

**INFLUENCE OF STRATEGIC PLANNING PRACTICES ON
PERFORMANCE AT LIMURU TEA COMPANY LIMITED**

BY

BRUCE MULONGO

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES,
UNIVERSITY OF NAIROBI**

2022

DECLARATION AND APPROVAL

I, Bruce Mulongo, hereby declare that this MBA research project titled “Influence of Strategic Planning Practices on performance at Limuru Tea Company Limited” is my original conceptualization and has not been submitted to any university, college or institution, for conferment of any degree, diploma or certificate.

Signature 

Date 29 / 11 / 2022

D61/9701/2018

MBA Program

SUPERVISOR'S APPROVAL

This research project prepared by Bruce Mulongo titled “Influence of Strategic Planning Practices on performance at Limuru Tea Company Limited” has been handed in for assessment with my endorsement as the appointed University Supervisor.

Signature 

Date: 29TH NOVEMBER 2022.

PROF. JAMES M. GATHUNGU PHD, CPS (K)

Department of Business Administration

Faculty of Business and Management Sciences.

University of Nairobi.

ACKNOWLEDGEMENTS

I thank the Almighty God for giving me the opportunity to work on this project. My sincere appreciation goes to my university supervisor Prof. James M. Gathungu for the proper guidance, observations and inspirations. Amidst other duties and responsibilities, he has sacrificed his time to guide and correct me while doing this research work. My parents, for the support that they have given me to come this far in the academia process .May God bless you for your support.

DEDICATION

This work is dedicated to my parents, Manasseh Luganda and Deborah Nafula, for their passion and love in academics which has greatly encouraged this study.

TABLE OF CONTENTS

DECLARATION AND APPROVAL	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
ABBREVIATIONS	ix
ABSTRACT	x
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Strategic Planning Practices.....	2
1.1.2 Organizational Performance	3
1.1.3 The Tea Industry in Kenya.....	4
1.1.4 Limuru Tea Company Limited	5
1.2 Research Problem	5
1.3 Research Objective	9
1.4 Value of Study	9
1.5 Chapter Summary	10
1.6 Organization of the Project.....	11
CHAPTER TWO: LITERATURE REVIEW	13
2.1 Introduction.....	13
2.2 Theoretical Foundation	13
2.2.1 Resource Based View Theory.....	13
2.2.2 Stakeholder Theory	14
2.3 Strategic Planning Practices and Organizational Performance.....	15
2.4 Empirical Studies and Research Gaps	16
CHAPTER THREE: RESEARCH METHODOLOGY	22
3.1 Introduction.....	22
3.2 Research Design.....	22
3.3 Data Collection Techniques.....	23
3.4 Operationalization of Variables	23
3.5 Data Analysis	24
CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION	26

4.1 Introduction.....	26
4.2 Response Rate.....	26
4.3 Respondents' General Information	27
4.4 Strategic Plan of Limuru Tea Public Limited Company.....	27
4.5 Process of Strategic Planning at Limuru Tea Public Limited Company	28
4.6 Strategic Planning Practices at Limuru Tea Public Limited Company.....	30
4.6.1 Environment Scanning at Limuru Tea Public Limited Company.....	31
4.6.2 Organization Direction of Limuru Tea Public Limited Company	31
4.6.3 Management Participation at Limuru Tea Public Limited Company	32
4.6.4 Strategy Implementation at Limuru Tea Public Limited Company.....	33
4.7 Performance at Limuru Tea Public Limited Company	34
4.8 Strategic Planning Practices and Performance of Limuru Tea Public Limited Company.....	35
4.9 Discussion of Results.....	37
4.9.1 Linkage to Empirical Studies.....	38
4.9.2 Linkage to Theories	38
4.9.3 Chapter Summary	39
CHAPTER FIVE : SUMMARY, CONCLUSION, AND RECOMMENDATIONS	40
5.1 Introduction.....	40
5.2 Summary of the Study	40
5.3 Conclusions of the Study	41
5.4 Recommendations of the Study	42
5.5 Implications of the Study	43
5.6 Limitations of the Study.....	44
5.7 Areas Suggested for Further Research.....	44
REFERENCES	45
APPENDICES.....	48
Appendix I: Interview Guide Sections.....	48
Appendix II: Interview Guide: Scanning the environment.	49
Appendix III: Interview Guide: The direction of the organization	50
Appendix IV: Interview Guide: Participation by Management	51
Appendix IV: Interview Guide: Implementation of the strategy	52

Appendix V: Interview Guide: Performance	53
Appendix VI: Turnitin Report.	57
Appendix VII: Authorization for Data Collection	58

LIST OF TABLES

Table 2.1 Summary of Empirical Studies and Research Gaps19

Table 3.1 Operationalization of Study Variables.....24

ABBREVIATIONS

PESTEL: Political, Economic, Social, Technological, Environmental, and Legal.

SWOT: Strengths, Weakness, Opportunities and Threats

C.E.O: Chief Executive Officer

COVID 19: Corona Virus Disease 2019

ABSTRACT

For a company to achieve good performance, it has to formulate and implement strategic planning practices to be able to survive in the turbulent, unpredictable and ever changing business environment. Strategic planning practices are formulated and implemented in an organization to enable it achieve its objectives and gain competitive advantage over its rivals. Though Limuru Tea Company has been in operations since 1895, it has received tough competition from other companies that produce and manufacture tea. The demand of quality tea has also increased through the years and this has necessitated the investigation on the current strategic planning practices and how they improve their performance. The objective of this study was to establish the influence of strategic planning practices on performance at Limuru Tea Company Limited. The study was anchored on stakeholders' theory and resource based view theory. The study applied a case study research design. The study collected primary data through interviews from five top managers of Limuru Tea Public Limited Company. The study analyzed data using content analysis because qualitative data was collected from the interviews. The study established that Limuru Tea Public Limited Company measures organization performance through sales volume, profit margins, employee satisfaction, customer satisfaction and return on assets. The study findings showed that Limuru Tea Public Limited Company attained good performance by scanning the internal environment using SWOT analysis and scanning the external environment using PESTEL analysis which helps the organization to achieve good results. The study also established that Limuru Tea Public Limited Company has formulated an organization direction which is the mission, vision and objectives that has been communicated to all the stakeholders that enables them to work towards achieving the organizations objectives and this has helped the company achieve good results. The study established that the management of Limuru Tea Public Limited Company participates in the process of formulation of strategic planning practices and this participation has helped the company get good results. The study determined that strategic planning practices implementation, evaluation and review was very crucial in enabling an organization to get good results and survive in the turbulent business environment. Based on the findings, the study recommends that Limuru Tea Public Limited Company should be involved more in the analysis of external environment through PESTEL analysis, and analyzing the political environment by being close to politicians even if they are not involved in politics so as to gain more from the opportunities that may come from the elected politicians and this may include, donations, subsidies, waivers, exemptions and inclusions in their activities, this should help them get resources for production of tea. Secondly, this study recommends that the company should also invest heavily in research and development when formulating and implementing strategic planning practices because it's the only way that should ensure the company is innovative and introduce new products and to improve on existing products. Thirdly the study also recommends that Limuru Tea Public Limited Company and other firms in the tea and beverage sector should engage all stakeholders and train them in terms of what is expected from them that should enable the organization achieve its objectives. Finally this study recommends the academics on strategic management to give this findings consideration in their future endeavors of research so as to help organizations achieve good results.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The ownership of strategic resources offers a firm that has a unique chance to grow business over its competitors and hence the firm enjoys great profits. This resources always helps an organization to be able to formulate and implement strategies (Wernerfelt, 1984). Scanning the environment and working towards the organization's direction have been recognized as what can predict good organizational performance (Muthusi, 2014). Strategy implementation is essential in ensuring an organization gets good performance (Hupfer & Bart, 2004). Given the environment is uncertain and ever changing with tough competition in the market, the performance of any organization has become a vital subject among practitioners and scholars, they advise organizations to scan the environment, formulate a vision, mission and objectives for their businesses, formulate actions to achieve the objectives and implement the actions so as to have a common direction that can be followed by all individuals working in the organization (Wawira, 2021).

This study is anchored on stakeholder theory which is supported by (Freeman, 1984) and resource based view theory which is supported by (Barney, 1991). Resource based view theory explains how an organization resources is very essential in implementing the strategic planning practices, Strategic resource is an asset that can't be substitutable, difficult to imitate, rare and valuable (Barney, 1991). Stakeholder theory was of use in this study and the theory states that anybody affected by the business or its operations in anyway is considered a stakeholder, this includes local communities, the government, suppliers, environmental groups, customers and many others. When all the needs of all the parties that are interested in the organization are considered, this are the organizations and people who are involved actively in the operations of the organization may affect the organization either positively or negatively(Freeman,1984).

The tea industry like any other sector has markets globally, the demand of many households having tea as their breakfast is increasing daily and this has led to the increase

in the demand. Technologies in harvesting, processing and marketing of tea has changed hence making companies to have many varieties of tea products for example, producing green tea, black tea and white tea among others. Customers have always demanded quality tea which has to be available in their nearest shops and outlets like supermarkets. As a result of this demand Limuru Tea Public Limited Company requires good strategic planning practices which are to be implemented well to ensure that they remain competitive in this market. This has made Limuru Tea Public Limited Company to ensure that their customers have access to high quality tea. This study explores the strategic planning practices that Limuru Tea Public Limited Company uses to remain competitive in the market and the basis of this study is centered on stakeholder theory and resource based view theory.

1.1.1 Strategic Planning Practices

Strategic planning practices consists of action plans that have been formulated that have to be implemented by the organization towards achieving its objective (Ojiagu & Nzewi, 2015). The business environment is unpredictable and it's important for an organization to have good strategic planning practices so as not to divert from its main purpose (Poku, 2012). Strategic planning practices entails developing an organizations vision, mission, objectives and feasible causes of action to achieve this objectives (Muthusi, 2014). The commitment of top managers always increases chances of implementing strategic planning practices by providing the required resources and encouraging the lower level and middle level management. Resources should be allocated to action and people who support the strategy and the resources should not be allocated to people who are saboteurs (Murithi, 2019).

Strategic planning practices include scanning the environment, developing organization mission, vision and objectives, developing actions to meet the objectives, implementing the actions, monitoring and evaluating the actions (Langat & Auka, 2016). Environment scanning can be done using PESTEL and SWOT analysis , This enables the organization know the threats, opportunities, weakness, strengths available, the political environment that its operating from, the economic conditions in the environment, the social environment which is mostly tackled the cooperate social responsibilities , the new technologies that are emerging that can affect the operations of the organization and the

legal factors that can affect the organizations for example licenses , taxation laws and any other laws and regulations. Implementing the strategies is the most difficult part in strategic planning but when the strategic planning practices are implemented the organization gets good results (Kathama, 2012).

Thompson and Strickland (2007) suggested that for a business to grow and have high profit margin and high sales volume, formulating and implementing strategic planning practices enables a business to have a competitive advantage and thus being able to compete with companies in the similar industry and being able to achieve the company's objectives. Around the world strategic planning practices has been perceived as the main contributor to organizational effectiveness to realizing organizational goals and this has led to the adoption of strategic planning practices in different sectors and today a number of strategic planning practices are being formulated and implemented to ensure organizations perform better (Thompson & Strickland, 2007). Coulter and Robbins (2009), suggested that strategic planning practices helps organizations survive the technological, social, economic and political changes in the environment because they are able to take advantage of the emerging opportunities in the surroundings and they can also reduce threats in the environment.

1.1.2 Organizational Performance

Organization performance refers to the end results of all the engagements of the organization against organizations objective. Business end result is the end results of the organization which includes capability of a business to attain and employ its valuable resources that are scarce in pursuit of its operational goals as fast as possible. In most organizations in the world organization performance also is viewed as the results that touches effectiveness, efficiency, competitiveness in achieving their mission, purpose or goals. Organization performance has been impacted by technology to reducing transaction cost, efficient processes, contract compliance, and reduction in inventory costs (Griffins, 2003).

Measuring the end results of an organizations actions is not easy particularly when what is to be measured is fluctuating hence there is no signal of having an agreement on a one reporting standard. The performance is achieving goals and objectives that the

organization has and this can be done through comparing the objective of the organization and the outcome of the actions in the organization (Hubbard, 2009).

The performance of an organization can be defined differently by different people and there is a consensus that it's a multidimensional concept. Organizations initially measured their performance financially only (Dixon, Nanni & Vollman, 1992). Kaplan and Norton (2006) suggests that using financial performance only a measure of organizational performance is not adequate because of new reality of organizations given increased changes in technology, shortened product life cycles and innovation. Performance measurement must include both financial and non-financial measures that include balance score card (Norton & Kaplan, 2006) and stakeholder model (Atkinson, Waterhouse & wells, 1997).

1.1.3 The Tea Industry in Kenya

Tea business is operated under the Ministry of Agriculture and Livestock Development in the republic of Kenya. Tea operations are under the State Department for Crop Development, agriculture department, industrial crops section. The organs of the tea industry are, the tea directorate, which helps regulate tea growing and licensing. It also registers and licences all the value chain players (Gesimba, Langat & Woluku, 2005).

Another body in the tea industry of Kenya are, Kenya Tea Research Foundation, to enable research on tea to be done. Small and medium enterprises in Kenya are assisted by Kenya Tea Development Agency. The tea out growers association helps in promoting the interests of the people who grow tea (Gesimba, Langat & Woluku, 2005).

The tea industry faces several challenges which include weak trends in tea exportation, because of the increase in the world wide consumption of tea and the consistent surplus of tea. The increasing cost of producing tea in Kenya has always increased due to increase in labour costs, increase in the price of raw materials and also increase in the cost of factory equipment's (Gesimba, Langat & Woluku, 2005).

Climate change is also a major threat in the tea industry because the amounts of rainfall have reduced and this reduces production of green tea and lack of affordable credit

facilities also affects the people who plant tea because they cannot have enough cash to pay for fertilizers, seedlings and labour (Gesimba, Langat & Woluku, 2005). The benefits of consuming tea are, tea extracts can be used to prevent cancer, tea can help build bones and stop bone loss, tea can also prevent harmful bacteria from sticking on teeth and long-term consumption of tea can help in removing bacteria that are harmful to the digestive system (Gesimba, Langat & Woluku, 2005).

1.1.4 Limuru Tea Company Limited

This company is based in Kenya. The company has acquired two hundred and seventy five (275) hectares of land that it uses to grow tea. The land is located to the east side of Limuru town in Kiambu County and some of their land is located in Kericho County. Nairobi's Securities Exchange (NSE) has listed the company and its share price in 2022 is Ksh. 420. It is a subsidiary to the Ekaterra Tea Kenya Limited(Unilever Tea) which has a stake of fifty two (52%) of shares capital of Limuru Tea Public Limited Company and it's the main agent in the marketing manufacturing, planting and sales of tea from Limuru Tea Public Limited Company.

The high sales of tea has a direct association with the prevailing conditions as the management is continuing with the application of strategic planning practices to reduce all the threats and make sure that the business has grown even after the Covid 19 pandemic. The company's financial performance enables stakeholders know the ability of the board of directors and management to get revenues from assets. The company's financial statements that have been audited are used by external parties during performance appraisal.

1.2 Research Problem

Strategic planning practices are significant in any institution that they define the strategic direction of a company, management of resources, processes and scanning the environment where the organization operates for smooth running of the organization (Muthusi, 2014). A good strategic planning practice is not enough, after formulating a good strategic planning practice an organization needs good strategy implementation process so as to realize good performance. The strategic planning practices must be

supported by the structure of the company, the resources available, the leadership of the company, the rewards systems and the organizational culture (Bateman & Zeithaml, 1993).

Tea is one of the most consumed and exported agricultural product in Kenya. At Limuru Tea Public Limited Company, the demand of their products has increased in the past few years but the earnings of farmers from the sale of their tea is not equal to the amount of production, farmers who plant and harvest tea in the country have been receiving low pay for unprocessed tea when it is sold to the factory and this has also made them receive low dividends at the end of each financial year. Even when there has been a bumper tea harvest, the farmer has never experienced an improved pay-back package from the organization. The low pays have led to the anger of people who plant, harvest, distribute and market tea for Limuru Tea Public Limited Company with some uprooting the tea plantations, boycotting harvesting of tea, destroying and plundering factory infrastructure and even sometimes putting the lives of factory managers at risk through threats. This therefore calls for a relook at the strategies and policies within the organization (Gesimba, Langat & Woluku, 2005).

Many scholars have studied the use of strategic planning practices in organizations. Langat and Auka (2016) in Nakuru studied the impact of strategic planning practices on the performance of small and medium enterprises, the study noted that small enterprises face uncertain business environment which are competitive and experience fast technological changes and therefore they are struggling to survive and were concentrating on different ways to improve processes, the aim of the study was to inspect how performance is affected by strategic planning, to realize this, data was collected from forty seven small businesses, the study used a correlational survey design and data was analyzed using regression analysis and the results showed that strategic planning impacted on the performance and there was need for people in business to embrace strategic planning practices to improve their performance and survive in the competitive market. The results showed that environment scanning using PESTEL and SWOT analysis during formulation and implementation of strategic planning practices was the best move to ensure good results are obtained. This study has gaps because it focused on small businesses, this shows a study has not been done on a large manufacturing company and thus the current study focused on a large multinational company, the study focused only

on Nakuru and this shows that a study has not been done in a company that sells its products in the whole country and also on a company that exports its products. This study focused on a large manufacturing company. The research used a correlational survey design, hence there is a gap of using a case study in understanding strategic planning practices and data was analyzed using regression in the study and these leave a gap of using content analysis as a way of analyzing data on strategic planning practices. The study also used quantitative data creating a gap of using qualitative data hence this study used qualitative data. Poku (2012) in Ghana studied the influence of strategic planning on the performance and operation of Agriculture Development Bank (ADB). The purpose of the study was to assess how performance has been effected by strategic planning. Secondary data was obtained from journals, magazines, articles and textbooks and primary data was collected from employees of Accra region ADB banks through questionnaires. Used survey research design in the research and data and results showed that not all employees had known the mission, vision and the objective of the organization and thus the employees were ignorant about program evaluation because of poor communication of the objectives of the program. The study recommended that structures should be put in place to enable the employees understand the objective and the strategic planning practices that are in place to enable Agriculture Development Bank achieve its objectives. This study collected both secondary and primary data leaving a gap for primary data to be collected and this current study collected primary data. The study used survey research design leaving a gap for research to be done using a case study and finally research was done in Ghana leaving a gap for research on strategic planning to be done in Kenya which the current study fills because the research has been done in Kenya.

Muthusi (2014) studied strategic planning practices in the Kenyan judiciary. The aim of the research was to analyze if the organization has a framework to formulate the organizations vision, mission and objectives that helps to guide the whole organization to achieve its objectives. This comprises of ways of monitoring and evaluating processes. This was a case study, they collected primary data. The respondents included registrars of courts. Also directors of various departments were interviewed. Content analysis was the process of analyzing data and results established that the judiciary uses strategic planning practices. The results established that the judiciary develops key strategies that add to the vision and mission of the organization. The judiciary also establishes specific, measurable, achievable, and realistic and time bound objectives. The study also established the

challenges that the judiciary face that include lack of provision of resources by management and lack of monitoring and evaluation. The study also established that strategy implementation contributed to achievement of organizations objectives. The study was done in a service industry hence creating a gap for research to be done on a company producing goods hence this study focused on a large manufacturing company producing goods.

In Nigeria, Ojiagu and Nzewi (2015) studied on strategic planning and performance of banks in Nigeria. The research found that there is an association between performance and strategic planning practices in the banks in Nigeria. The study aimed at determining the nature of association of assets and profit. This research used exploratory design and secondary data was obtained from Nigerian Exchange fact book. Quantitative data was analyzed using linear regression. The results proved that the relationship between assets and profit margins are weak and they recommended that strategic planning practices should be used by the banks. This study used exploratory research design creating a gap for a study using a case study research design to be done on strategic planning practices. The study also used secondary data creating a gap for research to be done using primary data .Quantitative data was analyzed using regression analysis creating a gap for qualitative data to be analyzed using content analysis and finally ,the study was done in Nigeria hence creating a gap for research to be done in Kenya.

Ndiku, Kariuki and Maiyo (2016) in Kangundo Sub County, Machakos County did a study focusing on public secondary schools on association between strategic planning and performance .The aim was to get the association between performance and strategy. Schools implement strategic planning practices but it's not clear whether the strategic plans is helping them improve their performance. Descriptive survey design was used, and data collected using a questionnaire, and regression analysis analyzed data. The outcome proved that implementing a strategy is the highest significant influence on school performance. The results also showed that lack of resources was the hindrance to implementing strategic planning practices in secondary schools. Descriptive research design was used leaving gaps for research to be done on strategic planning using a case study. The study also analyzed data using regression analysis leaving a gap for research to be done using content analysis and finally the research was done in service industry leaving a gap for research to be done in a manufacturing industry.

This study therefore wants to establish if Limuru Tea Public Limited Company has formulated and implemented the strategic planning practices which are scanning the environment, management participating by providing the resources required, the organization direction, if they have a mission and a vision and this leads the study to the main research question, what is the influence of strategic planning practices on performance at Limuru Tea Company Limited?

1.3 Research Objective

The objective of this study was to establish the influence of strategic planning practices on performance at Limuru Tea Company Limited.

1.4 Value of Study

Students and other researchers and scholars will use this study because it will add knowledge on organizational performance and strategic planning practices. The findings and results from this study will also help to improve on the existing theories and also help researchers identify further areas of research that can be researched on.

Managers in organizations will be able to use this study to get knowledge on strategic planning practices which will assist the managers to formulate and implement good strategic planning practices in the industry they are operating in and this will support the managers to get good performance and achieve the objectives of their organizations.

The findings from this study will also help provide additional knowledge to policy formulation and development in organizations. This will help policy makers in organizations make correct policies to ensure that good strategic planning practices have been formulated and implemented.

1.5 Chapter Summary

This chapter has introduced the concept of strategic planning practices which covers strategic planning practices formulation, implementation and how they influence the performance of organizations. The chapter has introduced theories that the study is anchored on which are stakeholder theory supported by (Freeman, 1984) and resource based view theory supported by (Barney, 1991). The context of the study has been introduced in this chapter which is the tea industry in Kenya with focus on Limuru Tea Company Limited. The chapter defines the process of strategic planning practices formulation, this includes scanning the environment through PESTEL and SWOT analysis, formulating the organization mission and vision, determining organizations goals and objectives, creating feasible causes of action to achieve the objectives, actualizing the actions, monitoring, evaluating and reviewing the actions. The chapter describes how organizational performance can be measured through financial and non-financial indicators, measuring the organizations financial performance using return on assets, profit margin, and sales volume and measuring the organizations non-financial performance using customer satisfaction, employee satisfaction and company's growth.

The research problem has been identified. There is a high demand of tea and companies need to implement good strategic planning practices so as to attain competitive advantage to maximize their profits. Other studies that have been done on strategic planning practices have been analyzed critically in this chapter, the studies include Langat and Auka (2016) who studied the impact of strategic planning practices on the performance of small and medium enterprises in Nakuru, Kenya. Poku (2012) who studied the influence of strategic planning practices of Agriculture Development Bank in Ghana. Muthusi (2014) who studied strategic planning practices at the judiciary of Kenya, Ojiagu and Nzewi(2015) who studied strategic planning on performance of banks in Nigeria and Ndiku, Kariuki and Maiyo(2016) who studied the association of strategic planning and performance of secondary schools in Kangundo Sub county, Machakos County, Kenya and from this studies no study has been done on the influence of strategic planning practices on performance at Limuru Tea Company Limited and this helped to identify the objective of this study which is to establish the influence of strategic planning practices on the performance of Limuru Tea Company Limited. The study will be of value to other

researches, managers in organizations and will add knowledge to policy formulation and development in organizations.

1.6 Organization of the Project

The first step in organizing this research project was to identify the roles that were to be done during the project and the people to perform the roles. The first role was for the researcher to identify the study topic, identify a research problem, develop a research question, identify a research design, come up with data collection instrument, collect data, analyze the data, come up with the research findings, give conclusions and recommendations of the study. The second role in this research project was assigned to the university supervisor whose role was to examine, review the researchers work and guide accordingly, the third role in this research project was assigned to a panel of examiners to examine the researcher's proposal and research project during defense. The assigning of roles in this project helped to regulate the cooperation of all the people involved in this project, identification of reporting and decision making paths, shortening channels of communication and clear distribution of tasks and competencies through definition of roles.

The researcher came up with the total budget of conducting the research which included travelling costs, internet costs, airtime costs, sanitizer's costs, face masks costs, data collection costs, photocopying/printing costs and binding costs. The researcher also came up with the objective of the project which was to establish the influence of strategic planning practices on the performance at Limuru Tea Company Limited. The researcher determined the actions that needed to be done and the time frames when the actions were to be completed. The actions of the researcher included identification of study areas and selection of the study topic, university supervisor allocation process, drafting the research proposal, scripting the research proposal, submitting the research proposal, doing corrections on the research proposal, submitting the corrected proposal, defending the proposal, final project writing, submitting final project, doing corrections in the final project, defending the final project, doing corrections on the final project and submitting the corrections on the final project.

This research project has five chapters, where, chapter one contains the background of the study, strategic planning practices, organizational performance , the tea industry in Kenya, Limuru Tea Company Limited , the research problem, the research objective and the value of study. Chapter two contains the literature review, theoretical foundation, strategic planning practices and performance, empirical study and the research gaps. Chapter three contains the research methodology, research design, and data collection techniques and data analysis. Chapter four comprises of data analysis, results and discussion. Chapter five contains summary conclusions and findings.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents theoretic basics that guided the research. It emphasized on ideas as informed by literature review of past studies and this helped to summarize the gaps in knowledge of the past literature. This chapter covers the theoretical foundation, strategic planning practices, performance, empirical studies and research gaps.

2.2 Theoretical Foundation

This study is underpinned by (Freeman, 1984) and Resource based view theory (Barney, 1991) was the foundation of this study. This chapter covers stakeholder theory and resource based view theory which are essential in the study of strategic planning practices implementation.

2.2.1 Resource Based View Theory

Resource based view theory makes emphasis that a firm's strategic resources are key determinants of the competitive advantage of an organization and performance. The ownership of strategic resources offers a firm that has a unique chance to grow business over its competitors and hence the firm enjoys great profits. Strategic resource is an asset that can't be substitutable, difficult to imitate, rare and valuable. Intangible resources that include employees' skills and knowledge, firm's culture and reputation meet criteria of strategic resources as compared to tangible resources that include things like cash. Resource Based View theory suggests that organizations should develop core competencies that are unique and more specific to the organization that help the organization to outperform its competitors and also identify the resources that fulfill the criteria of strategic resource by the firm's competitors (Barney, 1991).

This theory's limitation includes ignoring external resources like the demand in the market and focusing only on internal resources. With this theory one cannot compose a

homogeneous group hence doing an empirical study is not easy. The theory has insufficient capability to do dependable forecasts. The Resource Based View theory is significant to this research because it provides management at Limuru Tea Public Limited Company with the means of evaluating potential factors that they should focus on and deploy resources to achieve competitive advantage for an organization because not all resources are of equal importance. Return on assets is fundamental in the theoretical anchoring of planning strategically and organizational performance (Barney, 1991).

2.2.2 Stakeholder Theory

All the processes involved in a business must be able to add value on it. Groups of people and individuals in any organization who are involved in any of the processes in the organization can control the failure or success of the organization. The management has to create value from all the relationships that they have with the stakeholders who interact with both the external and internal environment of the organization (Langfield, 1997).

Stakeholders have a significant role to play in organizations and interacting with them positively ensures a successful implementation of strategic planning practices. The top management of organization should be detailed about the way business should be done and on the kind of associations they need to make with all interested parties in their business. The stakeholder theory is all about how the employees, shareholders, financiers, customers, investors and communities interrelate so as to get value from each other. Understanding how this relationships function makes a business successful. Leaders ensure that these relationships between stakeholders and the organization enables them to achieve good results and also ensures that the strategic planning practices implementation is a success (Freeman, 1984).

2.3 Strategic Planning Practices and Organizational Performance

Strategic planning practices implementation is the part that is essential in ensuring an organization gets good results. This is the point where the intended actions that are to be done are actualized. As the actualization progresses, critical amendments, variations and modifications are introduced. People who are involved in the organization ensure that the strategic planning practices are implemented and this enables the organization get good results. The process of actualizing strategic planning practices entails converting the formulated strategic planning practices to policies, goals and objectives which will make the organization produce good results. Strategic planning practices execution entails providing the required resources, bringing changes to the organization's culture, changes in processes, changes in technology and changes in leadership. The changes are not worthy if they are not realized (Okumus & Roper, 1989).

Kathama (2012) studied strategic planning practices and performance of state cooperation's in Kenya. The objective of the research was to examine how strategic planning practices impacts performance of state cooperation's in Kenya. The study analyzed data using descriptive statistics. The study showed that performance is the output and end results of organizations actions against its goals and objectives. Performance shows the actions of the people in the organizations are working. Formal processes that are intended to help organizations to align their activities with the environment are the strategic planning practices used.

Kathama (2012) argued that strategic planning involved formulation of the organizations mission and vision, setting organizational objectives, formulating feasible causes of actions to achieve the objectives, implementing the actions and monitoring and evaluating the actions can reduce confusion in the activities of the organization hence enabling the organization meet its expectations. The goal of the research was to define the different types of strategic planning practices in state cooperation's and to establish whether they have an impact to the performance of state cooperation's. The process of strategic planning considers how current decisions can impact future implications. Challenges experienced in the state cooperation's include poor allocation of resources which makes the employees be unable to implement the strategic planning practices. Coming up with good strategic planning practices is not enough, the strategic planning practices must be

supported by the structure of the company, the resources available, the leadership of the company, the rewards systems and the organizational culture.

Kathama (2012) identified the factors that influence strategic planning practices to be forces from the external environment which leads to the performance of the organizations which is achieving their mission. The organizations exist in an environment that is turbulent and this may cause an organization to increase or reduce their performance. The results of an organization can be measured through return on assets, profit margins, share price, company growth, customer satisfaction, and employee satisfaction. In the findings most state cooperation's reviewed their mission and vision statements, and the management participated by treating strategic planning practices as part of their daily routines. Most state cooperation's perceived performance as efficiency in operation, producing quality goods and services and changing the innovation used. The study results showed that performance is greatly influenced by strategic planning practices.

2.4 Empirical Studies and Research Gaps

Langat and Auka (2016) in Nakuru studied the impact of strategic planning practices on the performance of small and medium enterprises, the study noted that small enterprises face uncertain business environment which are competitive and experience fast technological changes and therefore they are struggling to survive and were concentrating on different ways to improve processes. The aim of the study was to inspect how performance is affected by strategic planning, to realize this, data was collected from forty seven small businesses, the study used a correlational survey and data was analyzed by means of regression analysis. Findings showed that strategic planning impacted on the performance and there was need for people in business to embrace strategic planning to improve their performance and survive in the competitive market. The results showed that environment scanning using PESTEL and SWOT analysis during formulating and implementation of strategic planning practices was the best move to ensure good results are obtained. This study has gaps because it focused on small businesses, this shows a study has not been done on a large manufacturing company and thus the current study focused on a large multinational company, the study focused only on Nakuru and this shows that a study has not been done in a company that sells its products in the whole country and also on a company that exports its products. The research used a correlational

survey research design hence there is a gap of using a case study in understanding strategic planning practices and data was analyzed using regression analysis and this leaves a gap of using content analysis as a way of analyzing data on strategic planning practices. The study also used quantitative data creating a gap of using qualitative data hence this study used qualitative data.

Poku (2012) in Ghana studied the influence of strategic planning on the performance and operation of Agriculture Development Bank (ADB). The purpose of the study was to assess how performance has been effected by strategic planning. Secondary data obtained from journals, magazines, articles textbooks and primary data was collected from employees of Accra region ADB banks through questionnaires. Used survey research design in the research and data and results showed that not all employees had not known the mission, vision and the objective of the organization and thus the employees were ignorant about program evaluation because of poor communication of the objectives of the program. The study suggested that structures must be put in place to enable the employees understand the objective and the strategic planning practices that are in place to enable Agriculture Development Bank achieve its objectives. This study collected both secondary and primary data leaving a gap for only primary data to be collected and this current study collected primary data. The study used survey research design leaving a gap for research to be done using a case study and finally research was done in Ghana leaving a gap for research on strategic planning to be done in Kenya which the current study fills by doing research in Kenya.

Muthusi (2014) studied strategic planning practices in the Kenyan judiciary. The aim of the research was to analyze if the organization has a framework to formulate the organizations vision, mission and objectives that helps to guide the whole organization to achieve its objectives. This comprises of ways of monitoring and evaluating processes. This was a case study, they collected primary data. The interviewees included registrars of courts. Also directors of various departments were interviewed. Content analysis was the process of analyzing data and results established that the judiciary uses strategic planning practices. The results established that the judiciary develops key strategies that add to the vision and mission of the organization. The judiciary also establishes specific, measurable, achievable, and realistic and time bound objectives. The study also established the challenges that the judiciary face that include lack of provision of resources

by management and lack of monitoring and evaluation. The study also established that strategy implementation contributed to achievement of organizations objectives. The study was done in a service industry hence creating a gap for research to be done on a company producing goods and this study focused on a large manufacturing company producing goods.

In Nigeria, Ojiagu and Nzewi (2015) studied on strategic planning and performance of banks in Nigeria. The research found the association between performance and strategic planning practices in the banks in Nigeria. The study aimed at determining the nature of association of assets and profit. The study used exploratory research design and secondary data was obtained from Nigerian Exchange fact book. Quantitative data was analyzed using linear regression. The results proved that the relationship between assets and profit margins are weak and they recommended that strategic planning practices should be used by the banks. This study used exploratory research design creating a gap for a study using a case study research design to be done on strategic planning practices. The study also used secondary data creating a gap for research to be done using primary data. Quantitative data was analyzed using regression analysis creating a gap for qualitative data to be analyzed using content analysis and finally, the study was done in Nigeria hence creating a gap for research to be done in Kenya.

Ndiku, Kariuki and Maiyo (2016) in Kangundo sub- County, Machakos County did a study focusing on public secondary schools on association between strategic planning and performance. The aim was to get the association between performance and strategy. Schools implement strategic planning practices but it's not clear whether the strategic plan is helping them to improve their performance. The study used descriptive research design, and data collected using a questionnaire, and regression analysis analyzed data. The outcome proved that implementing a strategy is the highest significant influence on school performance. The results also showed that lack of resources was the hindrance to implementing strategic planning practices in secondary schools. Descriptive research design was used leaving gaps for research to be done on strategic planning using a case study. The study also analyzed data using regression analysis leaving a gap for research to be done using content analysis and finally the research was done in service industry while leaving a gap for research to be done in a manufacturing industry.

Table 2.1 Summary of Empirical Studies and Research Gaps

Study	Methodology	Key results/findings	Research gaps	Focus of current study
Langat and Auka (2016) in Nakuru studied the effect of strategic planning practices on the performance of small enterprises.	Collected primary data using a questionnaire. The study used correlational survey design. Quantitative data. Analyzed by regression analysis.	To achieve better results, doing environmental analysis during formulating and when implementing strategic planning practices was crucial.	Focused on small enterprises in Nakuru. The study did not focus on a large manufacturing company. The study used quantitative data. The study used correlational survey design.	Focused on a large business. This study used qualitative data. This study used a case study design. The study analyzed data using content analysis.
Poku (2012) in Ghana studied influence of strategic planning practices on the performance of Agricultural Development Bank (ADB).	The study used survey research design. This study collected both secondary and primary data. Quantitative data analyzed by correlation analysis.	Formulating and implementing strategic planning practices was the only thing that ensures organizations perform better.	Did not focus on a large manufacturing company. Collected both secondary and primary data. The study used survey research design. The study was done in Ghana.	This Research was done in Kenya. This research focused on a company producing goods. This study collected primary data only. This study used case study design.

			The study used quantitative data	This study used qualitative data.
Muthusi (2014) studied strategic planning practices in the judiciary. The study was in the republic of Kenya.	Used primary data and an interview guide for data collection. Analyzed data by content analysis.	Organization direction which is the mission and vision should be considered during formulation and implementation of strategic planning practices.	The research focused on a service industry. The study did not focus on a manufacturing company producing goods.	This research focused on the manufacturing industry that is producing goods.
In Nigeria, Ojiagu and Nzeiwa (2015) studied research on the impact of strategic planning practices on the performance of commercial banks.	Secondary data was collected from books the Nigerian Stock Exchange fact book (2011/2012 and 2012/2013) Lagos. Exploratory research design. Analyzed data by regression analysis.	Strategy implementation was a component of a good strategic planning practice but it had a weak association on the performance of the commercial banks.	The study did not focus on a company producing goods. The study collected secondary data. The study used exploratory research design. The study used quantitative data.	This study collected primary data. This study used a case study design. This study used qualitative data.
Ndiku, Kariuki and Maiyo (2016) in Kangundo sub	Collected primary data. Used questionnaires	Strategy implementation was the most important thing to produce	Focused on public organizations. The study used cross sectional	This study focused on private organizations.

county, Kenya did a study on the impact of strategic planning practices on the performance of secondary schools.	Quantitative data analyzed by regression analysis.	positive performance and it's the most challenging phase to undertake.	descriptive survey design. The study used quantitative data. The study used regression analysis to analyze data.	This study used a case study design. This study collected qualitative data. This study analyzed data using content analysis.
--	--	--	--	--

(Source: Researcher, 2022).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents how this study is designed systematically. It shows how quality data was obtained so as to address the objective of the research. The chapter outlines the kind of data to collect, where to get the data, how to get the data and the process of analyzing the data.

3.2 Research Design

This study adopted a case study design. This comprised of a detailed study on an existing real life occurrence in organizations. The research design was utilized to ascertain and describe the phenomenon being studied and provide some pointers to the occurrence and association between variables. This study was qualitative where by non-numerical data was used which was from interview guide that was administered. This design was defined by activity, time and space, the context was based on occurrence of the activities and multiple sources of evidence came from the interviews conducted (Bevans, 2019).

The main advantages of using a case study as a research design was because it had the ability to see the relationship between the occurrence, people and the context, flexibility in collecting data, ability to explore deeper causes of the occurrence, the ease to explain results to audiences, and also ability to collect data through interviewing people. The disadvantages of using a case study design was that the results cannot be generalized to other settings. It's also difficult to convince readers who are familiar with statistical answers. Not everyone in the organization was able to provide quality information (Bevans, 2019).

3.3 Data Collection Techniques

An interview guide was used for the study as it provided a high data standardization level and the information was generalized. The Interview guide was useful in the current study by enabling a convenient, quick and easy means of collecting data in an unbiased and non-threatening way (Fukami, 2020).

Structured interview guide provided flexibility at the initial creation phase by deciding how questions was administered. Interview guide was self-administered to 5 members of staff at Limuru Tea Public Limited Company, from the top level management because it's not possible to get responses from all the members of staff (Fukami, 2020).

3.4 Operationalization of Variables

The variables were defined into qualitative factors, this allowed the researcher know if the strategic planning practices contribute to performance, the structured interview guide helped to define each variable, when the responder responding to the interview guide said definitely not or to a limited level to a response this meant that the variable is of low quality, when the responder of the interview guide said to a fair level, this meant the variable is of average quality and when the responder responding to the interview guide said to a high level or to a very great level this meant the variable had a high quality.

This enabled this study to show the quality of the variables which include scanning the environment, organization direction which is the mission and vision, management participation mainly by providing resources required, strategy implementation and organization performance.

Table 3.1 Operationalization of Study Variables

Variable	Operational indicators	Measurement	Measurement scale	Data collection tool	Data analysis
Strategic planning practices implementation	Number of strategic planning practices implemented. Number of strategic planning practices evaluated. All allocated resources.	Likert Scale	Ordinal	Interview guide	Content analysis
Performance	Return on Investments. Return on Assets Customer satisfaction. Employee satisfaction. Companies growth	Likert Scale	Ordinal	Interview guide	Content analysis

(Source: Researcher, 2022).

3.5 Data Analysis

Data collected from this study was analyzed using content analysis. This was the process of examining the insides of written materials such as newspapers, records, journals and other spoken materials that have been spoken. It was qualitative in nature that contains messages of the existing documents or spoken words that had been obtained through in-depth interview, it measures the intensity of the force and it was the central activity when the concern was the study of verbal materials. It was simple because it checked on the basis of definite characteristics of the verbal materials or documents and can be identified and counted on specific ideas (Kothari, 2004).

Content analysis enabled to bring out the mental image of a thought, ideas and imagination that exists in the minds of the employees who were interviewed. Similar ideas were grouped so as to understand strategic planning practices. This unit of knowledge was grouped by associating ideas from sub units of ideas. This was the investigation of the ideas of a written and spoken material (Mugenda & Mugenda 2003).

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis procedure, interpretation, findings of the research and a discussion of the findings in relation to the theoretical and empirical literature that have been evaluated. Data was analyzed according to the research methodology. The findings intended to meet the study objective. The findings aimed at establishing the influence of strategic planning practices on performance at Limuru Tea Public Limited Company.

4.2 Response Rate

Unstructured interview guide was employed to get primary data from top management individuals at Limuru Tea Public Limited Company who are involved actively on the process of strategic planning formulation and implementation. Face to face interviews were done at Limuru Tea Public Limited Company offices located at Kericho Kenya. Five top managers responded to the interviews. The top managers who were included in the interviews were from agriculture, marketing, information and communication technology, factory operations and finance departments. All the interviews were conducted and the response rate was 100%.

Throughout the interviews, the researcher took brief notes and did not expose any of the participant so as to keep the identity of the participants confidential because employees in Limuru Tea Public Limited Company are not required to disclose information externally but this study was done in accordance with Limuru Tea Company's information classification and information handling standards. Content analysis was used to analyze the collected primary data in this study.

4.3 Respondents' General Information

The researcher requested the respondents to show the level of management in the company, their gender and their highest level of education. The study established that all respondents were in the top management the study also established that two respondents had a master's degree while three respondents had a bachelor's degree.

Three respondents were female while two respondents were male. These findings indicated that all the five respondents are part of the team that is implementing the strategic planning practices that have been formulated at Limuru Tea Public Limited Company.

4.4 Strategic Plan of Limuru Tea Public Limited Company

After inquiring whether Limuru Tea Public Limited Company has a strategic plan, one respondent indicated that the company has a strategic plan. The respondent indicated that the strategic plan was reviewed in January 2020 under the strategic review of global tea business that included their top brands, PG Tips, Brooke Bond and Lipton. Options in the strategic plan were reviewed to keep tea business in Indonesia and India. The strategic plan review intended to create separate entities with the objective of maximizing their abilities in relation to Unilever's brands of tea, tea estates and geographies. The study found out that Limuru Tea Company Limited had been rebranded to Limuru Public Limited Company to indicate that shares in the company are being traded publicly .The study established that the main objectives of the company are to achieve product quality ,to achieve product safety, to be responsible in innovation, to protect companies information, fair competition, to protect companies physical and financial assets, to protect companies intellectual property, health and safety, respect, dignity and fair treatment.

According to one respondent some of the strategic initiatives that are being implemented in the strategic plan in the past years is to replace tea bushes that are low yielding with clonal varieties that are new and high yielding and drought tolerant, this was achieved by uprooting old bushes , preparing the land and replanting, already 46 hectares of land , has

been replanted and this boosted efficiency, and raised the amount of green leaf tea that is produced by the company hence improving organizational performance in the long run.

4.5 Process of Strategic Planning at Limuru Tea Public Limited Company

Respondents indicated that the process of formulating and implementing strategic planning practices were done in five phases which comprised of scanning the environment by analyzing the internal and external environment, developing a strategic plan, coming up with goals and objectives, implementing the strategies that have been selected, monitoring, evaluating and reviewing the strategies. Environmental scanning is done to determine the strategic position of Limuru Tea Public Limited Company. This is the phase that sets the tone for formulating and implementing strategic planning practices, another respondent added that this phase helps the company to know what is to be done, who does it, where it is done and when it is done and why it is done.

The study established that scanning the environment involved the company's stakeholders, both external and internal stakeholders are included, the findings recognized strategic concerns are addressed by talking to corporate management, getting feedback about consumers, and getting market and industry information to get a real image of Limuru Tea Public Limited Company's marketplace position. The findings of the study established that the company's mission, vision and purpose offered the management and stakeholders a strong image of the business direction.

The study findings showed that Limuru Tea Public Limited Company used strategic tools for analyzing internal and external environment and this included SWOT and PESTEL analysis, value chain analysis and gap analysis. Two respondents added that the current position of Limuru Tea Public Limited Company was founded on SWOT analysis. This was determined by input from executives, sellers, buyers and neighboring communities. Another respondent indicated that PESTEL analysis helped Limuru Tea Public Limited Company to identify the challenges that needed to be solved.

According to results, the second phase was to identify strategic objective and giving them priorities, one respondent indicated that the executive board members made a list of the

company's strategic objectives ,the board members set the targets so as to assist the organization to achieve the objectives .The study found out that the objectives in this study had to be aligned to the organization mission and vision and the company had to put in measures to be considered to have an impact in achieving the organizations mission and vision and this was able to reinforce the company's position in the market and thus making the organization grow. Limuru Tea Public Limited Company needed to monitor competitor's action and set objectives to counter the actions. One respondent indicated that the performance indicators which include return on assets, return on investments, sales volume, company's growth, employee satisfaction, customer satisfaction and company's growth were determined in this stage.

The third stage according to the findings was to develop a strategic plan as per the mission, vision and the strategic objectives which have to be systematic, measurable, achievable and time conscious. One respondent indicated that the company enlisted Ekaterra Tea Kenya Limited (Unilever Tea) to assist in developing a strategic plan. The respondent indicated that Ekaterra Tea Kenya Limited(Unilever Tea) helped Limuru Tea Public Limited Company to streamline priorities by leading the company towards the most efficient and effective way of utilizing resources so as to accomplish the company's objectives, purposes and goals by involving key stakeholders . The study found out that the executive board members together with Ekaterra Tea Kenya Limited (Unilever Tea) decided the techniques that are needed to achieve Limuru Tea Public Limited Company's goals and objectives by clearly communicating duties and responsibilities of each individual stakeholder, establishing a timeframe to achieve the objectives and goals, and mapping strategies to visualize the overall strategy so as to come up with the organizations strategic plan. One respondent supported this view by mapping the strategies made it straight forward to see Limuru Tea Public Limited Company processes, find areas of development and identify strategic gaps. All efforts that do not help Limuru Tea Public Limited Company achieve its mission and vision were discarded.

The fourth stage of strategic planning practices was the execution of the formulated strategic planning practices. The study established that this phase purposes to put the strategic planning practices into action. According to one respondent, the implementation process starts by communicating and sharing the strategic plan to the whole organization. The study found out that all the processes of Limuru Tea Public Limited Company were

mapped, and clearly communicated the roles of each team to individuals so as to avoid duplication of roles. The company applied Key Performance indicators while implementing the strategies. Another respondent indicated there was frequent monitoring and evaluation of the strategic planning practices by individual employees, supervisors, managers and executive board members and they had check points to ensure that strategic planning practices implementation was on track.

The study found out that Limuru Tea Public Limited Company allowed Ekaterra Tea Kenya Limited (Unilever Tea) to examine its strategic objectives and make corrections based on the successes and failures of the strategic planning practices. Another respondent indicated that each manager was given a responsibility to determine his/her own key performance indicators and make sure that their team has attained them. The respondent indicated that Limuru Tea Public Limited Company assessed strategic objectives on quarterly terms and makes sure the strategic planning practices implementation is on track. One of the respondents indicated that the company uses a balanced score card to track progress of strategic planning practices implementation because it helps to give the company a clear picture of its performance. One respondent indicated that the company's vision, and mission have been reviewed because of changes that were brought in by Covid 19 pandemic which necessitated critical changes to the original strategic plan.

4.6 Strategic Planning Practices at Limuru Tea Public Limited Company

The responses showed that the strategic planning practices have been formulated and are being implemented in the company as per the company's values which are, integrity, responsibility, respect and pioneering. This study looked at four strategic planning practices at Limuru Tea Public Company Limited which enables them achieve good performance. The strategic planning practices in this study are scanning the environment, organization direction, management participation and strategic planning practices implementation.

4.6.1 Environment Scanning at Limuru Tea Public Limited Company

According to two respondents, the environment is scanned at Limuru Tea Public Limited Company regularly, internal environment is scanned using SWOT analysis while the external environment is scanned using PESTEL analysis. The respondent indicated that the political environment is monitored and the company offers no political views, Limuru Tea Public Limited Company doesn't support any political party and it doesn't offer contribution to groups whose actions have the intentions of promoting party's interest. The company takes into consideration of political risks. Another respondent indicated that the economic scenarios in taxation, inflation, unemployment, supply and demand among others is closely monitored. The company is engaged in social activities through corporate social responsibilities so as to have a social impact in the society. Three respondents indicated that environment issues are solved so as to meet the environmental requirements and environmental safety. The company is committed to make improvements in managing environmental impact through environmental care. The company uses technology in its operations and ensures its technology is safeguarded to stop loss or theft and complies with copy write laws. The respondent added that company also reviews instances of noncompliance with regulatory and legal requirements that can be brought to its attention regularly.

One of the respondents stated that the main strength of Limuru Tea Public Limited Company is the shared values of their people who behave with integrity. No major weakness was observed in the company but they are always searching for new opportunities in the markets, investments and company's growth. The respondent stated that the main threat of the company are the competitors, they have less formal meetings with competitors, they don't exchange information with competitors, they also prevent competitors from accessing their markets and they take time to gather competitors information from public domain while safeguarding their information.

4.6.2 Organization Direction of Limuru Tea Public Limited Company

According to three respondents, formulating the mission and vision of the company is one of the way of documenting the direction of a company. The respondents indicated that Limuru Tea Public Limited Company has formulated its mission and vision. The mission

of the company is 'being serious about sustainable and profitable tea business, passionate about taking care of our people and communities' the companies vision is 'to be a truly sustainable tea plantation, providing future proofed test solutions and enhanced livelihoods.' The purpose of the company is to make sustainable living common place. The mission and vision has enabled the company create a business model that is helping them accelerate growth in business, while reducing environmental footprints hence having a positive social impact.

One respondent stated that the company's direction is consistent with what the customers expect from them and their changing attitudes. The management has communicated the direction of the company to all employees and this helps the company formulate strategic objectives which are systematic, measurable, achievable, realistic and time conscious that helps them to succeed and improve their performance.

4.6.3 Management Participation at Limuru Tea Public Limited Company

All the respondents indicated that management of Limuru Tea Company is headed by the CEO and Directors of the board, top managers, then senior managers followed by line managers and then the other employees working in different departments, the organization structure and reporting channels are pyramid in nature. The respondents stated that management of Limuru Tea Public Limited Company helps the organization to hold stakeholders meetings and ensure that they operate effectively to ensure that the organization achieves its objectives, the management proposes strategic planning practices and ensures that enough resources have been deployed to ensure that the strategic planning practices have been formulated and implemented. They ensure that there is open communication inside and outside the company supported with a clear structure for effective running of the company's businesses.

According to one respondent the management also ensures that the performance of each individual stakeholder is evaluated on quarterly basis and approves rewards for good performance and penalties for bad performance. The management participates in formulating policies, good environmental practices, corporate social responsibilities and guide cooperate reputation including major relations with shareholders, government,

academia and other important stakeholders. The management also ensures implementation of strategic planning practices, monitoring and evaluation of strategic planning practices, work plans, business plans and ensures that the strategic planning practices are aligned to the corporate priorities and objectives. They propose acquisitions, mergers, joint venture, disposals and capital expenditures. One respondent indicated that currently the management is reviewing a proposal from Ekaterra Tea Kenya Limited(Unilever Tea) where the company has expressed interest to acquire 100% ordinary shares in the share capital of Limuru Tea Public Limited Company that are not already legally owned by Ekaterra Tea Kenya Limited(Unilever Tea) . Two respondents indicated that the management provides all the financial resources and approve transactions that help the company achieve its objective, the respondent added that increasing the profit margins is the responsibility of management and this can be achieved by monitoring and developing trends in the global and regional markets, testing future economic scenarios against the organizational growth objectives. Management also enters into any agreement on behalf of the company except land and property agreements, they initiate and settle any litigation and claims and also manage the human resources from the time they enter the company to the time they exit the company. One respondent pointed out that the management manages risk, and training.

4.6.4 Strategy Implementation at Limuru Tea Public Limited Company

Four respondents indicated that the management ensures day to day implementation of strategic planning practices after being delegated to senior management of the divisions, geographies, functions and operating companies and they are responsible for strategic planning practices implementation. The respondents indicated that compliance of implementation of strategic planning practices is always reviewed by support of the audit committee and any breaches in strategy implementation is reported. While implementing the strategy, management always ensures the strategic planning practices that are being implemented are aligned with the cooperate objectives which reflects the company's direction.

One respondent stated that the company monitors effective strategic planning practices implementation while also monitoring competitors and third party performance. The respondent indicated that the company verifies that the strategic planning practices have

been implemented and reviewed where necessary. The respondent stated that management assessed their strategic planning practices quarterly and ensures they are operating efficiently. The respondent stated that the company also reviews partners in strategic planning practices to ensure their performance is as required and after a successful review and evaluation a report is prepared and submitted to the board for discussion.

4.7 Performance at Limuru Tea Public Limited Company

Two respondents indicated that performance was achieved by customers being satisfied with the quality and safety of their tea products. This was measured by customers who were happy with the company's tea products to a great level. The respondents showed that company rates customer satisfaction by the increasing demand of their products. One respondent indicated that the company conducts surveys to their customers and most surveys showed that the customers are happy with their tea products. The respondent added that the company has focused on their customers by knowing their customer expectations, receiving customer complaints and solving the problems they are having, this has made them get customers who are loyal to their tea products by introducing reward programs for loyal customers.

Another respondent indicated that the revenues increased from Ksh. 46.6 million in the first half of the year 2021 and now the company's revenue is at ksh. 66.3million in the first half of the year 2022 and this shows an increase in revenue collection. The respondent indicated that company has manufactured 406 tons of black tea in the first half of the year 2022 and this has made them post a pretax profit of Ksh 5.9 million in the first half of the year 2022 compared to a pretax loss of 8.6 million in the first half of the year 2021. The respondent also indicated that the share price of the company has increased to ksh. 420 in the year 2022 from Ksh.350 in the year 2021. The respondent indicated that the sales volume of the company had increased by 42%.

Two respondents indicated that their performance is also measured by how the employees are satisfied and this can be measured by the level of contentment or happiness of their employees. The respondent indicated that they use employee satisfaction surveys to measure employee satisfaction in the organization. The respondent added that the employees at Limuru Tea Public Limited Company are happy with the organization

culture, compensation, career growth, management style, and good working environment. The respondent indicated that this has been achieved through open communication within the organization, immediate feedback, rewards and recognition, engagement of employees, training, development and clarity in organization mission, vision and objectives.

One respondent indicated that the return on assets is currently at -1.51% , the respondent indicated that they are expecting return on assets to jump to a positive percentage in the long run and this negative returns on assets were caused by the Covid 19 pandemic which made their company get losses in the 2021 financial year . The respondent indicated that it is at this time that their strategic plan was reviewed and the came up with a turnaround strategy that is enabling them implement the current strategic planning practices and hence they are achieving good results in 2022 financial year. No respondent had information on return on investments and on return on capital.

Three respondents indicated that the company had grown in the past years. The respondents indicated the company had acquired 6 more hectares of land that they use to pant tea, they indicated that the total hectares of land of the company has increased from 275 hectares to 282 hectares of land. According to the respondent, acquiring of extra land has enabled the company produce more tea and this makes them be able to meet the customers demand.

4.8 Strategic Planning Practices and Performance of Limuru Tea Public Limited Company

The studies objective was to establish the influence of strategic planning practices on performance at Limuru Tea Public Limited Company. The study established that Limuru Tea Public Limited Company performed well in sales volume, company growth, employee satisfaction and customer satisfaction but was poor in return on investments per the responses in the study. Despite finding being mixed on performance, all the respondents indicated that Limuru Tea Public Limited Company had made an important progress by reporting profits in the half year of 2022 and losses have reduced in the same financial year and this shows that the company is performing well.

According to all respondents of the study, the strategic planning practices adopted by Limuru Tea Public Limited Company has played a significant role in organization performance of the company. Strategic planning practices that include scanning the environment, management participation, organizational direction as well as strategy implementation, evaluation and review has enabled Limuru Tea Public Limited Company to have competitive advantage .Another respondent indicated that Limuru Tea Public Limited company recruited leaders who are strategic and have the capacity to understand, anticipate and make evidence based decisions in a turbulent and ever changing business environment to outperform competitors.

This study established scanning the environment through PESTEL and SWOT analysis had a positive influence on the business performance. According to one respondent, litigation and regulatory actions saved the organizations a lot of money in terms of paying damages and fines in courts, the respondent also indicated that the company is not involved in any political activity and participates in corporate social responsibilities. The respondent indicated that the company uses the latest technologies in all its operations and takes time to conserve the environment .Another respondent noted that the main threat of the company comes from competitors' actions and they always monitor competitors' actions on a daily basis. The respondent added that the main strength lied in the shared values of the people in the organization because they behave with integrity. The respondent indicated that there are more opportunities to expand their market share through exports and this can be achieved by identifying untapped market in the global arena and their main threat came from their competitors like Kapchorua Tea Company Limited and Williamson Tea Kenya Limited who are targeting their customers. Scanning the environment in this manner has helped Limuru Tea Company Limited to reduce losses and increase profit margins hence being able to attain the objectives of the company.

Management participating by ensuring the delivery of the organizations agreed strategic planning practices has also enable Limuru Public Company Limited achieve good performance. According to one respondent the management participates by proposing strategic planning practices and the organization direction for approval by the board, monitoring, reviewing and evaluating the strategic planning practices, monitoring trends in the regional and global markets which may affect the organization, testing future economic scenarios alongside the company's growth objectives. Another respondent

indicated that the management monitored the performance of each individuals on quarterly basis. Management also proposed capital expenditures, mergers, acquisitions, joint venture or disposals. The respondent indicated that the management made and approved budgets for formulating and implementing strategic planning practices, they were also involved in managing all the resources of the company. The actions of management as per this study clearly indicates that their actions has contributed to the good performance of the company.

According to two respondents, strategic planning practices are monitored on a day to day basis and this includes monitoring the activities of the competitors. The company ensures the agreed and approved strategic planning practices have been implemented and reviewed were necessary. The strategic planning practices is subdivided to geographies and functions and the implementation of the actions delegated to senior managers of the divisions and geographies and any breach of strategy implementation is reported. According to the study, the close monitoring, evaluation and reviewing of strategic planning practices has significantly contributed to the good performance of Limuru Tea Public Limited Company.

4.9 Discussion of Results

The main objective of this study was to establish the influence of strategic planning practices on performance at Limuru Tea Company Limited. Strategic planning practices assist to find the required courses of action to enable proper allocation of resources. The study established that Limuru Tea Public Limited Company had formulated various strategic planning practices that include, scanning the environment, organizational direction, management participation and strategic planning practices implementation, evaluation and review.

Scanning the environment included both internal and external environmental analysis. Internal analysis is analyzed using SWOT analysis and external environment analysis is analyzed using PESTEL analysis. Management participates comprehensively in the strategic planning process of Limuru Tea Company Limited and the company has a well communicated organization direction which entails the vision, mission and the organization objectives. Strategic planning practices that have been formulated by Limuru

Tea Public Limited Company are being implemented, monitored, evaluated and reviewed when necessary. This study has established that when a company has formulated and is implementing good strategic planning practices, the organization will achieve good performance.

4.9.1 Linkage to Empirical Studies

The findings from the study are in agreement with the observations that was made by Langat and Auka (2016) in Nakuru who found that small and medium enterprises achieved good results by scanning the environment using SWOT and PESTEL analysis during formulation and implementation of strategic planning practices. Both studies found out that it was crucial to analyze the political, social ,environmental, economic and technological environment and it was also crucial for the organizations to know their weakness, threats, strength and opportunities because scanning the internal and external environment gives an organization the competitive advantage.

The outcomes of the study also agrees with those of Poku (2012) who conducted a study on the influence of strategic planning practices on the performance of Agricultural Development Bank. Both studies revealed that formulating and implementing strategic planning practices was the only thing that ensures organizations perform better.

Further, the outcomes of this study agrees with those of Muthusi (2014) who studied strategic planning practices in the Kenyan judiciary. Both studies revealed that organization direction which is the vision, mission and objectives should be considered during formulation and implementation of strategic planning practices.

4.9.2 Linkage to Theories

The outcomes of the study agrees with prepositions of resource based view theory that strategic resources are important when formulating and implementing strategic planning practices (Barney, 1991). Strategic resources which include, financial resources, human resources, company's reputation, values and culture of the organization are important elements for successful formulation and implementation of strategic planning practices and this enables an organization to achieve good performance.

The outcomes of this study are also agrees with the stakeholder theory that all people who are affected by the business or its operations can directly influence the performance of the organization. (Freeman, 1984). The study found out that the organizational direction has to be communicated to all stakeholders and this employees, local communities, government, suppliers, environmental groups, customers, and many more so that they work together in achieving the organizational direction, which is achieving the organization mission, vision and objectives and this will enable the organization get good results.

4.9.3 Chapter Summary

In the findings, the study has shown that Limuru Public Limited Company has a strategic plan which has been reviewed because of the disturbances brought in by the Covid 19 pandemic. The researcher noted that most respondents from the study indicated that Limuru Tea Public Limited Company scans its environment before and after formulating strategic planning practices. The researcher also indicates that Limuru Public Limited Company has an organization direction which is clearly indicated in their mission, and vision, according to the study, the mission and vision enables individuals to be engaged in activities that help the organization achieve its mission and vision.

The management of Limuru Tea Public Limited Company participates in the formulation, implementation of strategic planning practices by holding stakeholders meetings, ensuring open communication, providing the required resources, formulating policies, corporate social responsibilities, proposing acquisitions, mergers, and ensuring all activities are in line with the organization direction. The management also monitored, evaluated and reviewed the strategic planning practices where necessary. From the findings the researcher has indicated that it is the strategic planning practices that has helped Limuru Tea Public Limited Company to perform well in the tea industry in terms of sales volume, profit margins, employee satisfaction, customer satisfaction and company growth.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary, conclusions and recommendations on strategic planning practices and performance of Limuru Tea Public Limited Company and it's done in line with the objectives of the study.

5.2 Summary of the Study

The study established the influence of strategic planning practices on performance at Limuru Tea Public Limited Company. The study determined that Limuru Tea Public Limited Company formulated and implemented strategic planning practices which include scanning the environment using SWOT and PESTLE analysis, Organization direction which is the mission and vision, management participation and strategy implementation. The associations of this results is that actual application of this strategic planning practices is critical because it enables the company be able to achieve its objectives. On the performance of Limuru Tea Public Limited Company, the study established that the good performance of the company was as a result of the strategic planning practices. The study found out that the Limuru Public Limited Company performed well in sales volume, profit margins, customer satisfaction, employee satisfaction and company growth.

The study findings determined that the strategic planning practices that have been adopted by Limuru Tea Public Limited Company played a part in improving the performance of the firm. Scanning the internal environment helped the organization to identify the threats, weakness, opportunities and strengths. Scanning the external environment helped the organization to keep up to date with the latest technologies in the market, establish the opportunities and challenges that can be brought with the political environment, analyze the economy, engage in activities that protect the environment and also participate in cooperate social responsibilities and this helped the management make evidence based decisions that helped the company achieve good performance.

The findings from the study also determined that the organizations direction that included the mission, vision and objectives enabled the stakeholders of the organization be able to work towards achieving the organizations objectives. The study determined that this objectives were systematic, measurable, achievable, and realistic and time conscious and were subdivided to individual tasks. Individual performance was monitored on quarterly basis and any individual activity that was not adding to achieving the organizational objectives was discarded.

The study findings also determined that Limuru Public Limited Company has good managers who are headed by the C.E.O who helped the company to organize meetings with stakeholders and communicate the organization direction to them. The study also established that the managers also assisted the company by evaluating the stakeholders .The management also proposed the strategic planning practices to the board, formulated policies, good environmental practices, cooperate social responsibilities and managed the corporate reputation. The study determined that the management ensures that resources have been provided for formulation and implementation of strategic planning practices.

The findings also determined that Limuru Tea Company Limited implements the strategic planning practices on a day to day basis .The study determined that the strategic planning practices are implemented in different geographical areas and in different departments. The study determined that when the management is implementing the strategies, the actions of stakeholders are aligned to the organizations objectives and this actions are evaluated and reviewed.

5.3 Conclusions of the Study

From the summary of the findings, conclusions can be made, first, strategic planning practices play an important role in enabling an organization achieve its objectives. This roles include scanning the internal environment using SWOT analysis and scanning the external environment using PESTEL analysis, guiding the organization towards a particular direction by formulating a mission, vision and objectives of the organization, and management participation by providing the resources required for formulating and implementing strategic planning practices.

Second, operations efficiency can be increased by aligning all the functions and activities of Limuru Tea Public Limited Company to the company's mission, vision, and objectives so as to be able to realize organizational goals. The management should communicate the vision and mission of the organization to all the employees of Limuru Tea Public Limited Company to enable them know the purpose of the organization and work towards achieving the purpose.

Third, the key stakeholders of Limuru Tea Public Limited Company are the shareholders, farmers, employees, customers, distributors, wholesalers, government, learning institutions, neighbor's communities and financial institutions and management takes care of all the stakeholders needs and this makes them be motivated and makes them work towards achieving organizational objectives.

Management has to provide the required resources to the employees of the organization to enable them be effective and efficient while implementing the strategic planning practices. This becomes even possible when tasks are subdivided to individuals to reduce duplication of roles. After all strategies have been implemented, they should be monitored and evaluated quarterly to check on their efficiency and make some amendments where necessary.

5.4 Recommendations of the Study

Basing on the findings and conclusion the study makes the following recommendations, first, this study recommends that organizations should be close to politicians even if they are not involved in politics so as to gain more from the opportunities that may come from the elected politicians and this may include, donations, subsidies, waivers, exemptions and inclusions in their activities, this should help them get resources for production of tea at a cheaper price than the market price.

Secondly, this study recommends that the company should also invest heavily in research and development when formulating and implementing strategic planning practices because it's the only way that should ensure the company is innovative and introduce new products and to improve on existing products.

Thirdly, this study recommends that Limuru Tea Public Limited Company and other firms in the tea and beverage sector should engage all stakeholders and train them in terms of what is expected from them that should enable the organization achieve its objectives, priority should be given to key stakeholders training on organizational direction to clearly communicate the organization direction to the stakeholders and this should enable the stakeholders actions be aligned with the organization direction .

Lastly, this study recommends the academics on strategic management to give this findings consideration in their future endeavors of research so as to help organizations achieve good results. They should go beyond the four strategic planning practices discussed in this study and do research in emerging strategic planning practices so as to maximize on strategic planning practices outcomes.

5.5 Implications of the Study

The findings of this study should help in improving the clarification of predictions and assumption in the theories used. The study also helps to fill some gaps in the used theories for example it's not only resources that help the organization achieve good performance but also strategic planning practices implementation plays an important role in enabling the organization achieve good results.

The findings from the study is also useful to management practices in companies because the findings will be able to help the management in developing and implementing strategic planning practices so as to achieve the overall organization objective.

The findings of this study should be able to inform policy makers in government, non-governmental organizations and private companies on the advantages of implementing strategic planning practices so as to improve the performance of the organizations. This should then inform supportive policy because the results of the study has given evidence of the strategic planning practices implementation guiding their policies on strategic planning practices adoption and implementation.

5.6 Limitations of the Study

This data has been gathered from one company and the findings may differ in other organizations. This is because different institutions formulate and implement different strategic planning practices. The study had financial and time limitations. The study minimized this constraints by conducting research at the Kericho offices and getting responses from five top managers because they are the people who are involved in strategic planning practices and they ensure the implementation of strategic planning practices.

The study had conceptual limitations because it covered few strategic planning practices which are scanning the environment, organization direction, management participation and strategy implementation. Other strategic planning practices were not included in the study such as , managing talents, quality assurance, entrepreneurship, total quality management among others and therefore the level that these strategic planning practices adopted in Limuru Tea Public Limited Company have not been provided in the study, and the findings of the study doesn't provide how these strategic planning practices have been adopted at Limuru Tea Public Limited Company and lastly the study focused on the influence of strategic planning practices on performance at Limuru Tea Company Limited and did not asses how strategic planning practices could impact on the company's competitive advantage.

5.7 Areas Suggested for Further Research

The researcher recommended that a research be done in other manufacturing companies that deal with food and beverage. This is because the business environment is unpredictable and organizations are implementing different strategic planning practices so as to remain competitive in the market and this should enable generalization from the findings of the study.

The study further recommends that a related study be done using quantitative approach because this research was qualitative. This will help to define clearly the influence of strategic planning practices on performance and this will enable to establish if there is variance on the relationships of various strategic planning practices.

REFERENCES

- Auka, D. O., & Langat, J. C. (2016). Effects of planning strategically on performance of medium sized enterprises in Nakuru town. *International Review of Management and Business Research Vol. 5 Issue.1*, pg 188-203.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Kariuki, P. G., Maiyo, J., & Ndiku, J. M. (2016). Relationship between strategic planning and performance of public secondary schools in Kangundo Sub-County, Machakos County, Kenya. *IOSR Journal of Research & Method in Education*, 6(6), 99-105.
- Muthusi, L. (2014). *A Study on the Planning strategically Practices at the Kenyan judiciary*. (Unpublished MBA project), University of Nairobi. Kenya
- Nzewi, H. N., & Ojiagu, N. C. (2015). Planning strategically and performance of commercial banks in Nigeria. *International Journal of Scientific & Technology Research*, 5(3), 29-42.
- Poku, D. K. (2012). The effect of planning strategically on the performance and operations of the agricultural development bank. (Unpublished MBA project) Kwame Nkrumah University of Science and Technology, Ghana
- Hubbard, G. (2009) Measuring Organizational Performance: *Beyond the Triple Bottom Line*. *Business Strategy and Environment*, 19, 177-191
- Mugenda, O. M & Mugenda, A. G. (2003), *Research Methods: Quantitative and Qualitative Approaches*, Nairobi: Acts Press.
- Hupfer and Bart (2004), Mission Statements in Canadian hospitals ,*Journal Health Organization & Management*, Vol. 18, No. 2, pp. 92-110, 2004

- Fukami (2020). Identifying key differences between linear stochastic estimation. *Neural networks for fluid flow regressions*.
- Griffins, M (2003). Organizational performance model: Positive *Behavior in Uncertain and Interdependent Contexts. A New Model of Work Role Performance*.
- Bevans, (2019). Running head: case study 3, *California Southern University*.
- R.M. Gesimba, M.C. Langat, G. Liu and J.N. Waukau (2005). The Tea Industry in Kenya; *the Challenges and Positive Developments*. Journal of Applied Sciences, 5: 334-336.
- Wawira Nduma.J.L (2021). Strategy Implementation at Kenya Power Limited Company, unpublished MBA project (University of Nairobi).
- Murithi G.R (2019).Factors Influencing Implementation of Strategic Plans in Equity Bank (Kenya) Limited. Unpublished MBA project (University of Nairobi).
- Bateman & Zeithaml, (1993). Management Function and Strategy, *Irwin, Homewood*.
- Kathama (2012.), Strategic planning practices and performance of state cooperation's in Kenya. Unpublished MBA project (University of Nairobi).
- Kothari C.R (2004). Research Methodology: *Methods and Technique*, 110
- R. Edward Freeman (1984), Strategic Management, a Stakeholder Approach, Pitman series in Business and Public Policy, University of Virginia.
- Birger Wernerfelt (1984), A Resource-Based View of the Firm, Strategic Management Journal, Vol. 5, No. 2 (Apr. - Jun), pp. 171-180

- Robbins, S., & Coulter, M. (2009). *Management* (10th edition.) Upper saddle River, New Jersey, NJ: Prentice Hall International.
- Thompson, A.A, Strickland, A.J., & Gamble, J.E. (2007). *Crafting & Executing Strategy. Texts and Readings* (15th Ed.). New York: McGraw-Hill Irwin.
- Kaplan, R. S., & D.P. Norton (2006). *Alignment: Using the Balanced Scorecard to Create Corporate Synergies*. Boston: Harvard Business School Press.
- Nanni, A. J., Dixon, J. R., & Vollman T. E. (1992). “Integrated performance measurement: Management accounting to support new manufacturing realities”. *Journal of Management Accounting Research*. 4, 1-19
- Atkinson, A., Waterhouse, J. & Wells, R. (1997). A stakeholder approach to strategic Performance measurement. *Sloan Management Review*. 38, 25-37
- Langfield-Smith, K. (1997). Management control systems and strategy. A critical review. *Accounting, Organizations and Society* 22(2): 207-232
- Okumus, F. & Roper, A. (1998). Great Strategy, shame about the implementation, Annual Hospitality Research Conference (CHME) Glasgow, Scotland.

APPENDICES

Appendix I: Interview Guide Sections

This interview guide contains six (6) sections.

1st Section the respondent will give his/her information.

2nd Section will get information on how the environment is scanned.

3rd Section will get information on the direction of the organization.

4th Section will get information on how management participates in strategic planning.

5th Section will be on how the strategies are being implemented.

6th Section will get data on performance. (Both financial and non-financial results).

Section 1.

Indicate a response by circling or checking tick-marks

Please tick the appropriate answer.

1. What is your Gender?

Female Male

2. What is your highest education level?

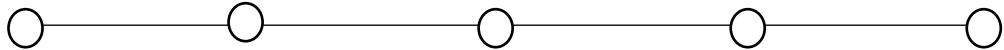
_____ _____ _____ _____
Masters Diploma Degree PhD. Others

3. Which level of management are you serving?

_____ _____ _____ _____
Lower Top level Middle Contracted I don't Know

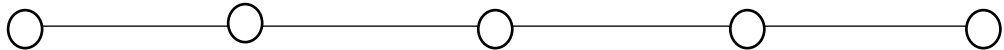
Appendix II: Interview Guide: Scanning the environment.

1. Do you understand your internal environment? (If yes, how?)



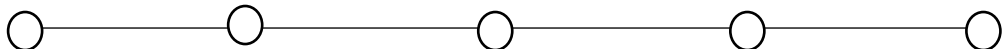
Definitely not. To a limited level. To a fair level. To a high level. To a very great level

2. Do you understand SWOT analysis? (If yes, how do you understand it?)



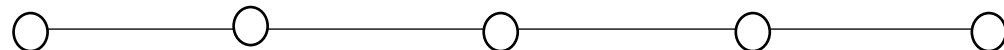
Definitely not. To a limited level. To a fair level. To a high level. To a very great level

3. Do you understand your external environment? (If yes, how do you understand it?)



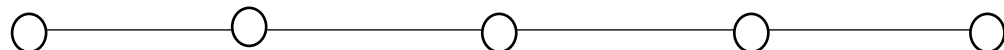
Definitely not. To a limited level. To a fair level. To a high level. To a very great level

4. Do you understand PESTEL analysis? (If yes, how do you understand it?)



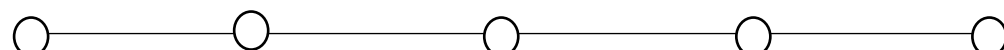
Definitely not. To a limited level. To a fair level. To a high level. To a very great level

5. Do you understand your competitors in the tea industry? (If yes, how do you understand it?)



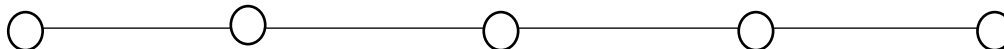
Definitely not. To a limited level. To a fair level. To a high level. To a very great level

6. Do you agree that tea manufacturing business is rising? (If yes, how?)



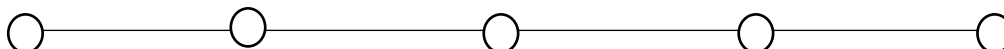
Definitely not. To a limited level. To a fair level. To a high level. To a very great level

7. Is your strategic plan founded on full valuation of the environment? (If yes, how?)



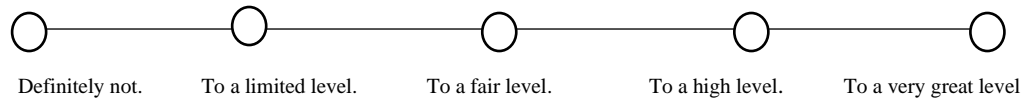
Definitely not. To a limited level. To a fair level. To a high level. To a very great level

8. Do you plan for dangers that develop from the uncertain environment? (If yes, how?)



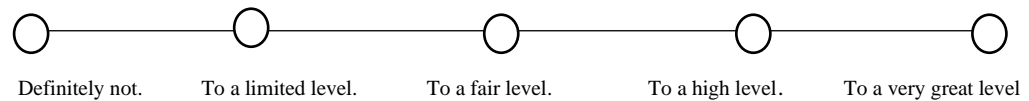
Definitely not. To a limited level. To a fair level. To a high level. To a very great level

9. Are your staff ready and fully armed to handle the uncertain environment? (If yes, how?)

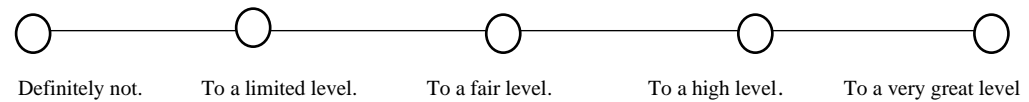


Appendix III: Interview Guide: The direction of the organization

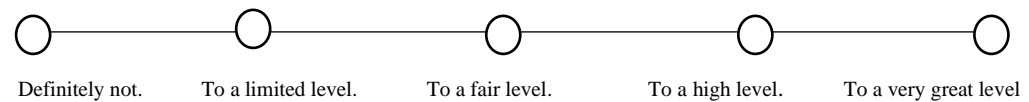
1. Do you establish systematic, measurable, achievable, realistic and time conscious objectives and long-term goals during formulating and implementing strategic planning practices? (If yes, how?)



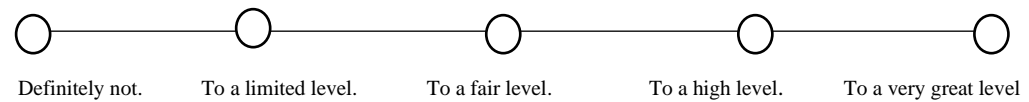
2. Do you align formulating and implementing strategic planning practices to the mission and vision of the company? (If yes, how?)



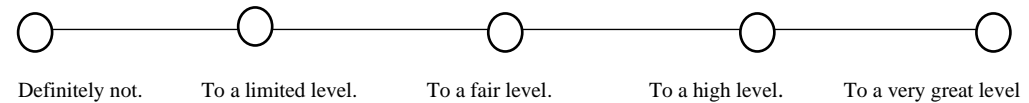
3. Does the management examine strategies by competing companies during formulating and implementing strategic planning practices? (If yes, how?)



4. Does the financial budget guide formulating and implementing strategic planning practices in your organization? (If yes, how?)



5. Do you consider data from all departments during formulating and implementing strategic planning practices? (If yes, how?)



Appendix IV: Interview Guide: Participation by Management

1. Do you organize formulating and implementing of strategic planning practices in your organization? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

2. Is top management involved in formulating and implementing strategic planning practices? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

3. Are departmental heads involved during formulating and implementing strategic planning practices? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

4. Is planning strategically facilitated by the high level of expertise? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

5. When top management is involved in formulating and implementing strategic planning practices, do they avail the resources they needed? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

6. Does the top management, middle management and lower level of management communicate during strategic planning processes? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

7. Do the subordinates participate during the strategic planning process? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

Appendix IV: Interview Guide: Implementation of the strategy

1. During strategy implementation, does the company have adequate resources to implement the strategic planning practices? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

2. Do you implement most of the formulated strategic planning practices? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

3. Do you find it cumbersome to implement formulated strategic planning practices? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

4. Has performance improved after implementing the strategic planning practices? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

5. During the implementation of strategic planning practices are all stakeholders involved? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

6. Does the budget affect the implementation of strategic planning practices? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

7. Does the culture of the organization affect the implementation of the strategic planning practices? (If yes, how?)

————— ————— ————— —————

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

Appendix V: Interview Guide: Performance

1. Are employees satisfied with how they are involved in the company? (If yes, how?)

— — — —

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

2. Is high employee turnover recorded in the company? (If yes, how?)

— — — —

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

3. During formulating and implementing strategic planning practices are employees in the company involved? (If yes, how?)

— — — —

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

4. Are the opinions of the employees considered during the formulation and implementation of strategic planning practices? (If yes, how?)

— — — —

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

5. Are employees working in a conducive environment? (If yes, how?)

— — — —

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

6. Do you have clienteles who buy your products more than once? (If yes, how?)

— — — —

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

7. In the past 5 years, has the number of your customers increased? (If yes, how?)

— — — —

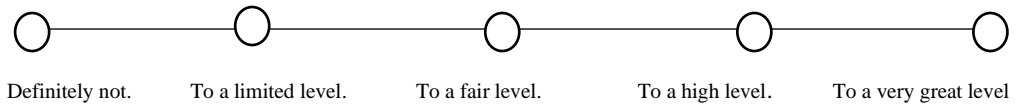
Definitely not. To a limited level. To a fair level. To a high level. To a very great level

8. Do you respond to your customers issues promptly? (If yes, how?)

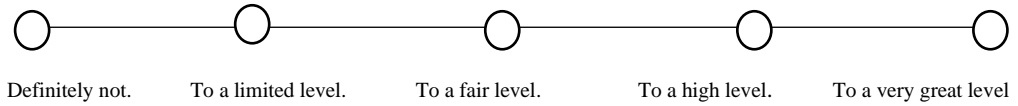
— — — —

Definitely not. To a limited level. To a fair level. To a high level. To a very great level

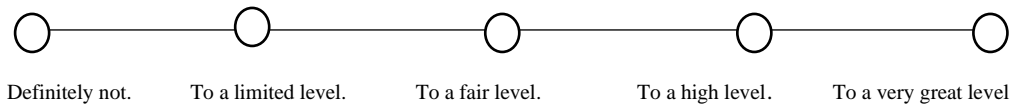
9. Do you have loyal customers? (If yes, how?)



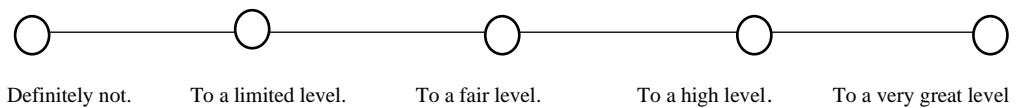
10. Do your customers give you immediate feedback? (If yes, how?)



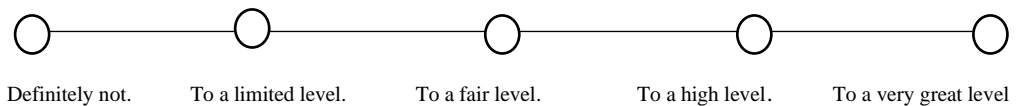
11. In the past 5 years has your clientele grown? (If yes, how?)



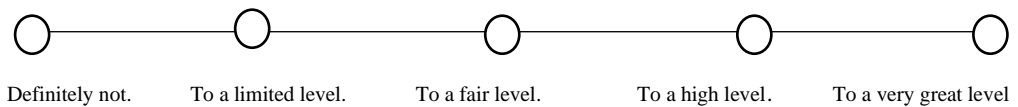
12. In the past 5 years, have you expanded your base operations? (If yes, how?)



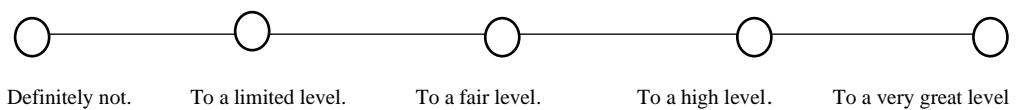
13. In the past 5 years, have you increased your production? (If yes, how?)



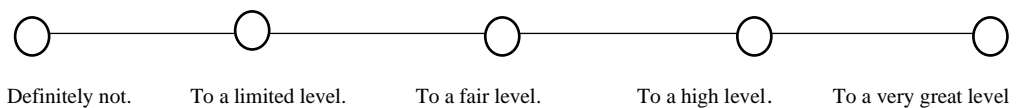
14. Have you hired more staff in the past 5 years? (If yes, how?)



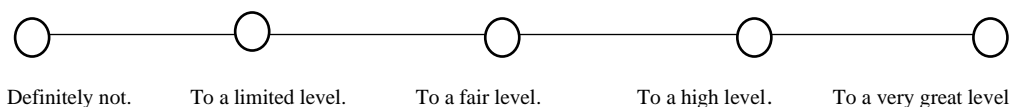
15. Does availability of finance guide decision making during the formulating and implementing strategic planning practices? (If yes, how?)



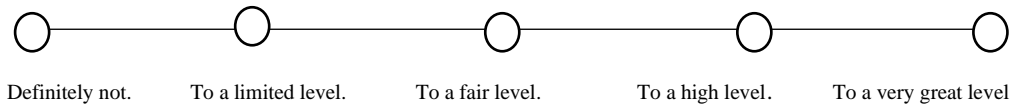
16. Does the company report more revenue than expenses? (If yes, how?)



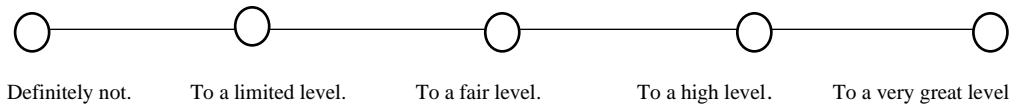
17. In the last 5 years, has the company made assets to be greater than liabilities? (If yes, how?)



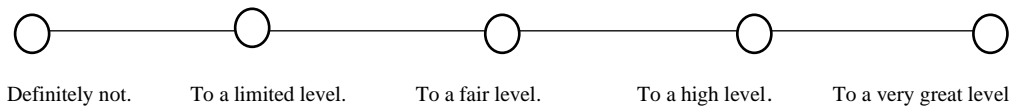
18. To gauge performance, does the management use the ratio of current liabilities to current assets to measure performance to allow for decisions to be made? (If yes, how?)



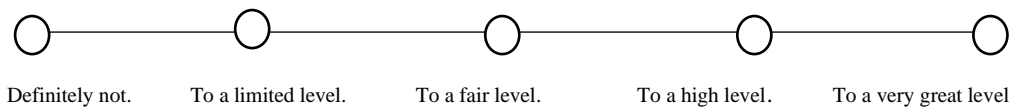
19. In the past 5 years, is there growth in the resources mobilized, capital and revenues? (If yes, how?)



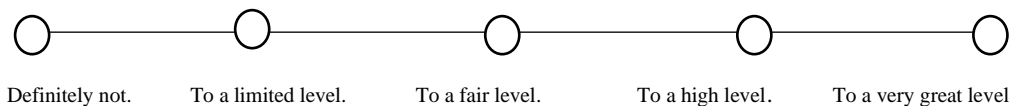
20. Does availability of finance guide decision making during the formulation and implementation of strategic planning practices? (If yes, how?)



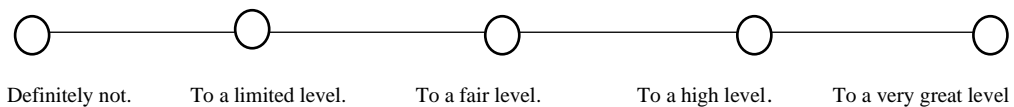
21. Does the company report more revenue than expenses?



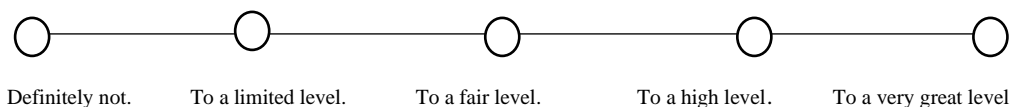
22. In the last 5 years, has the company made assets to be greater than liabilities? (If yes, how?)



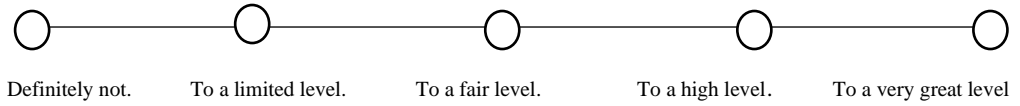
23. In the past 5 years, is there growth in the resources mobilized, capital and revenues? (If yes, how?)



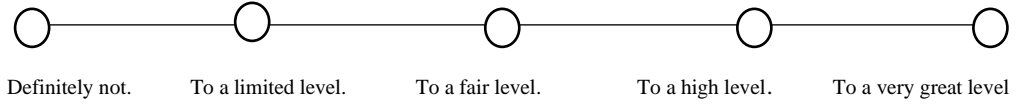
24. To gauge performance, does the management use the ratio of present liabilities to present assets to measure performance to allow for decisions to be made? (If yes, how?)



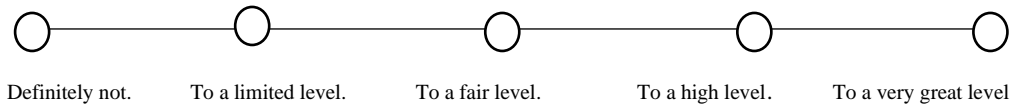
25. Were there returns on investments in the past 3 years? (If yes, how?)



26. Were there returns on assets in the past 3 years? (If yes, how?)



27. Were there good dividend payouts to farmers and shareholders in the past 3 years?
(If yes, how?)



Appendix VI: Turnitin Report.



29TH NOVEMBER 2022.

INFLUENCE OF STRATEGIC PLANNING PRACTICES ON PERFORMANCE AT LIMURU TEA COMPANY LIMITED by BRUCE MULONGO D61/9701/2018

ORIGINALITY REPORT

13%

SIMILARITY INDEX

12%

INTERNET SOURCES

2%

PUBLICATIONS

5%

STUDENT PAPERS

PRIMARY SOURCES

1	erepository.uonbi.ac.ke Internet Source	6%
2	erepository.uonbi.ac.ke:8080 Internet Source	1%
3	pdfs.semanticscholar.org Internet Source	1%
4	Submitted to Cleveland State University Student Paper	<1%
5	ir-library.ku.ac.ke Internet Source	<1%
6	Submitted to Kenyatta University Student Paper	<1%
7	Submitted to Saint Paul University Student Paper	<1%
8	www.rsisinternational.org Internet Source	<1%

Submitted to City University

Appendix VII: Authorization for Data Collection

LIMURU TEA PLC

P. O. BOX 20-20200,
Kericho, Kenya.

9th November 2022

Bruce Mulongo

Nairobi.

Dear Bruce,

RE: AUTHORIZATION OF DATA COLLECTION.

Reference is made to your letter on the above subject.

You have been allowed to collect data in the company on “*strategic planning practices and performance at Limuru Tea PLC*”. Data collection will be conducted **between 14th November and 30th November 2022** within Limuru and Kericho company premises.

You must be confidential with the company information and your research project should not disrupt companies operations. A soft copy of the final research project should be shared to the training manager.

If you accept the above conditions, please sign here under.

Researcher

Name.....**BRUCE MULONGO**.....Sign.....

Date**9.11.2022**.....Academic institution...**UNIVERSITY OF NAIROBI**

Yours faithfully,

Lydia Musili

Lydia Musili

COMPANY SECRETARY

For. LIMURU TEA PLC