a similar idea or strategy. Similarly, some strategies fail because they leave the company undistinguished in the market (i.e. others are pursuing the same strategy and/or market position). Fundamentally, a good strategy should distinguish the company from others in ways that make a difference to customers. CEOs should be encouraged to take three simple steps in developing a distinctive strategy, understand the company's genuine strengths (particularly those that span multiple functions), examine the marketplace to understand what market positions are (or may be) unoccupied, focus the company's strategies on bringing its verifiable strengths to bear in capturing those unoccupied strategic positions.The successful implementation of strategy takes more time than its formulation. This can challenge managers' attention to execution details. The longer time frame can also detract from managers' attention to strategic goals. Controls must be set to provide feedback and keep management abreast of external "shocks" and changes. The process of execution must be dynamic and adaptive, responding to unanticipated events.

A corollary to the need for timeliness and distinctiveness is the need for strategic focus. Some companies try to be all things to all people. As a result, they lack distinctiveness.

but importantly, they also lack focus. As a result, resources are dissipated and priorities are never clearly articulated. With little sense of prioritization, employees are a bit like carnival plate spinners – always frantically working to keep things from collapsing, but never really making progress.Strategy implementation always involves more people than strategy formulation. This presents problems. Implementation demands ownership at all levels of management hence effective execution involves managers across all hierarchical levels. Committing to and owning the process is central to effective execution. The execution tasks, jobs, and responsibilities vary across levels, but they all are interdependent and important. Execution is a key responsibility of all managers.

2.6.5 Bad strategy – poorly conceived business models

Sometimes strategies fail because they are simply ill conceived. Some telecommunications start-ups, some of their business models were flawed because of a misunderstanding of how demand would be met in the market. That is, their strategies did not include some means of connecting customers at the local level (i.e. through the assets of incumbent local exchange carriers). Fundamentally, developing a strategic performance management approach drives sustainable corporate performance by aligning its activities with corporate strategy. Corporations struggle mightily to meld their strategic intent with their operations, leaving a gap between the strategy they develop and their ability to execute that strategy in day-to-day business. What's needed is a better capability to understand the pulse of the organization in terms of operations and compliance to guide operations. Execution often involves change in structure, incentives, controls, people, objectives and responsibilities. As we know, change can be threatening. The ability to manage change well is clearly important for effective strategy implementation. The inability to manage change and reduce resistance to new implementation decisions or actions can spell disaster for execution efforts.

2.7 Critical success factors to strategy implementation

Successful implementation of a strategy is as critical and difficult as the strategic choice. It needs consideration of the resources to be used, human resources requirements, the structure systems and other changes. Competency in implementation and the ability to put ideas into actions can be an organization's source of competitive advantage. An alteration of existing procedures or policies is usually unavoidable during strategy implementation. It also requires a shift in responsibility from strategist to divisional and functional managers to ensure effective implementation. Those actively involved in the strategy implementation should also be actively involved in the strategy formulation to ensure ownership of the process. Implementations of strategic change as a reaction to the influences of external changes, or in anticipation of such changes, very often fail in the operational practice.

Table 2.1: Outcomes of Strategy Formulation and Implementation (Abbass, 2003)

	Well Formulated Strategy	**Poorly Formulated Strategy**
Well Implemented Strategy	SUCCESS	ROULETTE
Poorly Implemented Strategy	TROUBLE	FAILURE

Lynch (2000), argues that programmes for implementation of strategy may vary depending on the degree of uncertainty in predicting changes in the environment and size of the strategic change required. Comprehensive implementation programs are employed where the organization has made a clear-cut, major change in strategic direction. Incremental implementation programmes may be used where there are conditions of great uncertainty, for example rapidly changing markets or the unknown results of research and development. Selective implementation programmes may be used where neither of the above represents the optimal way forward. Pearce and Robinson (1999) states that, once the strategy has been designed, managers focus on six components to ensure effective execution; structure, systems, shared values (culture), skills, style and staff. The structure of a company requires making activities and organizational units that are critical to the strategy being implemented thus uniting the main building blocks in the organizational structure (Thompson and Strickland, 1987).

Raps (2005) identifies ten critical factors for a successful strategy implementation as commitment of top management, involvement of middle level managers right from formulation, effective communication, integrative view to implementation, clear assignments and responsibilities, have preventive measures to reduce resistance to change, team approach, respect of individuals different characters, use of supportive instruments i.e balanced score card and have buffer time for unexpected incidents. Sterling (2003) suggested critical factors supported by CEO's and researchers as alignment of structure and capabilities and strategy, consideration of competitors reaction to the strategy, involvement of managers right from strategy formulation, consistent and persistent communication, action planning and budgeting and alignment of information systems with strategy. With scholars listing different critical success factors, it indicates the need for further research hence the need for the study.

2.8 Corporate Culture

Over the last years corporate culture has been increasingly analysed in terms of its influence in organisations. The study of culture is becoming more and more prevalent as management seeks to find better ways to handle the need for increased adaptability in their organisations as brought on by the proliferation of information systems technologies. Clearly, there is increasing evidence that culture affects performance (Cash *et al.*, 1988; Saffold, 1988). Culture is the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes, and norms that knit a community together. All of these interrelated psychological qualities reveal a group's agreement, implicit or explicit, on how to approach decisions and problems, i.e., "the way things are done around here" (Kilmann *et al.*, 1986). Culture involves how and why organisations create myths and legends, engage in rites and rituals, and are governed through shared symbols and customs (Meek, 1988). Every organisation is a unique culture. It has its own special history of how the organisation has been managed, its own set ways of approaching problems and conducting activities, its own mix of managerial personalities and styles, its own established patterns of "how we do things around here", its own legendary set of war stories and heroes, its own experiences of how changes have been instituted in other words, its own climate, folklore, and organisation personality (Thompson and Strickland, 1987).

Culture can be the social or normative glue that holds the organisation together. The corporate culture expresses the values and beliefs that members of the organisation have come to share. Moreover, these values are typically manifested by symbolic devices such as myths, rituals, stories, legends, and specialised language (Reimann and Wiener, 1988).

Organisational culture refers to the unwritten, often unconscious message that fills in the gaps between what is formally decreed and what actually takes place. it involves shared philosophies, ideologies, values, beliefs, expectations, and norms (Deshpande and Parasuraman, 1986). These definitions reveal that culture is a complex concept that involves many factors. This has led some researchers to conclude that culture can only be studied in a piecemeal fashion. Many authors (Deshpande and Parasuraman, 1986; Thompson and Strickland, 1987) however, assert that culture must also be analysed from a holistic, macro perspective. These researchers state that there are sub-cultures within organisations, but the sub-cultures are comparatively less significant than the overall corporate culture. This line of research then focuses on analysis of the overall corporate culture.

Each organization possesses its own culture that is, system of shared beliefs and values. The corporate culture creates and, in turn, is created by the quality of the internal environment; consequently, culture determines the extent of cooperation, degree of dedication, and depth of strategic thinking within an organization. An important element in this context is the motivation of the employees, which determines the potential and force for a significant change within the corporation's system. Before change can occur, the organization and its cultural values have to be "unfrozen" to understand why dramatic change is even necessary. While the need for change may be apparent to the top executives, it isn't always obvious to the rest of the organization. Top management's principal challenge in the cultural context is to set the culture's tone, pace and character, to see that it's conducive to the strategic changes that the executives are charged with implementing. When implementing strategy, the most important facet is top management's commitment to the strategic direction itself. In fact, this commitment is a prerequisite for strategy implementation, so top managers have to show their dedication to the effort. At the same time, this shows a positive sign for all affected employees.

To implement strategy successfully, senior executives must not assume that lower-level managers have the same perceptions of the strategic plan and its implementation, its underlying rationale, and its urgency. Instead, they must assume they don't, so the executives must persuade employees of the validity of their ideas. Many researchers assume that corporate culture is an important consideration for understanding and effectively managing organisations. They often fail, however, to validate their assumptions (Arogyaswamy and Byles, 1987). These researchers simply posit that the importance of culture is self-evident as one analyses an organisation. Thompson and Strickland (1987), make this assumption as they state that the 'best way to understand corporate culture is by example'. They then go on to describe culture on a case description basis, discussing parallels with Peters and Waterman's "In Search of Excellence" (1982). A significant omission is that no attempt is made to objectively measure culture.

2.8.1 Organizational Culture Typology

Just like there are different types of personalities, so are cultures. Based on the Competing Values Framework (Cameron and Quinn, 1999), organizational culture is classified based on the flexibility of the relationship pattern inside the organization, and focus in conducting efforts toward goals. These cultures formed certain characteristics on their dimensions, including dominant character, leadership, management, organization bonding, strategic emphasis and success criteria.

Clan culture is a one where a sense of "family" strongly exists. Teamwork is emphasized and leader's role is as a mentor. The organization's focus is to maintain its stability. Loyalty, cohesiveness and participation are highly regarded in setting the criteria of success. Adhocracy culture gives a lot more opportunity for individuals to develop in their own way, as long as they are consistent with the organization goals. Leaders are characterized as entrepreneurs who are driven by innovation and findings of new ideas. Organization's focus is to gain opportunity as much as it can be from the external environment. Individuals will be considered a succeeded persons if they can create and develop new ideas and innovations.

Market culture is a type of culture which stresses on the effectiveness or goal achievement. Competition is a common condition among individuals in order to develop them, which cause less flexibility in personal relationship. Criteria of success are based upon target achievements by individuals, which usually conducted from activities that connect the organization with its market or stakeholders (external parties). Hierarchy culture can be simply identified through the domination of rule, system and procedure. Stability inside the organization is a prime orientation which should be maintained through a set of fixed and tight rules. Criteria of success are based on how far the individuals can do their tasks correctly based on the procedure and in the same time able to maintain the stability in the system

In academy culture, employees are highly skilled and tend to stay in the organization, while working their way up the ranks. The organization provides a stable environment in which employees can develop and exercise their skills. Examples are universities, hospitals, large corporations, etc. In baseball team culture, employees are "free agents" who have highly prized skills. They are in high demand and can rather easily get jobs elsewhere. This type of culture exists in fast-paced, high-risk organizations, such as investment banking, advertising, etc.

The most important requirement for employees in club culture is to fit into the group. Usually employees start at the bottom and stay with the organization. The organization promotes from within and highly values seniority. Examples are the military, some law firms, etc. Employees don't know if they'll be laid off or not in fortress culture. These organizations often undergo massive reorganization. There are many opportunities for those with timely, specialized skills. Examples are savings and loans, large car companies, etc.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the proposed research design, data collection and the techniques for data analysis that was used

3.2 Research Design

The study was modelled on a case study design. Kothari (1990) defines a case study as a powerful form of qualitative analysis and involves careful and complete observation of a social unit be it a person, family, cultural group or an entire community and/or institution. The results were expected to provide an insight in understanding the challenges encountered in strategy implementation

3.3 Data Collection

The study used both primary and secondary data, this was collected through a face to face interview with the researcher. An interview guide was used to collect data on strategy implementation challenges at KEMRI and to guide the interview. The interview guide consisted of open ended and closed ended questions designed to elicit specific responses for qualitative and quantitative analysis respectively. Data was collected through face to face interview. The respondents consisted of members of the KEMRI strategic management team at the headquarters and the Centers.

These respondents were involved in formulation and implementation of organization's strategies. They were also involved in overseeing the implementation of policy issues which included strategy implementation. They include the Chair (strategic planning committee), Deputy Director (Monitoring and Evaluation) and the Assistant Chief Administration Officer (Personnel), Senior Administration Officer (General), Assistant Director (Research and Administration), Senior Administration Officer (Research and Administration), Institute Training officer and Centre directors. Secondary data was collected from the organization's documents such as annual reports, strategic plan and end term evaluation.

3.4 Data Analysis

The data collected was qualitatively analyzed by use of content analysis technique

The information was analyzed and evaluated to determine their usefulness, consistency, credibility and adequacy. The content analysis technique was used because it assists in making inferences by systematically and objectively identifying specific messages and then relating them with their occurrence trends. Similar studies in the past like those done by Armule (2003), Njuguna and Kandie (2001) used this technique of content analysis to analyse data collected from a case study.

As one of today's most extensively employed analytical tools, content analysis has been used fruitfully in a wide variety of research applications in information and library science (ILS) (Allen and Reser, 1990). Similar to other fields, content analysis has been primarily used in ILS as a quantitative research method until recent decades. Many current studies use qualitative content analysis, which addresses some of the weaknesses of the quantitative approach. Qualitative content analysis has also been defined as a research method for the subjective interpretation of the content of text data through the systematic classification process of coding and identifying themes or patterns (Hsieh and Shannon, 2005). It allows researchers to understand social reality in a subjective but scientific manner. Comparing qualitative content analysis with its rather familiar quantitative counterpart can enhance our understanding of the method. First, the research areas from which they develop are different.

Quantitative content analysis is used widely in mass communication as a way to count manifest textual elements, an aspect of this method that is often criticized for missing syntactical and semantic information embedded in the text (Weber, 1990). By contrast, qualitative content analysis was developed primarily in anthropology, qualitative sociology, and psychology, in order to explore the meanings underlying physical messages. Quantitative content analysis requires that the data are selected using random sampling or other probabilistic approaches, so as to ensure the validity of statistical inference. By contrast, samples for qualitative content analysis usually consist of purposively selected texts which can inform the research questions being investigated. Last but not the least, the products of the two approaches is different. The quantitative approach produces numbers that can be manipulated with various statistical methods.

By contrast, the qualitative approach usually produces descriptions or typologies, along with expressions from subjects reflecting how they view the social world. In real research work, the two approaches are not mutually exclusive and can be used in combination. As suggested by Smith, qualitative analysis deals with the forms and antecedent-consequent patterns of form, while quantitative analysis deals with duration and frequency of form (Smith, 1975). Weber (1990) also pointed out that the best content-analytic studies use both qualitative and quantitative operations

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The research objective was to establish strategy implementation challenges at KEMRI. This chapter presents the analysis and findings with regard to the objective and discussion of the same.

4.2 Interviewees Description

The interviewees consisted of members of KEMRI strategic management team comprising the Chair, strategic planning committee, Chief Administration Officer (Personnel), Senior Administration Officer (General), Assistant Director (Research and Administration), Senior Administration Officer (Research and Administration), Institute Training officer and some Centre directors. Most interviewees have had experience on the challenges facing strategy implementation as they have worked in the organization for more than fifteen years. The level of education helps individuals to carry out tasks without much supervision and this is an asset to KEMRI as most interviewees' level of education was masters' degree level and above. The interviewees' liked mostly, the salary, exposure to new technologies, building careers and hence the institute, opportunities to develop academically, opportunities to advance research and job satisfaction. The interviewees' response regarding what they didn't like most was bureaucracy in the system, unexploited potential, routine work, delay in promotion, administrative duties crowding out research and insufficient facilitation.

4.3 Strategy implementation challenges

4.3.1 Major strategic changes that have occurred in KEMRI in the last 5 years

Regarding whether there have been any strategic changes that have occurred in KEMRI in the last 5 years, all the interviewees' acknowledged that there are some strategic changes that have occurred in the organization in the last five years and these include: Introduction of strategic planning and its review to conform with vision 2030, review of implementation indicators, introduction of performance contracts, revised Mission and Vision statements, improved quality management systems, confirmation of leadership which for a considerable time had been in an acting capacity, strengthening grantsmanship office, strengthening research facilities, improving corporate governance reviewing service charter and ISO certification for the institute

4.3.2 Organization strategy being clear and concise

Most interviewees confirmed that KEMRI's strategy is clear and concise but with a caveat; it is clear to those who are central to its formulation and implementation. However, for all employees to own the strategy, the interviewees were of the opinion that the net needs to be cast wider by including more competent staff and hence improving representation in the strategy management process. This would ensure improved downward communication of strategy formulation and implementation

4.3.3 Strategies suggested by the management inspirational

The interviewees also confirmed that some of the suggested strategies were not inspirational while others were. The Top - Down approach used by the organization to design and implement the strategic plan is the main reason for this situation.

4.3.4 Frequency of feedback on strategy implementation communicated to you employees

The organization's statutory obligation dictates the frequency of communicating strategy implementation process. The organization reports back to the Kenyan government on quarterly basis as well as annually when doing performance reporting. These reports enable the management and the government, but not employees, to keep abreast with implementation issues. To this end, the need for regular and continuous internal review was confirmed.

4.3.5 Means of communication the management use to communicate the awareness of strategic change at KEMRI

The organization uses emails, internal memos, meetings, seminars and workshops as a way of communicating strategic change. These modes of communication were viewed to be effective as they enable trickling down of information, update progress status of issues and opens up communication between the management and employees.

4.3.6 Factors influencing the speed of strategic change implementation at KEMRI

The pace at which change is implemented is slow and this may influence the desired result which is expected to be achieved within a certain time frame. The various factors which the interviewees cited as slowing the pace of implementation are: Resource constraints (both financial and human), internal bureaucracy, government regulatory mechanisms, lack of coordination, poor communication, lack of stable leadership, lack of motivation and lack of relevant expertise.

4.3.7 Clients concern taken into consideration

The clients of an organization are an important asset which should be taken care of and its interest considered adequately. KEMRI's clients are the general public, hospitality industry, learning institutions, health institutions, traditional healers and the government in general. Through various forums like meetings and workshops, KEMRI consulted and articulating its clients' needs in the strategic plan through their representatives.

4.3.8 Major challenges encountered in the process of strategy implementation

A thorough understanding of the implementation challenges in a given context is imperative to enable an organization make more informed strategy implementation decisions. KEMRI's strategy implementation process is faced with challenges such as; lack of ownership of strategic plan through staff participation and communication, bureaucracy, poor team work coordination, low motivation among implementing team, unsatisfactory monitoring of the process, non participative and autocratic leadership among some managers, limited resources (financial, human resource and technological), unrealistic targets – SMART targets, poor staff remuneration hence high turnover, lack of scientific tool for performance evaluation, geographical dispersion of centre's hinders coordination, bad image due to corruption cases, limited staff/stakeholders participation in formulation and lack of confirmed leadership for a long time. Despite the challenges posed by these factors the organization desire and commitment to ensure that they achieve most of the targets has been made possible by unrelenting staff.

4.3.9 Management reaction to implementation challenges that exist at KEMRI

The success of organizations depend with how they deal with challenges encountered during the implementation of strategies and in KEMRI, whenever evaluations recommend certain actions to be taken, the management does so. To that end, there's a push for more staff involvement in strategic planning, improve communication on strategic plan to improve awareness, generate more financial resources both internally and externally, development and review of the human resource manual to address staff matters e.g. recruitment and placement, remuneration, motivation and team spirit, strengthening monitoring system and creating an office to oversee quality management of services/products.

4.3.10 Management involvement in strategy implementation

The level of KEMRI management involvement in strategy implementation is rated as favorable. There are regular meetings between management and the strategic management committee on the progress of implementation. However, majority of the managers are scientists and not administrators hence making them not to be able to understand fully what management entails

4.3.11 Employees commitment to strategy implementation

The organization employees are the ones who implement approved strategies of the organization and therefore their commitment to ensuring that the strategies succeed depends on whether the employees were involved when designing the strategies. KEMRI's strategic master plan also gives special emphasis to human resource development. The findings from the interviewees however indicated that the staffs were not committed to the process of implementing the strategies mainly due to non involvement in the formulation of the strategies. Others reasons were poor working environment, poor motivation, poor remuneration, poor communication on the strategic plans and autocratic leadership style of some leaders. These will impact negatively on the achievement of the organization objectives as the employees may sabotage the achievement of the best objectives.

4.3.12 How the resources for strategy implementation were availed

Success of strategy implementation requires availability of all the necessary resources which includes both monetary and non monetary resources. KEMRI depends largely on the government and donors for funding. It also engages in activities to generate income internally but this revenue is not significant. The respondents alluded to the fact that the necessary resources are not adequate. Since most funding comes from donors, proposals are developed based on donor requirements and specification hence the risk of research agenda being donor driven

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

In summary, the study shows that the interviewees are aware of the strategic changes which have taken place in their organization within the last five years which they considered extremely important since it outlines the organizations objectives, targets, means of achievements and responsibilities. KEMRI communicates its strategic plans to stakeholders in form of quarterly reports as well as annually when doing performance reporting and this assists the organization to amend the plan where need be and also gives the organization a chance to know whether they are still within the implementation schedule. The shorter period is preferred to enable them determine areas where targets are not being met and make the necessary adjustments.

KEMRI's strategy is clear and concise and therefore employees can read on their own and understand what is expected of them and work towards achieving the organization objectives. Although not all employees were involved in strategy formulation in the organization, they are part and parcel of it and therefore they would all want to see that the strategy is successful. However, for effective and up to date strategies the interviewees were of the opinion that there was need to improve communication on strategy implementation downwards. Also, some of the strategies suggested by the management have not been inspirational to the employees due to the top – down approach being used by the organization to design and implement the strategies.

The frequency at which the organization communicates back to the employees on the strategy implementation determines whether the strategy can still be implemented within the stipulated time or not. In KEMRI, effective feedback is evident with the government inform of quarterly reports as well as annually when doing performance reporting. However, this process involves a select few and therefore, the need for improved internal reviews that is all encompassing is evident. In KEMRI, communication is normally through emails, internal memos, meetings, seminars and workshops. These modes of communication were viewed to be very effective as they enhanced trickling down of information and opens up communication between the management and employees. The pace at which the strategy is implemented is slow and the greatest impediments highlighted by the interviewees were resource constraints (both financial and human), bureaucracy, lack of coordination, poor communication of strategy, lack of stable leadership and lack of motivation. It was noted that clients concern was taken into consideration when developing the strategic plan and this enabled the organization to come up with strategies that takes interest of all concerned parties.

There were several challenges encountered by the organization. These include, lack of ownership of strategic plan through staff participation and communication, bureaucracy, poor team work/coordination, low motivation among implementing team, unsatisfactory monitoring of the process, non participative and autocratic leadership among some managers, limited resources (financial, human resource and technology), Unrealistic targets - SMART targets, poor staff remuneration hence high turnover, lack of scientific tool for performance evaluation, geographical dispersion of centers which hinders coordination, lack of transparency with funding, limited staff/stakeholders participation in formulation and lack of confirmed leadership. It was apparent that the management of the organization have reacted to the recommendations of the evaluators by; Pushing for more staff involvement in strategic planning, improving communication on strategic plan, generating more financial resources both internally and externally, developing and reviewing of the human resource manual to address staff matters e.g. recruitment and placement, remuneration, motivation and team spirit, strengthening monitoring system and creating an office to oversee quality management of services/products.

KEMRI's management commitment to strategy implementation was rated as moderate. Through regular meetings with the strategic management committee, management is able to monitor the progress of implementation. However, the need for the management to be more involved and participative is still apparent. The other factor to be addressed is that majority of the managers are scientists and not administrators, hence the inability to understand fully what is expected of them.

The employees' commitment to the strategy implementation is however wanting. This is attributed to poor working environment/motivation, poor remuneration, non involvement in the formulation of the strategies, lack of awareness of the strategic plan and autocratic leadership style of some leaders.

Resource availability and/or allocation needs to be addressed. There is need for proper selection and placement of staff and a scientific tool for performance evaluation. Budget constraints also need to be addressed.

5.2 Conclusion

From the research findings and the answers to the research questions, some conclusions can be made about the study.

5.2.1 Strategy implementation challenges

Strategy implementation is challenging and time consuming. It is a systems management activity that involves a multiplicity of managerial functions. From the findings, it was established that strategy was not clear and concise to many of the KEMRI's employees and hence could not understand what was expected of them in order to ensure successful implementation of the plan. The design of the strategy should inspire the staff to perform and not deter them and therefore the management should ensure that the strategies which they set to achieve are inspirational. The frequency of communicating the strategies to be implemented is so crucial to the achievement of the strategy and therefore, feedback should be done regularly to ensure that in case a strategy is lagging behind corrective measures are put in place.

Strategies are time bound. KEMRI's management should put in place mechanisms which will address the factors hindering the pace of implementation. The major challenges encountered in the process of strategy implementation are bureaucracy, lack of ownership of strategic plan through staff participation and communication, poor team work coordination, low motivation among implementing team, unsatisfactory monitoring of the process, non participative and autocratic leadership among some managers, limited resources (financial, human resource and technology), unrealistic targets – SMART targets, poor staff remuneration hence high turnover, geographical dispersion of centers which hinders coordination, lack of transparency with funding, limited staff/stakeholders participation in formulation and lack of confirmed leadership. The level of KEMRI management involvement in strategy implementation is moderate. The regular meetings with the strategic management committee enable management to monitor the progress of implementation. However, there's need for the management to be more proactive.

Most of KEMRI's employees are not committed to the process of implementing the strategy. This is mainly due to non involvement in its formulation and/or lack of awareness of the strategic plan. Others are poor working environment motivation, poor remuneration and autocratic leadership style of some leaders.

5.3 Recommendations

The study recommends the following:-

The organizations strategy is an important component which all the employees should be able to understand on their own prior to being trained on how to implement it if need be. Management should employ a bottom - up approach to designing and implementing the strategic plan. This would also ensure ownership and commitment to the strategic plan on the part of the employees.

The management should also be more involved in strategy implementation. There's need for a more hands on approach to implementation. By engaging more, management would be able to proactively monitor implementation better.

Resource availability and/or allocation needs to be addressed. There have been cases of misappropriation of funds and poor human resource management. This may have contributed to the sub optimal availability and allocation of resources. Appropriate utilization of available resources is imperative and hence, the need for more stringent and prudent oversight.

5.4 Area for further research

Future research might address the impact on organizations performance of divorcing administration from researchers. Currently there is evidence that research work could be crowding out administration or vice versa and since management mostly comprise of researchers, either administration or research would suffer.

Research could also be carried out to determine the merits and demerits of donor funding in research. There's increasing fear that since donors provide the highest funding, the research agenda may eventually be donor driven.

5.5 Limitation of the study

The main limitation of the study was bureaucracy in the system and therefore, constraint to getting adequate information.

5.6 Implication on policy and practice

The research has given more insight on the challenges of strategy implementation within the context of organization culture, particularly, at the Kenya Medical Research Institute. These findings can be applicable to other medical research institutions and the industry as a whole. The Kenya Medical Research Institute need to create an environment that would encourage more participation and communication. In as much as medical research is a highly regulated field, with regulatory authorities that oversee and monitor research, bureaucracy within the research institutes only slows down research. Therefore, the need to cultivate a culture that promotes strategy implementation cannot be over emphasised.

The implementation of a firm strategy has become an important exercise due to its critical role in actualizing the plans set for an organisation. The all process of strategy implementation is challenging and time consuming. As a result, there should be a deliberate policy shift to put in place a team dedicated overseeing strategy implementation. This group of staff should not be assigned other major duties that will distract them from this core activity which is to ensure the attainment of the strategic plan. In addition, there should be a National implementation committee that will be entrusted with overseeing the implementation of strategies developed by parastatals and other government owned bodies. With such an external oversight body, more interest and resources will be assigned the implementation of strategy process in individual organisation.

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APPENDICES

APPENDIX 1: Interview Guide

Goals of the interview process

To determine challenges of strategy implementation process at KEMRI.

Interview Questions

The following sections provide sample questions to be used in evaluating strategy implementation challenges.

Background Review

The following questions are designed to confirm the ability of the respondent to answer the research questions adequately.

Educational Background

- What is the highest level of education you have attained?
- How long have you worked in this organization?
- What do did you like best about the position s you have held?
- What do did you like least?

Strategy implementation challenges at KEMRI

Following is a list of questions designed to gather information relating to strategy implementation challenges at KEMRI

1. Are you aware of any major strategic changes that have occurred in KEMRI in the last 5 years? If yes, enumerate a few.
2. Is the organization's strategic management process clear and concise? If no, suggest ways to improve the way to carry it out
3. Were employee representatives involved before arriving at the strategies to be implemented?
4. Are the strategies suggested by the management inspirational?
5. How often is feedback on strategy implementation communicated to you employees?

6. What means of communication does the management use to communicate the awareness of strategic change at KEMRI.
7. What factors may have influenced the speed of implementation of strategic change in KEMRI?
8. Were the concerns of clients taken into consideration before formulating and implementing the strategic plan?
9. What were the major challenges encountered in the process of strategy implementation?
10. How has the management reacted to implementation challenges that exist at KEMRI?
11. How would you rate the level of management involvement and participation in strategy implementation?
12. To what extent were the employees committed to strategy implementation process?
13. How were the resources committed availed to facilitate the implementation of the strategic plan?

APPENDIX 2: Approval to administer interviews

KENYA MEDICAL RESEARCH INSTITUTE

[illegible]

TEMP/WRP/80523 — 17th August 2010

MARTIN A. OCHOLLA
WALTER REED PROJECT
P.O BOX 606-00621
NAIROBI

RE: APPROVAL TO ADMINISTER INTERVIEWS

The above is in reference to your letter dated 29th July, 2010

I am pleased to inform you that you have been granted approval to conduct interviews to [illegible] senior members of staff of the Institute based in [illegible] project on Challenges of strategy implementation, a [illegible] of KEMRI. This is in partial fulfill ment of the requirements for your MBA degree.

We wish you the best

MELLY P. K
FOR. DIRECTOR
KENYA MEDICAL RESEARCH INSTITUTE

APPENDIX 3: Approval to collect data

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAM – LOWER KABETE CAMPUS

DATE: 28 JULY 2010

TO WHOM IT MAY CONCERN

The bearer of this letter ANDREW AMUNI [illegible]

Registration No. D61/70325/07

is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist him/her by allowing him/her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA OFFICE
P. O. Box 30197
NAIROBI

DR. W.N. IRAKI
CO-ORDINATOR, MBA PROGRAM