CHALLENGES FACED IN STRATEGY IMPLEMENTATION: A CASE STUDY OF JOMO KENYATTA FOUNDATION

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DECLARATION

This research project is my original work and has not been submitted for a degree course in this, or any other University.

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

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DEDICATION

To Joshua Musyoka, my dear Husband and best friend

and

To my Children Abigail, Alfred and Alex

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ABSTRACT

Increased business competitiveness and the dynamic external environment have placed important emphasis on corporate strategy. In Kenya, firms are operating under increasing competitive environment that puts them under pressure to continually review their strategic plans or formulate new ones to suit the existing trends. Effective strategic management creates a productive alliance between the nature and demands of the environment, the organization's culture and values, and the resources that the organization has at its disposal. The process of Strategy implementation is very critical to the success of either public or private undertaking and can pose a number of challenges. The challenges arise from sources that are internal and external to the organization and will depend on the type of strategy, type of organization, and prevailing circumstances.

The education sector is one of the social pillars of the Kenya Vision 2030.In pursuit of its mandate to provide educational materials and scholarship to needy students, Jomo Kenyatta Foundation has embraced strategic management practices since 2001.This management approach has not been without challenges. This study was designed to determine the challenges faced by Jomo Kenyatta Foundation in strategy implementation and to establish the measures taken to overcome these challenges. To achieve these objectives, a Case study design was used where qualitative data collected was analyzed to provide useful information and recommendations for academic purposes and improved performance.

The study findings were that challenges faced are usually from sources external and internal to the organization. The key challenge identified was due to changes in the operating environment such as stiff competition compounded by new entrance of important new competitors in to the industry and un-anticipated new substitute or competing products. The macro-environmental changes such as the government policies in the political environment were identified to be unfriendly to the business orientation expected of Jomo Kenyatta Foundation. The purchasing power dictated by the economic environment determined the customers' potential .The social environment presented challenges of increased demand versus supply of the scholarships. The Technological

environment presented challenges of increased demand to creativity and innovativeness, training costs, obsolescence and stiff competition. The industry forces especially the buyers' power and rivalry within the industry has led to increased costs in promotions, branding and efforts to enhance JKF presence. Other challenges faced in strategy implementation at JKF were emanating from sources internal to the organization due to behavior resistance to change. Inappropriate systems especially the structure, traditional public sector culture, unaligned organizational processes and resources used in the organization.

Some of the challenges were anticipated during the process of formulation of the strategic plan. There were extensive consultations and detailed analyses of the strength, weaknesses, threats and opportunities during strategic planning with appreciation of the risks and assumptions. Two success factors were identified which are critical to achieving the strategic objectives. These were the development and sustenance of capabilities and competencies to ensure quality and competitive publications. Efforts to maintain this intangible resource were factored during the planning process. The leadership in Jomo Kenyatta Foundation is in the process of restructuring the organization, and a leaner organization with highly motivated and skilled workforce is emerging. The study findings reported that currently the leadership considers people as an asset for enhanced performance and emphasizes on staff development and building teams for performance.

The findings of this study recommend business friendly policy changes to be enacted to create a Jomo Kenyatta Foundation that is a commercial state parastatal as a priority. Proposed alignment of the organization configuration (structure, processes) as articulated in the strategic plan 2007-2012 should be implemented to ensure profitability and survival. Further research is needed in the publicly owned parastatal to provide empirical evidence on decisions to increase the level of autonomy or undertake privatization. Use of Research designs to bring out comparisons with other privately owned publishing firms is fundamental for justifying policy changes.

CHAPTER ONE: INTRODUCTION

1.1 Background

Understanding the strategic position of an organization and considering the strategic choices open to it are of little value unless the strategies' managers wish to follow can be turned into action (Johnson and Scholes, 2002). Strategy implementation is concerned with "organizing" the firm's members and obtaining from them behaviors which contribute to the accomplishment of strategy (Christenson and Overdorf, 2000). Strategies and policies are translated by management into action through the development of programs, budgets, and procedures. Further, the process might involve changes within the overall culture, structure, and/or the management system of the organization (Pearce and Robinson, 2003).

Strategy implementation is a very critical issue in the success of either public or private undertaking. Without proper strategy implementation, even the most superior strategy is useless. According to Aosa (1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. However, poor implementation of an appropriate strategy may cause that strategy to fail (Kiruthi, 2001).

1.1.1 Challenges of Strategy Implementation

Strategy implementation can pose a number of challenges .The challenges arise from sources that are internal and external to the organization. The particular challenges that will face strategy implementation will depend on the type of strategy, type of organization, and prevailing circumstances. Many challenges in strategy implementation can be avoided if strategy development is coupled with implementation. The lack of understanding of a strategy and the inability to connect strategy formulation and implementation has an impact on successful implementation.

Where there is paradigm shift, changes do not implement themselves and it is only people that make them happen (Bryson, 1995). People working in organization sometimes resist such proposals and make strategy difficult to implement (Lynch, 2000).This may further hinder implementation especially where strategic and operational control systems do not detect and cause adjustment to changing environment.

Johnson and Scholes (2002) have extensively underscored the importance of resources in strategy implementation, but are quick to point out that they (resources) by themselves do not guarantee strategic success. Inadequacy of resources may imply inadequate funds, inadequate equipment and facilities, inadequate human resource skills and experience. Strategic capability is essentially concerned with how these resources are deployed,managed,controlled and, in case of people, motivated to create competencies in those activities and business processes needed to run the business.

Majority of documented challenges arising from sources internal to organizations are related to inappropriate systems utilized during the process of operationalization, institutionalization, and control of the strategy. The process of institutionalization relies heavily on the organization configuration that consists of the structures, processes, relationships and boundaries through which the organization operates (Johnson and Scholes, 2002). Koyio (1999) aptly notes that the search for appropriate organizational structures has never been a new activity at any point in time. It dates back to the 1950s.

Literature review indicate weak management roles in implementation, a lack of communication and commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities and uncontrollable environmental factors as some of the difficulties in implementing strategies(Alexander (1985), Lares-Mankki (1994), and Beer and Eisenstat (2000)). Over and above, an organization configuration can help or hinder strategies (Koske (2003), Johnson and Scholes (2002), Awino (2001) and Aosa (1992).

Challenges of Strategy implementation are also found in sources external to the organization. The macro-environmental forces such as the political-legal forces may hinder favorable legislative framework. Further, political instability may impact negatively on strategy implementation by affecting political goodwill towards resources mobilization for the strategic plan. Civil unrest may destabilize the human resource competence and cause destruction of infrastructure meant to facilitate the process of institutionalization. The macroeconomic may also impact on strategy implementation especially where economic sanctions and inflation interfere with the market share and hence overall profitability.

The industry forces arising from the buyer's power, the supplier power and stiff rivalry from competitors may pose serious challenges. The operating environmental forces compounded by pressure arising from stakeholders like creditors, suppliers, customers, shareholders, government and the local community can impose challenges that could impair strategy implementation.

1.1.2 An overview of Jomo Kenyatta Foundation

Jomo Kenyatta Foundation (JKF) was established by the Government of Kenya in 1966.It was incorporated under the Companies Act, Cap. 486, Laws of Kenya as a company limited by guarantee and having no share capital. This organization sole purpose for its existence is to generate funds and carry out other lawful activities for the advancement of education and relief of poverty and distress of the public. In this respect the company has settled on publishing and provision of scholarship.

For over two decades since inception, the company enjoyed a near monopolistic status so far as the supply of school textbooks and other instructional materials were concerned. The situation has since changed with entry of more local and multinational players in the publishing and printing industry in Kenya and the school book market in particular. As a consequence, the company has undertaken a number of necessary policy, technological, institututional and operational shifts for competitive and sustainable growth.

It is in this context that JKF embraced strategic management practices to provide a sound basis for it to align its activities with the anticipated changes in the operating environment with the aim of becoming the top publisher in the region and a leading scholarship provider in Kenya. The first strategic plan (2001-2006) encountered several challenges due to aforementioned changes in operating environment which had not been anticipated during formulation. These challenges were blamed for the declining financial performance over the last few years'.

To reposition JKF in the market place for long term growth and enhanced visibility, the second strategic plan 2007-2012 was formulated. Its implementation was to involve deliberate re-structuring to ensure that quality products are published, the market share is broader, the business is developed with sustainable profit levels and educational opportunities for needy students are increased. Further, the implementation process was to attempt to take advantage of the organization's strength to build a strong competitive advantage while taking appropriate remedial measures to minimize the identified weaknesses during formulation. To successfully implement the strategies, there was a need to link strategic planning and implementation, and anticipate challenges from sources internal and external to the organization. This study will determine the challenges faced by JKF in implementing strategic management practices and the measures that the organization has taken to counter the challenges.

1.2 The Research Problem

In the current turbulent economic times, firms in Kenya operate under increasing competitive and ever-changing environment. The ever changing environment in which organizations operate puts them under pressure to continually review their strategic plans or formulate new ones to suit the existing trends. Further, without proper strategy implementation, even the most superior strategy is useless. According to Aosa (1992), once strategies have been developed, they need to be implemented; they are of no value unless they are effectively translated into action. This is necessary if such organizations are to remain competitive and relevant to current market trends.

Strategy implementation is inextricably connected with organization change. The changes made to the organization configuration (structure, processes, relationships, boundaries) present internal sources of challenges. Further, changes in the macro-environment, the industry forces and the operating environment present external sources of challenges. The industry forces create intense competition, as opposed to what could often occur under a monopolistic environment. This underpins the importance of scanning the internal and external environment as an important analysis during strategic planning. The link between strategy planning and implementation coupled with communicating the strategy and allocation of resources to the plan all aim at minimizing challenges to implementation.

The education sector is one of the social pillars of the Kenya Vision 2030.In pursuit of providing educational materials for this important sector, the education publishing industry in Kenya have faced numerous problems that have affected its growth.Jomo Kenyatta Foundation has embraced strategic management practices in response to the environmental dynamism and in an attempt to reverse the downward trend in its market share and profitability in the face of growing demand for scholarships. The organization is currently implementing its second strategic plan (2007-2012) after a review and end of the first strategic plan (2001-2006). In order to effectively implement the strategy, JKF has planned to deliberately make internal changes in its organizational configuration in an attempt to create a strategic fit. It is expected that this organizational change is likely to be faced with challenges. Further, the processes of implementation will encounter challenges from sources that are internal and external to the organization.

Several studies have documented challenges in strategy implementation within Kenyan organization –These include Aosa (1992), Awino (2001), Koske (2003), Shumbusho (1983), Karemu (1993) and Githui (2006) among others. In his suggestion for further research, Aosa (1992) suggested that practices in Public sector would increase understanding of strategy practices in Kenya. Karemu (1993) also suggested the need to research on strategy practices in different sectors of Kenya. Koyio (1998) also recommended aspects of strategy implementation such as evaluation and control in public sector should be investigated. All these studies investigated areas other than the publishing sector. Jomo Kenyatta Foundation is therefore a good representative of publishing firms and findings from this study could be useful to similar organizations and related companies.

It is therefore against this background that this study sought to determine the following: What challenges face the management at Jomo Kenyatta Foundation in strategy implementation? And what are the measures taken by Jomo Kenyatta Foundation to overcome the challenges in strategy implementation?

1.3 Objectives of the Study

i. To determine the challenges faced by Jomo Kenyatta Foundation in strategy implementation.
ii. To establish the measures taken by Jomo Kenyatta Foundation to overcome the challenges in strategy implementation.

1.4 Significance of the study

The results from this study will be of benefit to the following groups:

a) Academicians/Researchers: The findings of this research will enable the academicians in broadening of knowledge base with respect to the challenges faced in strategy implementation in companies within the Kenyan environment.
b) Leaders and Managers: The results of the study will inform the management of the publishing industry, and particularly the JKF management on the sources of challenges facing the implementation process. The findings and discussions will help service strategy developers and implementers to appreciate the importance of strategic control and feedback that detect challenges while the recommendations will serve as important feedback on the way forward.
c) Policy and Decision Makers: The findings will contribute to the knowledge base required by the decision makers and particularly the government useful before making decisions that may impact negatively on parastatal performances e.g. government economic and political policies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Concept of strategy

The practice and concept of strategy have many varied meanings, yet it remains closely related to planning and planning models. The word "strategy" is now applied to almost every management activity. According to Johnson and Scholes (2002), Strategy is the direction and scope of an organization over the long-term: which achieves advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets and to fulfill stakeholder expectations. In other words, strategy is about where the business is trying to get to in the long-term, which markets should a business compete in and what kind of activities are involved in such markets, how can the business perform better than the competitors in those markets, what resources (skills, assets, finance, relationships, technical competence, facilities) are required in order to be able to compete, what external environmental factors affect the businesses ability to compete, and what are the values and expectations of those who have power in and around the business.

Strategy is often conceptualized as a term for operating at both the corporate and competitive level. Corporate strategy is defined as the actions and plans, which influence the portfolio of different activities in the firm. Operationally, this can be seen as the level of diversity achieved, the mode used to achieve that level of diversity and the management of the diversified set of assets and businesses (Ramanujam and Varadarajan, 1989). Judith et.al.(1998) concluded that corporate strategy is seen as a proxy for managerial values and goals and the underlying motivations of top mangers as revealed through their chosen diversification strategy. This diversification can be achieved through involving all the people who have power in and around the business. Watson (2002) on the same note adds that there are exchanges between the organization and the various constituencies with which, in the broadest sense of the term, it has to 'trade' to continue in existence.

Bryson (1995) definition of strategy gives direction to this study, and is relevant to the work of all of these writers. A strategy may be thought of as a pattern of purposes, policies, programs, actions, decisions, and/or resource allocations that defines what an organization is, what it does, and why it does it. The practical purpose of strategy is to provide a plan that employs multiple inputs, options, and outputs to achieve a company's policy goals and objectives.

2.2 Strategy Implementation

Most of the traditional studies approach to strategy implementation was to treat 'implementation' as an activity following 'formulation'. Furthermore, Alexander (1991) suggests that it is the fact that strategy implementation is less glamorous than strategy formulation that makes organizations to overlook it merely because of the belief that anyone can do it. In such cases, implementers tend to be unsure of what strategy implementation includes and where it begins and ends. Galbraith et.al (1978) asserts that the process of strategy implementation has usually been regarded as being distinct from strategy formulation and as a matter of adjustment and manipulation of organizational structures and systems in concert with strategic goals.

Strategy implementation is largely an internal administrative activity. It entails working through others, organizing, motivating, culture building, and creating strong links between strategy and how the organization operates. It entails a process of converting the formulated strategies into viable operations that will yield the organization's targeted results. Delicate and sensitive issues are involved in strategy implementation such as: resource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. The changes can be adaptive- calling for installation of known practices, innovative- introducing practices that are new to adopting organizations or radically innovative- introducing practices new to all organizations in the same business or industry (Byars et.al (1996). More recent views treat implementation either as an issue of gaining prior group commitment through coalitional decision-making, or as a question of total organizational involvement through a strong corporate culture (Harrigan, 1980).

Pettigrew (1987) draws his explanation of what strategy implementation means by distinguishing the content of the strategy, the outer and inner contexts of an organization and the process in which strategic change is carried out. He however recognizes the fact that the content, the context and the process are inter-related and affect one another. On the same note, other researchers in this field of strategy implementation believe that organizations have no choice but to translate their formulated strategies into concrete processes that would ensure the success of their strategic visions (Daft, 2000). Thompson and Strickland (1998) argues that strategy implementation is all about acting on what has to be done internally to put formulated strategies in place thus ensuring that targeted results are achieved within the targeted framework of time. Targeted results may be the expected levels of financial performance of an organization or the efficiency in service delivery especially for non-profit making organizations (Thompson and Strickland, 1998).

Strategy implementation can also be understood depending on the perspective one takes on strategy. For example, is strategy first formulated and then implemented, or vice versa? Mintzberg (1979) argues that if one believes that strategies are explicit, implementation would mean carrying out the pre-determined strategic plans. However, one may also hold an emergent view on strategy. In such instances, strategy is not necessarily first created before implementing it but it emerges and evolves without the aid of strategy formulators or in spite of them.

Operationalization of strategy is concerned with working out the strategy by ensuring that the organization's daily activities, work efforts, and resources are directed as much as possible towards implementing the strategy. To achieve operationalization ideally, annual operating objectives, functional strategies and policies that relate logically to the strategy's long term objectives are identified and communicated. Annual objectives give operating managers and personnel a better understanding of their role in the business's mission. This clarity of purpose can be a major force in effectively mobilizing the "people Assets" of a business (Thomas & Watermann, 1982). Functional strategies provide specific, short term guidance and immediate direction to key functional areas and provide the means to accomplish these objectives. Policies on the other hand, are directives designed to guide the thinking, decisions, and actions of managers and their sub-ordinates in implementing an organization strategy. They provide another means of directing and controlling decisions and actions at operating level and their effectiveness depends on how best they channel actions, behavior, decisions, and practices to promote strategic accomplishment.

Among the elements that provide the fundamental long-term means for institutionalizing the firm's strategy are Structure, leadership and culture (Pearce and Robinson, 2003). The nature of organization's structure to use in implementing strategy is influenced by the environment stability and the interdependence of the different units posing a challenge in implementation (Daft, 2000). Good leadership is needed for effective implementation of strategy as this will ensure that the organization efforts is united and directed towards achievement of its goals (Pearce and Robinson, 2003). According to Koske (2003), leadership is considered to be one of the most important elements affecting the organizational performance. Culture can be strength when it is consistent with strategy and thus can be a powerful driving force in implementation. In this case, Culture becomes a system of management authority and when accepted by employees can be a motivator to achievement of organization objectives (Mullins, 2005).

2.3 Factors contributing to effective strategy implementation

The scientific approach to effective strategic planning and implementation process emphasizes on the nine major steps namely: formulation of goals; analysis of the environment; assigning quantitative values to the goals; the micro- process of strategy formulation; the gap analysis; strategic search; selecting the portfolio of strategic alternatives; implementation of the strategic program; measurement, feedback, and control. This approach underpins the importance of connecting formulation and implementation (Koske, 2003).Further lack of understanding of strategy is one of the obstacles of strategy implementation (Aaltonen and Ikavalko, 2001).

Pechlaner and Saurerwein (2002) argue that effective communication is a primary requirement of effective implementation but it does not gurantee the effectiveness of implementation. Strategy implementation is likely to be successful when congruence is achieved between several elements (Aosa, 1992). Of particular importance include: organization structure, culture (shared values), resource (budget) allocation, staff competencies and capabilities, support systems, reward systems, policies and procedures, and leadership style (Aosa (1992), Thompson and Strickland, 2003). It is also paramount to mention here that the success of strategy implementation depends on sticking to the laid down timeframe within which implementation of strategy is to be done.

2.3.1 Strategy and structure

All organizations have goals, boundaries, and levels of authority, communication systems, coordination mechanisms, and distinctive procedures (Baumol, 2002). This is true whatever the type of organization. Therefore, one of the central issues for any organization is how to structure. Structure is the division of tasks for efficiency and clarity of purpose, and coordination between the interdependent parts of the organization to ensure organizational effectiveness. Mullins (2005) defines structure as tasks and responsibilities, work roles and relationships, and channels of communications. It balances the need for specialization with the need for integration. It provides a formal means of decentralizing and centralizing consistent with the organizational and control needs of the strategy (Pearce and Robinson, 2003).

It is through structure that strategists attempt to balance internal efficiency and overall effectiveness within a broader environment. This is because a structure is "an outline of the desired pattern of activities, expectations and exchange among executives, managers, employees and customers" (Baumol, 2002). An organizational structure is part and parcel of its internal capability (Ansoff, 1990) and therefore has the potential of either facilitating or impeding successful strategy implementation.

Structural designs typically begin with the organizational chart. It pertains to managers' responsibilities, their degree of authority, and the consolidation of facilities, departments and divisions, task design and production technology. Whereas Hall et.al (2003) identifies three organizational structure variables (formality, complexity, and centralization), Mintzberg (1979) comes up with five which have varying degrees of formality, complexity, and centralization. They include: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and autocracy. The structural design of an organization helps people pull together activities that promote effective strategy implementation.

The structure of an organization should be consistent with the strategy to be implemented. Moreover, the nature of organization's structure to be used in implementing strategy is influenced by the environment stability and the interdependence of the different units (Daft, 2000). Failure to address issues of the broad structural design (of roles, responsibilities and lines of reporting) can, at a minimum, constrain strategy development and performance (Johnson and Scholes 2002, Koske 2003). Disorder, friction, malfunctions or reduced performance results when managers use the wrong structure for the environment (Reuter, 1991). The structure of the organization should therefore be compatible with the chosen strategy and if there is incongruence, adjustments will be necessary either for the structure or the strategy itself (Koske, 2003).

According to Swartz (1985), successful strategies require properly marched organization structure. If an organization significantly changes its strategy, it needs to make appropriate changes in its overall structural design since its existing organization structure may become ineffective (Wendy,1997).Symptoms of an ineffective Organization structure include too many people, too much attention being directed towards solving interdepartmental conflicts, too large a span of control, too many unachievable objectives (David,1997).However, changes in structure should not be expected to make a bad strategy good, or to make bad managers good, or to make good managers bad, or to make bad products sell (Chadler,1962)

2.3.2 Strategy and Leadership

Leadership is the moral and intellectual ability to visualize and work for what is best for the company and its employees. It can be interpreted simply as 'getting others follow" or "getting people to do things willingly". The most vital thing the leader does is to create team spirit around him and near him and its effectiveness has to be seen and is best seen in action (Mullins, 2005). Leadership is proactive, goal-oriented and focused on the management of constructive change. Leaders unlike managers do the right things while managers do things right.

Positions of authority and responsibility are important in strategy implementation, but also important are the people in those positions. These must be people or leaders who can influence action in the desired direction. The influence depends on the leader's personality, style, commitment, reputation, altitude and aptitude, skills and experience. The challenge is that no one form of leadership on its own is best during the implementation process. The type of leadership may turn out to be the stumbling block towards strategy implementation. Autocratic management where managers 'rule' their organizations with an 'iron fist' would in many cases scare away workers who would have engaged their innovative capabilities in the process of strategy implementation. The laissez-fair type, on the other hand may cultivate a culture of being non-committal to the affairs of the organization. Hence, the Leader need to constantly change between the forms and this makes the art of choosing the type to use at what stage in the strategy implementation a challenge.

A research carried out by Rooke and Torbert (2005) based on a sentence-completion Survey tool called the leadership Development profile concluded seven development Action logics referred to as opportunists, diplomat, expert, achiever, individualist, strategist, or archemist. They concluded that the leaders move through these categories as their abilities grow. The findings showed that the level of individual and corporate performance varied with the action logic. The research findings concluded that opportunists, diplomats and experts who accounted for 55% of the sample, were associated with below average corporate performance. They were also found to be less effective at implementing organizational strategies than the 30% of the sample who measured as achievers.15% of the sample (Individualistic, Strategists and Alchemists) and showed the consistent capacity to innovate and successfully transform their organizations through successful strategy implementation. Further, the research findings showed that experts rules by logic seeking rational efficiency but are only good as individual contributors.

Other leadership issues of fundamental importance in effective strategy implementation are; (1) the role of the CEO (2) the Assignment of the top managers. The CEO is the catalyst in strategic management. This individual is most closely identified with and ultimately accountable for a strategy's success. Major changes in strategy are often preceded or quickly followed by a change in CEO. Successful turnaround strategy for example will require almost without exemption either a change in top management or a substantial change in the behaviour of the existing management team. Clearly, successful strategy implementation is directly linked to the unique characteristics, orientation, and actions of the CEO (Johnson and Scholes, 2002).

A major concern of top management in implementing a strategy, particularly if it involves a major change, is that the right managers are in the right positions for the new strategy. Of all the tools for ensuring successful implementation, this is the one CEOs mentions first. Confidence in the individuals occupying pivotal managerial positions is directly and positively correlated with top management expectations that a strategy can be successfully executed. The answers to the who is holding current leadership positions and whether they have the right characteristics critical to effectively execute the strategy instills confidence to the CEO. While key advantages and disadvantages can be clearly outlined, actual assignments varies with the situation and the decision maker (Johnson and Scholes, 2002).

2.3.3 Strategy and Organization Culture

In recent years, organizational culture has been recognized as a pervasive force influencing organizational life. Organizational culture can be defined as the collection of common values, policies, beliefs, traditions and altitudes that constitute a pervasive context for everything we do and think in an organization (Mc lean, 2005). Culture gives employees a sense of how to behave, what they should do, and where to place priorities in getting the job done. Culture is known to influence creativity and innovation (Mc lean, 2005). The mission provides a broad official foundation for the organization culture.

The management of strategy -culture relationship is critical to successful implementation. It requires sensitivity to the interaction between the changes necessary to implement strategy and the compatibility or "fit" between those changes and the organization culture. When culture influences actions of employees to support current strategy, implementation is strengthened. In this case, Culture becomes a system of management authority and when accepted by employees can be a motivator to achievement of organization objectives (Mullins, 2005).

Firms with good dynamic culture find it easy to implement strategy for this can save a firm from total collapse. The opposite can occur. A culture can prevent a company from meeting competitive threats or adapting to changing economic or social environments that a new strategy is designed to overcome. A static culture may hinder strategy implementation during a change process. Changing a firm's culture to fit new strategy is usually more effective than changing a strategy to fit existing culture (David, 1997). The culture and strategic change must fit in each other,if there is mismatch,the change will not be implemented effectively. In conclusion, creation of a strategy-supportive culture is essential for effective implementation (Koske, 2003)

2.3.4 Strategy and Processes

Formal and informal processes makes organizations work. The processes can be thought as controls on the organization's operations and can therefore help or hinder the translation of a strategy into action. They range from formal controls (systems, rules and procedures),through social controls (culture and routines) to self controls (personal motivation of individuals) and their importance is how they match the strategy and other organizational elements(structures, relationship and boundaries).Organizational processes connect, drive and support the people and lead to human resources generation within and around an organization.

Although the ultimate goal of the strategic planning process is to develop a plan, the value of the exercise often lies in the process itself. To increase the likelihood that a plan will be realized it needs a close dialogue with those whose cooperation is necessary for its implementation. Effective processes for collaboration can build consensus not only around what the problems are, but also about strategies and directions.

A strategy cannot fully achieve its full potential unless it is integrated with other control systems such as budgets, information and rewards .When conflicts occur, the existing control systems prevail and strategy implementation suffers. In fact, failure to realign institutionalized control systems with strategy will seriously hinder successful implementation. Further, excessive focus on financial and other numbers relevant to business performance, leads to the resultant plans likely to have serious distortions and be of little value in guiding implementation. Aosa (1992) in his survey of private manufacturing firms in the Kenyan context concluded that companies which maintained links between strategies and budgets were significantly more successful in implementing strategy than those not maintaining such links. On the other hand, managerial involvement, training and use of various investment evaluations criteria had mixed effects on success in implementing strategy.

Business processes management presents difficulties to management from the outset because of the question of language and meaning. The conceptions and definitions of each of the business units by the management have a profound bearing on the business behaviour, its competitive clout and on the strategic options management may choose to implement. Clear and uniform understanding of business definition can lead to successful strategy implementation. Unfortunately; different managers in the same organization define the business according to their department.

In order to achieve desired outcomes of processes and systematic management, monitoring and evaluation of processes are crucial. Performance targets can be an important process through which successful strategies are fostered. The performance of an organization is judged, either internally or externally, on the ability to meet these targets. A reward system should match strategy so as to motivate strategy execution.Gupta et al (1984) argues that managers and employees must be rewarded for adhering to the new strategy and implementing actions that are consistent with strategy implementation

Communication and technology are some of the key support systems for routine activities. The efficiency and effectiveness of the routine activities often depend on communication and technology in the organization. Market mechanisms involve some formalized systems of "contracting" for resources. An overzealous use of market mechanisms can also have a profound impact on the dominant culture of an organization, shifting it from one of collaboration and relational processes to competition and contractual relationships, which may prove dysfunctional.

2.3.5 Strategy and relationships

During the process of strategy implementation, how Relationships within and beyond the organization are fostered and maintained will influence performance. Further, while Organizations and groups may be assumed as taking strategic actions, it is individuals who ultimately, in practical terms take action and are responsible for driving an organization or a group towards objectives. Perhaps the most important resource of an organization is its people (Johnson and Scholes, 2003).Furthermore, Organization is a social system of relationships (formal and informal) among people who individually and jointly subscribe to same goal (goals) and to which they direct their actions. Where the needs of the individual and the demands of an organization are incompatible-frustrations and conflict are bound to occur and strategy implementation cannot be achieved (Mullins, 2005).

A key aspect of an organization's configuration is the ability to integrate the knowledge and activities of different parts of an organization (both horizontally and vertically) and with other organizations (particularly the value chain).How the relationships within and beyond the organization are fostered and maintained will also influence performance. Among the internal relationships is the issue of devolution versus centralization and how these relationships have posed a major challenge to success in strategy implementation. Fuelled by globalization and evolving communication technology, Devolution has become popular as a way of facilitating the increased speed at which decisions need to be made as closer as possible to the consumer.

2.3.6 Strategy and Resources

All organizations have at least four types of resources-Financial resources, physical resources, human resources and technological resources (Thompson,1990).These resources are available to an organization as simple tangible resources (money, human resources, and infrastructure) or as intangible resources such as public power e.g. in law enforcement and tax collection or knowledge base. Resources- based view to strategy management view knowledge, skills and experience of human resources as key contributors to firm's bundle of resources and capabilities.

Audits to assess HR requirements to support strategies identify Goal setting and performance appraisals, reward systems, competence based recruitment, training and development as key HR activities known to help enable successful strategy implementation. Performance management is not only essential but its processes should be adjusted to support changing strategies. Yasemin and Husen (2005) found that systems, processes and routines for organizing, allocating and developing new programmes during implementation directly depend on human resources.

A number of factors commonly prohibit effective resource allocation. These include an overprotection of resources, too great an emphasis on short run financial criteria, organization politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge (David, 1997). Identifying the appropriate resources and competencies to support strategy implementation will not result in successful implementation unless the organization is also able to allocate resources and control performance in line with strategy (daft, 2000)

2.3.7 Strategy and Policies

Policies communicate guidelines to Strategic decisions. They are designed to control decisions while in effect empowering employees to conduct activities without direct interventions by top management. Policies establish indirect control over independent actions by clearly stating how things are to be done. Since it is the operating managers who supervise implementation of policies, it is vital that middle managers are engaged with and committed to such strategies so that they can perform this translation process (Kazmi, 2002).

Policies institutionalize basic aspects of organizational behaviour.They counteract resistance to or rejection of chosen strategies by organization members. Communicating specific policies helps overcome resistance to strategic change and foster commitment to strategy implementation. This should be stated in writing whenever possible (Hussey, 1988)

2.4 Challenges of strategy Implementation

Firstly, even the most brilliant strategy is worthless without the capacity to implement, and lack of ownership plagues implementation efforts everywhere. Indeed, the analysts who value companies set greatest score not on the quality of the strategy, but by the organization's ability to implement it. Clearly, if you can implement a strategy, you can always change it if it isn't living up to expectations. If on the other hand you can't implement, the most brilliant strategy cannot succeed. Strategy implementation is therefore as important as formulation though it may seem to be 'just a process'. On the contrary, it is a challenging task for many managers of organizations. This is especially true on account that haphazard strategy implementation may be the predisposing factor that may make an organization to tumble.

2.4.1 Challenges from Sources internal of the organization

Strategy implementation is inextricably connected with organization change; all organizations resist change and try to maintain the status quo, sometimes even if it yields unsatisfactory results. Resistance to change is a multifaceted phenomenon which introduces delays, additional costs and instabilities into the process of introducing change. People working in organization sometimes resist change proposals and make strategy difficult to implement (Lynch, 2000).This may take the form of procrastination and delays in triggering the process of change, unforeseen implementation delays and inefficiencies which slow down the change and make it cost more than was originally anticipated, lack of commitment, slow downs, absenteeism, disrespect of deadlines, poor performance, and strikes.

Systemic resistance results from passive incompetence of the organization in support of strategy. It develops whenever the development of capacity lags behind strategy development. This may further hinder implementation especially where strategic and operational control systems do not detect and cause adjustment to the changing internal environment. Behavioral resistance on the other hand may be manifested on an individual or group level. Parochial self interest, misunderstanding and lack of trust, different assessments and views from managers, and low tolerance to change are some of the reasons behind behavioral resistance. The behavioral challenge in addressing the social system (people) is in creating a shared understanding of the different perspectives all the people in an organization hold, as a preamble to the commitment in searching for solutions.

The compatibility of organization culture to new strategic changes is important measure in overcoming this challenge.Lack of a synergy between strategy and culture may obstruct the smooth implementation of strategy by creating resistance to change (Pearce & Robinson, 2003). Aosa (1992) stated that it is important that the culture of an organization be compatible with the strategy being implemented because where there is incompatibility between strategy and culture, it can lead to a high organizational resistance to change and de-motivation which in turn can frustrate the strategy implementation effort. However, when culture influences the actions of the employees to support current strategy, implementation is strengthened. Maximizing Synergy while focusing to re-inforce culture, managing around culture and reformulating a new organization culture are some recommendations by Pearce and Robinson (2001) of managing strategy-culture relationships in various situations.

Inappropriate systems utilized during the process of operationalization, institutionalization, and control of the strategy are often sources of challenges during strategy implementation. The process of institutionalization relies heavily on the organization configuration that consists of the structures, processes, relationships and boundaries through which the organization operates (Johnson and Scholes, 2003). The relationships consist of interactions, influence, communication, and power dynamics, among other elements that occur in a systematic or a structured manner.

Whilst the strategy should be choosen in way that it fits the organization structure, the process of matching structure to strategy is complex (Byars et al 1996).If the strategy indicates that the organization need to behave in different ways, there is likely to be a problem should the existing structure be used to implement the changes (Campbell et al, 2002). The choice of a particular structure is a formidable challenge. For example, the strategic challenge in the functional structure is effective coordination of the separate functional units. Some form of divisional structure is therefore necessary to meet the coordination and decision making requirements resulting from increased diversity and size. Moreover, increased diversity, size, and number of units necessitate grouping various divisions in terms of common strategic elements. In theory, the matrix is a conflict resolution system through which strategic and operating priorities are negotiated, power is shared, and resources are allocated internally on a "strongest case for what is best overall for the unit" basis (Arthur & Strickland, 1983).While the matrix structure is easy to design, it is difficult to implement. Dual chains of command challenge fundamental organizational orientations. Negotiating shared responsibilities, use of resources and priorities can create misunderstanding or confusion among sub-ordinates.

The biggest challenge in leadership is determining the "right things" especially at a time where industries are mature or declining; the global village is becoming increasingly complex, interconnected, and unpredictable; and product lifecycles are shrinking (Dess et al., 1998).Such challenges are even more acute in strategy implementation. A leader also faces all kinds of barriers such as conflicting objectives, organizational fiefdoms, political rivalries, and organizational inertia. Things don't always work out as planned-sometimes gravity takes over and things come crushing down around the leader. Such happening fails strategy implementation process. Kangoro (1998) noted that lack of commitment to strategic management practices by top management and other employees of the organizations resulted in poor implementation.

Research so far conducted in this area has concluded that many strategists have failed during implementation stage due to the Planning systems used. Successful implementation of strategies is achieved through systems that plan and control the allocation of resources and monitor their utilization. Planning approaches has yielded major strides forward in the manufacturing efficiency and reliability in the early parts of the twentieth century. In a research conducted by Gray (1986), 59% of the respondents attributed their discontent mainly to difficulties encountered in the implementation of plans and strategies. Two thirds of the respondents traced their implementation problems to the design of the planning systems and the way they managed them. Gray (1986) noted that line managers are engaged in strategic formulation yet are poorly prepared with little understanding of key concepts and language of strategic planning. This coupled with unrealialistic self-assessment of their strength and weaknesses and insufficient effective participation across the functions impacts negatively on successful implementation.

Staff control of systems often prevents line managers from using financial compensation as a strategic tool (David, 1997). David (1997) further suggested that for reward system to be closely linked to the strategic performance of an organization, the system should be, dual bonus system based on both annual objectives and long –term strategic objectives, profit sharing and gain sharing. This requires employees or departments to establish performance targets; if actual results exceed objectives, all members get bonuses. Sales, profit, production efficiency, quality, and safety could also serve as bases for an effective bonus system.

David (2003) asserts that organizations have at least four types of resources that can be used to achieve desired objectives namely; financial resources, physical resources, human resources, and technological resources. The various activities necessary to implement any particular strategy should be defined in terms of each type of resource required. The operating level must have the resources needed to carry out each part of the strategic plan (Harvey, 1998). It is often a common practice to reduce this specification of resource requirements to monetary terms (Copeland et.al, 2000). According to Daft (2000), one major shortcoming of strategic implementation in organization is a failure to translate statements of strategic purpose such as –gain in market share into identification of those factors which are critical to achieving the objectives and the resources/competencies to ensure success. The intangible resources may also lead to unique challenges associated with external accountability imposed by the authorizing environment. Inadequacy of any form of resources, such as, inadequate funds, inadequate equipment and facilities, and inadequate human resources skills and experience is often a big challenge during strategy implementation.

Swartz (1985) argues that the challenge to management is that it might need to recruit, select, train, discipline, transfer, promote and possibly even lay off employees to achieve the organizational strategic objectives. He further argues that since more and more organizations are using teams, the ability to build and manage effective teams is an important part of implementing strategies.Okuto (2002) set out to study the human factor in implementation of strategic change within large manufacturing firms in Nairobi-The major finding were that change implementation in these firms ignored the important details and use of proper communication. Among the challenges identified by Mccowan et.al. (1998) are concerned with development of human skills and their application to ensure strategy implementation success. Labour relations are another resource related challenge that may hinder strategy implementation. How strikes and go slow are managed may be detrimental to success.

2.4.2 Challenges from sources external of the organization

Strategy implementation challenges are also found in sources external to the organization. The challenges will emanate due to the changes in the macro-environment context namely Economic, Political-legal, social, technological and environmental. Since, the purchasing power depends on current income, savings, prices, and credit availability, any change in the direction of the economies in the corporation's regional, national and international market is likely to present changes in the purchasing power and hence the overall financial performance of an organization (Pearce and Robbinson,2003).In the rapidly changing social environment of the highly interdependent spaceship earth, businesses feel great pressure to respond to the expectations of society more effectively. Therefore any changes in social values, behaviours and altitudes regarding childbearing, marriage, lifestyle, work, ethics, sex roles, racial equality, social responsibilities e.t.c will have effects on firms' development (Pearce and Robinson, 2003). Unanticipated Changes in the government policies regarding taxation, industry cooperation, environmental protection, education policies will impact on strategy implementation. A new administration may also bring about changes in board of directors and leadership in an organization.

At any given time in its lifecycle, certain underlying forces in an industry operate to broadly define the potential for a company's success. Efforts to implement the strategy can be greatly impaired by challenges arising from the industry forces that include powerful buyers, powerful suppliers and stiff rivalry from the competitors. Changes in the degree of integration of major competitors, industry's vulnerability to new or substitute products, changes in the magnitude of the barriers to entry, number and concentration of suppliers, nature of the industry's customer base and the industry's average percentage utilization of production capacity are all likely to impact on implementation.

Information is a key resource of particular attention at the moment with the rapid advances in information technology. These developments in the ability to access and process information can build or destroy an organization's core competences that are crucial for competitive advantage (Johnson and Scholes, 2002). IT is also spawning new business models-where traditional 'value networks' are being configured. Technological innovations can give a firm a special competitive advantage (Githui, 2006). Without continued product or service improvement, profitability and survival are often jeopardized. This may present a serious threat to most organizations but may serve as an opportunity to others (Johnson and Scholes, 2002).

The operating environmental forces compounded by pressure arising from stakeholders like creditors, suppliers, customers, shareholders, government and the local community can impose challenges that could impair strategy implementation. Often people know little, if any, about a strategy when it is being hatched in the boardroom. Participation of all stakeholders in strategic planning is seen as important because of the key role; stakeholders have to play in implementation including monitoring of the planning recommendations and strategies. Competitive position is a key issue in the operating environment. New entrance of important new competitors in to the industry may throw an organization into a tantrum. Anticipated new substitute or competing products may render the organizations products uncompetitive (Pearce and Robbinson, 2003).

Operating environment changes such as in the Customer profiles need to be anticipated and strategies adjusted to match customer expectations (Pearce and Robbinson, 2003). Major cost increases due to cost hikes by creditors or suppliers may present unprecedented challenges. The advances in innovation technology demand that continuous capacity building becomes an integral activity for most organization. This demands a lot of resources and organization with no capacity to develop, maintain and sustain the human resource competencies especially from the local community is likely to be confronted with challenges.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This study was conducted through a case study design. This study design was chosen in order to do an in-depth investigation of the phenomenon of strategy implementation and its challenges in Jomo Kenyatta Foundation. Aosa (1992) argued that a study with a narrower focus would achieve greater depth thereby providing further insight of the strategic management practices in Kenya. This research design has been successfully used by similar studies (Koske, 2003; Githui, 2006; Obare, 2006; and Rukunga, 2003).

3.2 Data Collection Method

The personal interview method was used for primary data collection. According to Kothari (2002), this method is particularly suitable for intensive investigation. The data, after collection, was processed, summarized and verified in accordance with the objectives of the study. The researcher used an interview guide for all respondents of the case study. A pretest of the interview guide was done using two participants from the organization .This was to ensure that the data collection tool had the capacity to collect information addressing the objectives of the study. Secondary data from Annual reports and magazines was reviewed.

The research data and information was gathered from the various departments of the organization. The senior executives of Jomo Kenyatta Foundation were interviewed. The researcher used purposive sampling to select participants who were likely to have vital information on the organization. Conclusions and suggestions were collated based on collected information from documents, experience, and interviews.

3.3 Data Analysis

Content analysis for qualitative data was performed. Content analysis technique uses a set of categorization for making valid and replicable inferences from data to their context (Rubin and Piele, 1996).This technique was selected on the basis that subjecting the collected data to content analysis allows the researcher to learn about underlying altitudes, biases or repeating themes. This type of analysis has been used in similar studies in the past including Koske (2003), Githui (2006), Obare (2006) and Rukunga (2003).

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction

The study were guided by two research objectives namely; to determine the challenges faced by Jomo Kenyatta Foundation in strategy implementation and to establish the measures taken to overcome these challenges. This chapter is divided into two major sections according to these objectives. Content and thematic analysis of the qualitative data will be used, collated with the secondary data obtained from the organization documents, newsletters and circulars.

4.2 Challenges of Strategy Implementation

The first objective sought to determine the challenges faced by Jomo Kenyatta Foundation in strategy implementation. To respond to this, in-depth interviews were done with Managing Director and her senior management team. The senior management team composes of managers in Finance, Marketing and sales, Human Resources and Administration, Internal Audit, Legal, Risk management and Publishing. The interviews were structured to suit the various positions in the senior management and this helped in gathering as much information as possible.

The core business of the JKF is publishing and provision of scholarships.Upto the early 80s, the foundation was publishing and printing materials prepared by the Ministry of Education. The books were then delivered to the Ministry of Education for distribution to schools under the Kenya School Equipment Scheme (KSES).For two decades since inception; the company enjoyed the near monopolistic status so far as the supply of school textbooks and other instructional materials were concerned. The situation has since changed due to globalization and economic liberation that have seen the entry of more local and multinational players in the publishing and printing industry in Kenya and the school book market in particular. In addition, changes in government policies on education and the various public sector reform measures as well as technological dynamics have posed serious challenges but also have brought with them new opportunities for the company.

In the wider public sector, relevant reforms undertaken include the introduction of performance contracting, embracing the results based management (RBM), E-Government, E-commerce and a National Integrated Monitoring and Evaluation System (NIMES). In addition, SAPs from the World Bank and the imposition of economic policies by the IMF and World Bank on the Government of Kenya fuelled problems, which impacted on the publishing and educational sector.As a consequence, the company has undertaken a number of necessary policy, technological, institututional and operational shifts for competitive and sustainable growth. These shifts demand organizational changes that has been confronted by systemic and behavior resistance to change.

The in-depth interviews revealed that the key challenges facing the foundation emanates from the operating environmental changes that present a threat to effective implementation of the strategy. All the senior managers reported that Competitive position is a key issue in the operating environment for Jomo Kenyatta Foundation. The operating environmental forces for Jomo Kenyatta Foundation are compounded by pressure arising from stakeholders as reported by the senior management. External stakeholders of Jomo Kenyatta Foundation include customers (Booksellers & Users), suppliers, Government, Kenya Institute of Education (KIE), Authors, Scholarship Beneficiaries, Trade unions, Financiers, Charity organizations, Kenya Publishers Association and competitors. The market has six major competitors namely Kenya Literature Bureau, Longhorn Publishers, East African Educational Publishers, Oxford University Press, Macmillan Kenya ltd and the Longman Kenya ltd.

The foreign publishers are a major threat to the present market share hence limiting growth. New entrance of important new competitors in to the industry captured a large market share of the secondary and tertiary books. This present a major challenge and JKF has to invent new strategies continuously to enhance its presence in the secondary and tertiary segments. The threats of Globalization of the book market present further a challenge. The stiff competition led to fluctuation of JKF finances from year to year. Between June 2002 and June 2006, JKF made losses in three of the five years. At the same time, sales have been falling since June 2004 as a result of increasing competition .How to address the downward trend in its market share and return to profitability is a major challenge.

The in-depth interviews revealed that there is an increasing diversity in the type of products required in different school book markets. This is primarily due to Changes in the Customer profiles. The market has experienced unanticipated new substitute or competing products. These have had the potential of rendering the some organizations products uncompetitive leading to obsolescence of some publications. The evolving regional market presents a further challenge of obsolescence of some publications.

The management of credit facilities given the inflexible government credit procedures is a challenge.Further, there was reported that some creditors are not genuine. The risk management processes and procedures are solely controlled by the government laid down procedures. Any decisions that may allow flexibility and financial risks meets obstacles and hence loss of business opportunity. Major costs are incurred in contracting and royalty agreement to ensure that risks are well managed. Further, use of credits facilities between the publishers and customers sometimes expose the organization to legal costs.

Despite reported involvement and participation of all stakeholders including the government during the strategic planning process, it was evident that government and its regulations present a major hindrance to effective implementation. Whereas the foundation is classified as a commercial state corporation with semi-autonomous status, it has not fully operated as such. This is principally due to the administrative and legal controls by the central government under the authorities of various government policies, circulars and statutes including the state corporations Act cap 446, Laws of Kenya. These controls present challenges and are not business friendly. The prior written government authorization for use of company vehicles outside normal office hours was especially mentioned to hinder performance in the marketing and sales department. It was reported that the sales personnel are unable to serve customers adequately in comparison with those from other publishing firms that are not controlled by these regulations hence lost business opportunities. There was a reported considerable delay in executing decisions where approvals by the central government are a prerequisite to implementation of particular activities .This was a common phenomenon even after company budgets have had prior approvals from the central government.

The politico-legal status of JKF has led to non-competitive terms and conditions of employment thus leading to high staff turnover especially among the professionals' cadres. This has resulted to JKF being used as platform for training of employees as they are attracted for lucrative rewarding in other publishing firms. This has translated to high operating costs especially in filling casual vacancies and staff training, loss of institutional memory and lack of continuity. It also opens the company to unfair competition and loss of business secrets. Staff retention remains therefore a big challenge to the company.

In an attempt to address our first objective, the in-depth interviews informed that social factors in the external environment has led to an increasingly growing demand for scholarships in the country .Poverty and the growing number of orphans and vulnerable children as a result of HIV/AIDS has demanded address .The growing need of being socially responsive and accountability pressurizes the organization to justify its existence. Some mangers reported that the foundation stands to lose one of the key purposes for its existence which is provision of scholarships. This mandate forms the basis for tax exemption on its income and hence it is a challenge to retain. The capacity to provide scholarship is directly related to the level of profits, which varies from year to year.

Presently, a hybrid strategy which seeks to achieve differentiation and prices lower than the competitors is the market facing choice of JKF business strategy to achieve competitive advantage. The traditional low-cost leadership approach presented a challenge given the growing preference for quality publications rather than just price. Stiff rivalry from the competitors who have embraced the immense social shift to new forms of publishing is a major challenge. This has led to competitors embracing integration strategies for competitive advantage. Decisions to use such strategies in JKF are confronted by limitations owing to its political-legal status.

Advances in the technological environment have presented challenges and opportunities for JKF as reported by majority of the senior management interviewed. The use of ICT in the publishing industry and all industries as a whole has presented an opportunity to enhance the skills of the employees in JKF. Based on its attachment to the public sector, there are inadequacies of the existing legal framework to effectively support electronic commerce. This limits its utilization and hence performance in the global competitive environment. The availability of desired skills and abilities among the long serving employees has presented a challenge.

The introduction of ICT has encountered resistance to change. Use of paper is still rampant in some departments as I observed bulky files were still in this era, on some top managements desks. Some top managers felt that this is a source of inefficiencies and high operating costs.Further, use of ICT is feared to lead to phasing out of the paper publishing and loss of jobs. The need to change rapidly to ICT presents challenges of high costs in changing to e-publishing. In this era of massive technological advances and innovation technology, continuous capacity building has become an integral activity for Jomo Kenyatta Foundation. This demands a lot of resources and JKF has to continuously develop, maintain and sustain the human resource competencies and this is particularly a challenging situation.

Majority of the managers interviewed appreciated that certain underlying forces in the publishing industry define the potential for Jomo Kenyatta success. Certain powerful buyers in this industry are the Ministry of Education through the free primary Education policy. It was reported that the highest turnover was recorded during the financial year 2003/2004 which coincided with the first year of implementation of the new curriculum and free primary education .Changes in curriculum or review of the National Education Curriculum by KIE have adversely affected publications and have led to obsolescence. Retention of competent authors, timely payment of royalty and payment of competitive rates for work done is a major challenge in ensuring high quality and competitively-priced publication.

There was reported considerable consultation with the senior management during the development of Strategic plan 2007-2012 unlike the Strategic plan 2001-2006..All the top managers who were working for the foundation at the time of its development identified themselves with the present document. They were all optimistic that it is possible to achieve their targets if there was status quo in the external environment. One of the managers however felt that the strategic plan 2007-2012 could only deliver up to 75% achievements. The achievement of the targets in the strategic plans is a challenge by itself given a lot of variables that the management team may have little control over.

For purpose of operationalization, the implementation matrix appendixed in the strategic plan document was reported by majority of the senior managers as the main tool for operationalization. None of the departments had an explicit annual operational plan with defined annual objectives. Annual operational objectives are a strange term to some departmental heads. Some departments set out performance targets while others develop an activity schedule that helps to track projects implemented per quarter. Some senior managers had not developed any operational tool for the financial Year 2008/2009 even as the first quarter was coming to an end in September 30th. The meaning and interpretation of functional or parts strategies by senior managers was varied with some asking for clarification from the generic strategies. Some managers felt that since their source of funding was wholly from the sale of books, there was no need for their departments to have functional or parts strategies. My analysis of the implementation matrix appendixed to the strategic plan document is that it does not broadly define issues but is too focused on activities.

The institutionalization of the strategies formulated in the first strategic plan 2001-2006 was confronted with various challenges. The findings of this study revealed that there was lack of strategic fit between strategy and culture. The culture at JKF was described by some managers as outdated and not compatible to the changing industry and operating environment. It was a major challenge to promote a market driven approach of accountability and transparency. The inculcation of this culture has not been easy given the public sector traditional culture of a don't care attitude that be felled the public sector in the 1980S and 1990s.The culture was compounded by lack of performance appraisal systems and lack of rationalization of salaries and allowances that demoralized the staffs further.

The structure of Jomo Kenyatta Foundation was reported to fail to adequately match effective implementation of the strategies. The structure according to the senior managers failed to facilitate clear delineation of responsibilities without overlaps/duplication or gaps. Some important functions necessary for successful implementation such as monitoring and evaluation are apparently missing. The increased workforce associated with non-core functions such as printing, cleaning and security presented a challenge of increased production costs during implementation of the Strategic plan 2001-2006. This finding was also documented in its mid-term review. It was reported that despite proposals having been made for restructuring, only partial implementation of the proposed structure had been done by the period of data collection-September 2008.

The secondary data reviewed reported that there was a challenge in leadership of strategic practices in Jomo Kenyatta Foundation. It was noted that the Chairman and the Board of directors were political appointees. However, it was apparent that previously, the appointments were not professional and this impacted negatively to performance. Further, one of the main challenges of the first strategic plan 2001-2006 was to competitively appoint a chief executive officer who was to be answerable to the board of directors. Building commitment to strategic management practices by top management has been a challenging task for the Managing director.

Human resources for performance was a major challenge during implementation of the first strategic plan 2001-2006.Low workforce morale and inability to retain competent and qualified staff was a significant observation during implementation of the strategies. Although there are no apparent evidence of go slow or staff unrest, cases of absenteeism, disrespect of time coupled with under productivity experienced in the last few years attests to underutilization of the people asset. The challenge to management during implementation of strategic plan 2007 – 2012 is how to recruit, select, train, discipline, transfer, promote and possibly even lay off employees to achieve the organizational strategic objectives. The ability to build and manage effective teams is an important part of implementing strategies as noted by the managing director and her management team.

The ageing infrastructure or physical resources/assets presented a major challenge and their upgrading in the last implementation period of strategic plan 2001 – 2006 utilized enormous financial resources. Upto November 2006 when printing function was outsourced, the foundation was performing both publishing and printing function. The printing was associated with increased production costs due to a large number of workforce, increased maintenance and insurance costs. The machine breakdown was markedly responsible for loss of business. Presently; the challenge has shifted to the Procurement process of printing services. This has to be procedural as laid down in the procurement and disposal act, 2006 a government policy document for purposes of ensuring that transparency and quality goods are procured. Delays may hinder timely delivery of publications to the market.

4.3 Measures to overcome the challenges to strategy implementation

This study sought to establish in its second objective the measures Jomo Kenyatta Foundation have taken to overcome challenges of strategy implementation. Strategic management practices have been in place since 2001. To effectively implement the strategies, there was realized the need to review the memorandum and articles of association so as to be in line with the modern business requirements and practices. This measure was important to help overcome political and legal challenges external to the organization.

Unlike the first strategic plan formulation, the strategic plan 2007 – 2012 was formulated on a backdrop to effectively manage the operating environment. It also proposed measures to overcome challenges that faced implementation of the first strategic plan. The planning system was well adapted to enable effective implementation. The Managing Director and her senior managers reported that very comprehensive and detailed situation analysis of the firm and environment was done during the planning process .External expertise (consultants) facilitated the planning process that factored all risks and assumptions.

The planning process was reported to have been all inclusive involving all the core internal and external stakeholders aiming at ensuring broad appreciation, ownership and commitment for its successful implementation. The participatory process identified and analyzed the changes that are likely to occur in the external environment and which will impact on the operations. The organization's mission, vision, goals, objectives and strategies were reviewed and redefined.

The understanding of the political, economic, social, technological and legal environment during the strategic planning process determined the ability of JKF to propose effective strategies and measures for enhanced performance. To overcome the challenges of declining market share and profitability from unanticipated macro environmental changes, risks and assumptions were analyzed during planning. The organization has embraced management tools such as strengthening corporate governance, embracing performance contracting, customer care focus, enhanced quality as well as product and market diversification in response to mitigation of any adverse effects.Further,proposals have been drafted and some approved by the Board of directors to the Central Government in an attempt to request approval of some flexibility to procedures and processes that have constrained better customer focus and rapid decision making. To ensure enhanced market presence and penetration, the organization is participating and getting involved in local and regional book fairs and exhibitions. The Managing director is the chairman of Kenya Publisher association and has a commitment in realizing the dream and the vision of the organization. She represents the association and her organization in local and international conferences / seminars.

The study findings reported that implementation of measures to ensure and secure effective leadership contributes largely to effective implementation. As such, it was reported that specialized training was availed on company stewardship to new directors. An improved governance process in the organization was given a priority. The choice of leaders and members of the board of directors based on professionalism is an attempt to secure the right leadership for the organization. The competitive appointment of the Managing director who was answerable to the board of directors was done. The present Managing director for the last four years has a minimum of 19 years in the organization rising up the ranks from an editor through the publishing manager, Human Resource manager to a managing director position. This puts the Chief Executive officer as one of the most familiar personalities with the organization within the industry. Doubling up as the chairperson of the Kenya Publishers association, she is likely to understand and provide leadership for the organization over and above many personalities in the world. Of particular, is the emphasis the managing director puts on development and building skills of the workforce for enhanced productivity.

A partial restructuring of Jomo Kenyatta Foundation has been done to make it more responsive to the competing operating environment. The printing function was outsourced. This decision was made in an attempt to minimize production costs through reduction of the workforce, insurance and maintenance costs. The outsourcing led to massive laying off of staffs and creation of a thinner and leaner manageable institution. This was followed by staff and functional rationalization. The marketing and sales functions were harmonized. Procurement, Internal Audit functions were elevated to stand on their own. There was a need to rebrand the depos to Book Distribution centres.Designations for some positions was done such as from Chief Administration officer to Human Resources and Administration Manager: Chief Accountant to Finance Manager: Depot supervisor to Marketing officer.

Jomo Kenyatta Foundation management has recognized organizational culture as important for enhancing organization performance. All those interviewed felt that strategy -culture relationship was critical to successful implementation. The managers felt that there was a need to influences actions of employees to support current strategy. The ease at which the Managing Director recognizes the importance of people and their performance towards effective implementation is enough measure to overcome resistance to change and I quote "choice is ours, Do your part, everybody matters".

The leadership recognizes the importance of communication with staff. The managing Director addresses all the staff once a quarter, meets with the Heads of Departments on a monthly basis, has introduced a walk in/open office policy in her office and a suggestion box. While introducing change, she emphasizes on personally communicating it and ensures involvement and participation of all. For example to avert late morning reporting an electronic clocking system was instituted and everybody is expected to clock in including herself. In these cases, Culture in Jomo Kenyatta Foundation is becoming a system of management authority and when accepted by employees can be a motivator to achievement of organization objectives. Further, there is a proposal to address the challenges of the culture through introduction of a specific value system.

To overcome challenges associated with Human resources management, there is an apparent recognition of the people asset as core to successful implantation. The planned audit to assess Human Resources requirements through a job evaluation exercise was recommended as a prerequisite to effective human resources system. A competence based recruitment policy has been recognized as a key Human Resources activity to enable successful strategy implementation. Performance management through performance contracting in line with the targets outlined in the strategic plans has been implemented since 2005.This was reported to not only be essential but its processes should be adjusted to support changing strategies. This is supported by an established public sector staff appraisal system.

To ensure that systems, processes and routines for organizing, allocating and developing new programmes during implementation are successful, the Human Resource Department is working feverently under an experienced manager and able leadership. To retain and motivate staff, the board of directors is most responsive and supportive to reviews and development of competitive human resources policies. A staff welfare scheme has now been developed and has been under implementation since 2007.A medical insurance scheme has been set up and a stress-free environment ensured. There is adequate office space and tools with subsidized meals aiming at ensuring favorable working environment. Jomo Kenyatta Foundation has instituted an aggressive training programme for all the staffs following training needs assessment .It is a requirement that two training courses are availed to every individual per financial year. The proposed plan to perform a job evaluation will guide full restructuring of the organization.

There was agreements among all the senior managers interviewed that there are two key success factors for JKF namely the development and sustenance of capabilities and competencies. The publications with value added features such as user-friendliness, simplicity, clarity of thought, and illustrations that are relevant and attractive make approval by Kenya Institute Education (KIE) earlier. As a response to the challenge,JKF has instituted a highly organized system of sourcing and retaining reputable authors and designers that are timely and competitively remunerated and paid their royalty on time.Further,as mentioned earlier reward and performance management systems have been instituted to ensure that these two success factors are maintained for enhanced profitability.

The managers reported that an effective marketing, sales and distribution system is key to increased profitability. To ensure effective and efficient system, the organization has recruited a very experienced manager from the corporate sector as a change agent to revitalize operations in this vital department. The foundation generates its financial requirements from sales of books and has not received any funds from the exchequer since 1972. To overcome challenges associated with this system, a distribution chain management system that meets JKF growing market demands through ensuring availability, accessibility and timely delivery of their products is in the process of implementation. There is a proposed plan to implement market expansion and diversification strategies. To promote JKF products, the department has introduced promotion strategies such as branding with an emphasis on quality printing as key to enhanced sales within their market. The introduction of sales target setting between the managers and his sales representatives is an attempt to improve sales of JKF products.

CHAPTER FIVE: SUMMARY, DISCUSSIONS AND CONCLUSIONS

5.1 Summary, Discussions and Conclusions

The study first objective was to determine the challenges faced by Jomo Kenyatta Foundation in strategy implementation. The findings were that challenges faced are usually from sources external and internal to the organization. The challenges from the external sources to the organizations were adversely identified by the top management first over and above those from the internal sources to the organization.

The major challenges identified are those from sources in the operating environmental changes such as stiff competition compounded by new entrance of important new competitors in to the industry and un-anticipated new substitute or competing products. The stakeholders in the operating environment such as customers, creditors, government, and others seem to present particular challenges that may have affected the organizations' competitiveness. The political-legal status of the organization in this operating environment has been identified to be unfriendly to the business orientation expected of Jomo Kenyatta Foundation.

Changes in the macro-environment were identified as a source of challenges to implementation of strategy in Jomo Kenyatta Foundation. Commonly mentioned are the government policies in the political environment. The purchasing power dictated by the economic environment determined the customers' potential .The increased number of orphans and vulnerable children due to poverty and HIV/AIDS in the social environment presented challenges of increased demand versus supply of the scholarships. The Technological environment presented challenges of increased demand to creativity and innovativeness, training costs, obsolescence and stiff competition. The industry forces especially the buyers' power and rivalry within the industry has led to increased costs in promotions, branding and efforts to enhance JKF presence.

Operationalization of strategy is concerned with working out the strategy by ensuring that the organization's daily activities, work efforts, and resources are directed as much as possible towards implementing the strategy. To achieve operationalization ideally, annual operating objectives, functional strategies and policies that relate logically to the strategy's long term objectives are identified and communicated. In Jomo Kenyatta Foundation, there was an obvious weakness in the use of these operational tools.

The challenges faced in strategy implementation at JKF were also emanating from sources internal to the organization due to behavior resistance to change from the traditional deep rooted public sector culture to a dynamic culture responsive to the market. There were inappropriate systems especially the structure, culture, leadership, systems used in the organization that did not have a strategic fit with the strategy. The inadequate human, physical and financial resources were also a key challenge in implementation.

These findings are in line with the literature that implementation is a challenging task for many managers of organizations. The findings also support the literature that Strategy implementation is inextricably connected with organization change. To effectively implement the strategy,JKF has implemented a lot of changes or has proposed changes which is awaiting implementation. Like in JKF, People working in the organization have sometimes resisted change proposals to make the strategy difficult to implement (Lynch, 2000).However, the leadership and management has satisfactorily managed the change through shared understanding of the issues between the managing director and her management and the staff .This is done through a system of regular meetings and communication through newsletters. This has facilitated smooth change processes.

Johnson and Scholes (2002) termed as a serious threat inability to continuously improve product or service to ensure continued profitability and ensure survival. Jomo Kenyatta Foundation has identified success factors in line with this ability. Measures to promote the intangible resources associated with production of improved services and products are a priority during implementation.

The organization appreciates that the process of institutionalization relies heavily on the organization configuration that consists of the structures, processes, relationships and boundaries through which the organization operates (Johnson and Scholes, 2003).This led to a thorough and detailed analyses of the strength and weaknesses in these variables during strategic planning. Further, the management upholds the need of a planning system as important in effective implementation. Infact, the respondents traced their implementation problems of the first strategic plan to the design of the planning system then in 2001 and the way it was managed .This is in line with findings in a research conducted by Gray (1986),where two third of the respondents traced the implementation problems to planning systems used. During the planning process, the organization was able to identify the two success factors which are critical to achieving the objectives and the resources/competencies to ensure success. These were the development and sustenance of capabilities and competencies to ensure quality and competitive publications. Efforts to maintain this intangible resource were factored during the planning process. It is clear from the literature, that inadequacy of any form of resources is often a big challenge during strategy implementation.

Swartz (1985) argues that the challenge to management is that it might need to recruit, select, train, discipline, transfer, promote and possibly even lay off employees to achieve the organizational strategic objectives. He further argues that since more and more organizations are using teams, the ability to build and manage effective teams is an important part of implementing strategies. This study findings supports this argument. The leadership in Jomo Kenyatta Foundation is in the process of restructuring the organization, and a leaner organization with highly motivated and skilled workforce is emerging.

Leadership is a matter of making a difference. It entails changing an organization and making active choices among plausible alternatives, and depends on the development of others and mobilizing them to get the job done. Successful turnaround strategy for example will require almost without exemption either a change in top management or a substantial change in the behaviour of the existing management team. The study findings identified a managing director, who takes up her role in communicating the vision for change, has ability to build teams by looking at people as an asset and believe in ownership of decisions by all staff. She emphasizes on staff development and building teams for performance. Okuto (2002) in his study of the human factor in implementation of strategic change within large manufacturing firms in Nairobi found that change implementation in these firms ignored the important details and use of proper communication. Okuto (200) findings differs with this finding since the leadership in JKF is implementing change through emphasize on the important details and use of proper communication. The leadership in JKF facilitates change management through reinforcing why change need to happen.

In conclusion, Jomo Kenyatta Foundation has faced challenges in strategy implementation that are emanating from sources internal and external to the organization. The organization has also planned for measures to avert majority of the challenges .However, the political legal status of the organization puts it at a disadvantage in averting challenges from the environment. To be competitive and enhance productivity, it would be inevitable to review the status and either increase the degree of autonomy or fully privatize the institution.

5.2 Limitations of the study

While interpreting the findings of this study, one should bear in mind the limitations. The choice of the design was limited by the time available and resources available for the research. This study used a case study design which is limited by the inability to generalize the results. These limitations reduce the robustness of the findings.

5.3 Recommendations for further research

There is need to undertake further research in strategy implementation in public corporations and in the publishing industry. It would be important to study other publishing firms that are privately owned. More in-depth investigations of the operating environment and industry forces in this industry need to be done. Since, the study findings are based on use of case study which has limitations, a cross-sectional study should be undertaken to allow comparisons between firms in the publishing sector. A longitudinal designed study need to be done to help in collection of data and information over the period of strategy implementation to help an analysis of the variables and conclusive relationships.

5.4 Implications for policy and practice

These study findings have given empirical evidence that may have implications for policy and practice. There is a need for Jomo Kenyatta Foundation to embrace a business oriented approach in implementation of the strategy. Jomo Kenyatta Foundation has a documented strategic plan whose formulation followed a scientific approach. However, its operationalization fails to document all the tools necessary for successful strategy implementation such as Annual Operational plans, functional or parts strategies and policies.

The foundation is classified as a commercial state corporation with semi-autonomous status. This semi-autonomous status need to be defined and enhanced to allow Jomo Kenyatta foundation employ fully the strategic management practices for increased profitability and survival in the dynamic competitive environment. In Kenya, we appreciate the benefits of privatization of State Corporation such as Kenya Airways and Safaricom. Privatization raises revenue for the government, improves corporate governance and provides the basis for a competitive industry. My study findings recommend privatization of Jomo Kenyatta Foundation to enhance its profitability and meet the increased demand of sponsorships to the needy children.

Jomo Kenyatta Foundation serves the education sector which forms an important social pillar in Vision 2030. Its mandate is to advance education and knowledge alleviating poverty through provision of scholarships for the needy, bright secondary school students. The scholarship funds are nearly almost all from the purchase of books. This is a noble cause and if the government is serious about attaining vision 2030 then JKF should be facilitated by increasing the degree of autonomy to ease challenges of competitiveness, limitations by government regulations and quicker decision making. The administrative and legal controls by the central government under the authorities of various government policies, circulars and statutes including the state corporations Act cap 446, Laws of Kenya need to be in cognizance of the commercial basis of the entity.

The study findings imply that the proposed job evaluation exercise and restructuring proposals as articulated in the Strategic plan 2007-2012 is paramount to success of its implementation. The scholarship function needs to be strengthened to justify one of the key purposes of the organization existence and the basis for its exemption from paying taxes and dividends to the government. Publishing is the key function and promotion and strengthening of it will boast the competitiveness of the foundation in the industry. This study finding implies that strengthening of this department and development of competitive strategy for publishing is an important agenda for survival in the dynamic publishing industry.

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APPENDICES

APPENDIX 1: INTRDUCTORY NOTE

25th August 2008

Lucy Wanjiru Musyoka
P.O box 8467-00100
Nairobi
Tel: 0722426309

To the Managing Director,
The Jomo Kenyatta Foundation
P.O Box 30533-00100
Nairobi.

Dear Madam,

Ref: CHALLENGES FACED IN STRATEGY IMPLEMENTATION:ACASE STUDY OF JOMO KENYATTA FOUNDATION

My name is Lucy Wanjiru Musyoka, Reg: No.D61/P/ 8076/2001,a Student of University of Nairobi, School of Business. I am pursuing a Masters Degree in Business and Administration(MBA).

My area of interest is to investigate challenges faced by organizations in implementing strategic management practices. Several studies have documented challenges in strategy implementation within Kenyan organization –These include Aosa (1992), Awino (2001), Koske (2003), and Shumbusho (1983); Koyio (1998); Karemu (1993); Githui (2006) among others. All these studies investigated areas other than the publishing sector. I have therefore chosen your organization to act as a good representative of publishing firm in the public sector and findings from this study could be useful to similar organizations and related companies.

I **request you to allow me to conduct in-depth interviews whose results will be purely used for academic purposes. The final Project document will be availed to you for information and documentation.**
Thank you

Yours faithfully,

Lucy Musyoka

MBA student, UON.

APPENDIX 2: INTERVIEW GUIDE

1) For how long have you been working at JKF? How many years have you worked in senior management position or at decision making position?

2) What is the sole mandate for your organization

3) What is the organization structure and in what level do you occupy?

4) What is your specific role in the organization?

5) What are your comments about strategy management practices and what does it involve?

6) What in your opinion prompted JKF to adopt the use of strategic management practices?

7) What role did you play in 1st (2001) and 2nd (2006) Strategy planning process

8) Do you think the planning system used was adequate to deliver in your opinion a good plan? What is your definition for a good plan?

9) Please describe briefly how the plans were developed and who were involved?

10) How would you generally describe the strategy that JKF is implementing in this planning period 2007-2012?

11) Do you think it can deliver the five year goal for the organization

12) Who has been in the forefront in providing leadership to enable strategy implementation?

13) Was the strategy launched? Communicated? And by who? What in your understanding is the strategy /Strategies JKF is using to achieve the objectives of the organizations?

14) How do you operationalize your strategic plans? Do you have parts or functional strategies/Annual Operational plans or action plan in your department?

15) In your opinion, How would you describe the structure,culture,processes(systems,relationship,boundaries) of the organization

16) Do you think the structure, and culture, of the organization fits the strategy

17) How would you describe the performance of the organization as regarding your function over the years?

18) In your opinion do you think that the plan will help you meet your targets?

19) Have you ever experienced unrest, discontent or any S/S of resistance from the staff?

20) In your opinion, do the management staff have the skills that enable successful strategy implementation

21) Is the employee training since 2001 geared towards strategy implementation

22) Do you have arrangements for your staff given the technical skills needed for the implementation of the current strategic plan

23) Since 2001, Has there been an increase in staff training to enhance their ability to implement the new strategy

24) Is the recruitment policy of JKF since 2001 support the strategy implementation

25) Is Staff performance appraisal system supporting strategy implementation

26) Is the reward policy of JKF supporting implementation of strategies

27) What are the challenges that your department facing during strategy implementation? Is your organization immune to change? Are there are numerous complex variables? Did you need to change anything in your department? Did it take long time the organization try to impose its goals, methods, rules and values on other participant?

28) Are most of the challenges unique to your organization or apply to others as well?

29) Are the strategy implementations challenges mentioned above widespread among Organizations with same mandate as JKF or are faced by only few organizations?

30) What suggestion(s) would you give that will help organizations like yours avoid or minimize strategy implementation challenges?

31) Please give any other comment you may have regarding the subject of this research!

Thank you for your cooperation.

Additional questions for Finance manager

1) Do you have documented financial strategies?
2) Does the company maintain financial management systems to ensure proper utilization of funds, accountability, financial monitoring, and efficient reporting, all geared towards strategy implementation? Comment briefly on how each of these aspects is ensured.

Additional questions for Marketing manager

1. What are these action plans (if any) in each of these areas:
   - Distribution
   - Pricing
   - Product
   - Promotion
   - Market Research
2. How do you implement the above-mentioned action plans OR how do you ensure that they are successfully implemented?
3. What challenges do you face when implementing them?
4. What do you comment on how you find each of the following factors acting as a source of strategy implementation challenges in your department?
   a. Economic factors,
   b. Political factors,
   c. Socio-cultural factors,
   d. Threat of new entrants,
   e. Bargaining power of suppliers,
   f. Bargaining power of buyers,
   g. Threat of substitute products/services,
   h. Rivalry among existing companies,
   i. Creditors,
   j. Labour markets,
   k. Clients (other than direct buyers),
   l. Suppliers (for other goods and services)

INTERVIEW GUIDE FOR THE MANAGING DIRECTOR

Part A –Strategy implementation

Human Resource Support

1) In your opinion, do the management staff (*Managing Director, Finance Manager, HR and Administration Manager, Publishing Manager, Chief Internal Auditor)* has the skills that enable successful strategy implementation

2) Is the employee training since 2001 geared towards strategy implementation

3) Do you have arrangements for your staff given the technical skills needed for the implementation of the current strategic plan

4) Since 2001, Has there been an increase in staff training to enhance their ability to implement the new strategy

5) Is the recruitment policy of JKF since 2001 support the strategy implementation

6) Is Staff performance appraisal system supporting strategy implementation

7) Is the reward policy of JKF supporting implementation of strategies

8) When recruiting new employees, Does the human resource team assesses the competency of the personnel so that they are compatible with the new strategy.

9) Does JKF has a database of existing skills and experience established and regularly updated in order to support strategy implementation

Organizational and Management Support

1) How do you operationalize your strategic plans

2) Who has been in the forefront in providing leadership to enable strategy implementation.

3) There has been a organization change in JKF since its launch of its current strategic plan .What changes are there and what necessitated the change

4) Does the current organizational structure support strategy implementation of the documented strategies

5) What constitute the current organizational culture? Does the current organizational culture of JKF support implementation of strategies i.e. it is compatible

with the strategy being implemented? Do you anticipate to change the organization culture?

6) Does the systems and procedures established by the organization support strategy implementation

7) What Resources required (physical, financial & human) for implementation of has been readily available.

8) Do the current policies (2001 – 2008) adequately support the organization's strategic plan.

9) What Systems of communication have been developed to enhance access to information and support strategy implementation?

10) Does JKF maintains financial management systems to ensure proper utilization of funds accountability, financial monitoring and efficient reporting all geared towards strategy implantation.

Resource mobilization

a. What are your sources of funds?

b. Has JKF been exploring and accessing local sources of funding to take advantage of the untapped local resources including from individual, companies, financial Institutions and multinational corporations.

PART B -Challenges of Strategy Implementation

I. What are the challenges that your organization is facing during strategy implementation? Is your organization immune to change? Are there are numerous complex variables? Did you need to change everything at once? Did it take long time the organization try to impose its goals, methods, rules and values on other participant?

II. Are most of the challenges unique to your organization or apply to others as well?

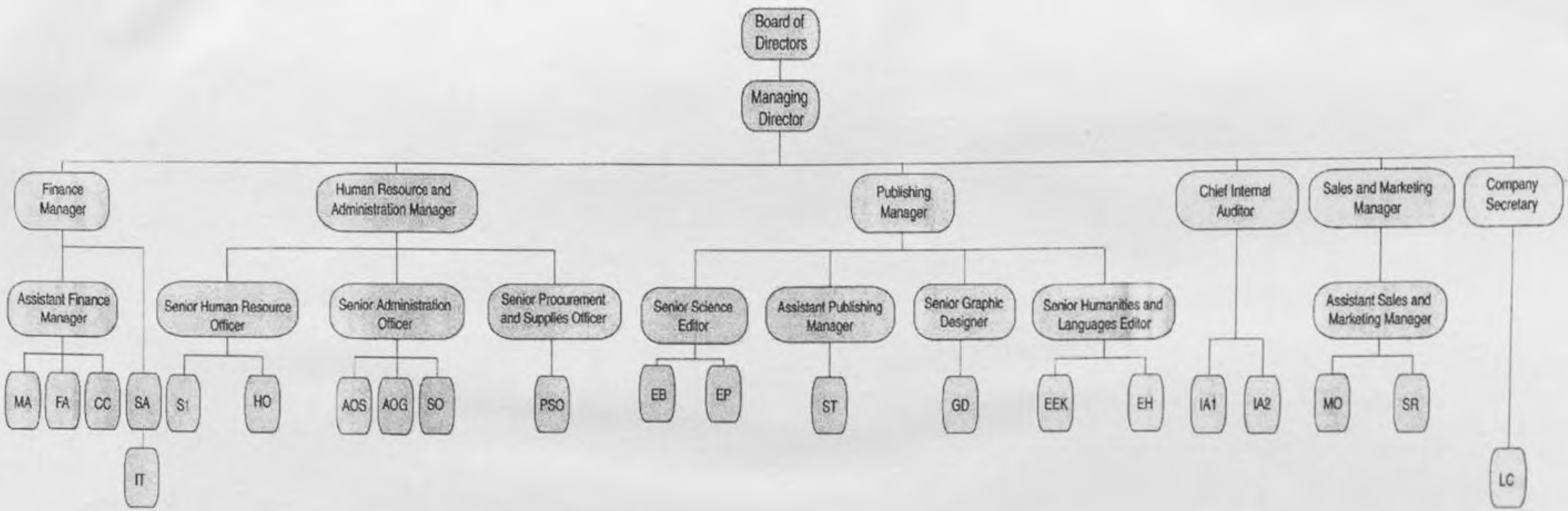
III. Are the strategy implementations challenges mentioned above widespread among Publishing Organizations like JKF or are faced by only few organizations?

IV. What suggestion(s) would you give that will help publishing organizations avoid or minimize strategy implementation challenges?

V. Please give any other comment you may have regarding the subject of this research

Thank you for your cooperation.

Figure 1: Existing Organisation Structure



AOG	Administration Officer General Services
AOS	Administration Officer Scholarships
CC	Credit Controller
EB	Editor Biological Sciences
EEK	Editor English and Kiswahili
EH	Editor Humanities
EP	Editor Physical Sciences
FA	Financial Accountant
GD	Graphic Designer
HO	HR Officer
IA1	Internal Auditor 1
IA2	Internal Auditor 2
LC	Legal Clerk
MA	Management Account
MO	Marketing Officers
PSO	Purchases & Supplies Officer
S1	Secretary 1
SO	Security Officer
SR	Sales Representatives
ST	Senior Typesetter